

**S.S. JAIN SUBODH P.G. (AUTONOMOUS) COLLEGE
JAIPUR**



Course Structure

Three Year Undergraduate Programme (Six Semesters)

in

Bachelor of Business Administration

(HR/Finance/Marketing)

Syllabus as per NEP-2020 and Choice Based Credit System

(w.e.f. Academic Session 2023-2024)

S. S. Jain Subodh P.G. (Autonomous) College

Bachelor of Business Administration

(HR/Finance/Marketing)

I. Eligibility

10+2 with 50% from any board approved by the University of Rajasthan

II. Examination Question Paper Pattern for all Semester Exams

Attempt all questions

- | | | |
|---|---|-----------------|
| 1 | 10 Questions (very short answer questions) | 10x1 Mark = 10 |
| 2 | 5 Questions (short answer questions) | 5x3 Marks = 15 |
| 3 | 3 Questions (1 question from each unit with (Internal Choice) | 3x15 Marks = 45 |

III. Marking Scheme

Maximum Marks	-	100
Minimum Marks	-	40
Internal Assessment	-	30
Total of End Sem. Exam	-	70

IV. Course Category

DSC	:	Discipline Specific Course
DSE	:	Discipline Specific Elective
GE	:	General Elective
PRJ	:	Project
VAC	:	Value Added Course

S. S. Jain Subodh P.G. College

(Autonomous)

SYLLABUS WITH CBCS SCHEME

Bachelor of Business Administration

(HR/Finance/Marketing)

Scheme of Examinations & Syllabus w. e. f. Session 2023-24

Program Educational Objectives

- To develop students professionally to handle business issues.
- To develop students to be a better team worker.
- To develop socially, ethically responsible business leaders.
- To sharpen soft and hard skills among the students.
- To promote entrepreneurial skills among students.

No.	Programme Outcome
PO1	Upon completion of the BBA program, the student will demonstrate maturity, professionalism and team working skills.
PO2	Upon completion of the BBA program the student will have general idea of operations in business
PO3	Upon completion of the BBA program, the student will have specialized skills to deal with area specific issues of concern
PO4	Upon completion of the BBA program, the student will be able to apply technological knowhow for business advancements
PO5	Upon completion of the BBA program, the student will be capable of analyzing, investigating and solving critical business issues.

S. S. Jain Subodh P.G. College

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SYLLABUS WITH CBCS SCHEME

Bachelor of Business Administration

(HR/Finance/Marketing)

Scheme of Examinations & Syllabus w. e. f. session 2023-24

(Semester - I)

Paper No.	Paper Code	Nomenclature of the Paper	Course Category	Credits	External	Internal	Practical	Total.
1	PBBA 101	Theory and Practice of Management	DSC	4	70	30	-	100
2	PBBA 102	Fundamentals of Accounting	DSC	4	70	30	-	100
3	PBBA 103	Business Laws	DSC	4	70	30	-	100
4	PBBA 104	Fundamentals of Computers	DSC	4	50	20	30	100
5	PBBA 105	Business Economics	DSC	4	70	30	-	100
6	PBBA 106	Business Communication	DSC	4	70	30	-	100
Total Credits and Total Number of Hours [1 Credit = 15 Tutorial periods of one-hour Duration [one hour per week]				24				600

(Semester - II)

Paper No.	Paper Code	Nomenclature of the Paper	Course Category	Credits	External	Internal	Practical	Total
1	PBBA 201	Entrepreneurship and Start up Management	DSC	4	70	30	-	100
2	PBBA 202	Human Resource Management	DSC	4	70	30	-	100
3	PBBA 203	Company Law	DSC	4	70	30	-	100
4	PBBA 204	Strategic Management	DSC	4	70	30	-	100
5	PBBA 205	Financial Management	DSC	4	70	30	-	100
6	PBBA 206	Indian Capital Market	DSC	4	70	30	-	100
Total Credits and Total Number of Hours [1 Credit = 15 Tutorial periods of one-hour Duration [one hour per week]				24			-	600

(Semester - III)

Paper No.	Paper Code	Nomenclature of the Paper	Course Category	Credits	External	Internal	Practical	Total
1	PBBA 301	Indian Management Thought	DSC	4	70	30	-	100
2	PBBA 302	Marketing Management	DSC	4	70	30	-	100
3	PBBA 303	Personality Development	DSC	4	70	30	-	100
4	PBBA 304	Production and Materials Management	DSC	4	70	30	-	100
5	PBBA 305	Fundamentals of Banking	DSC	4	70	30	-	100
6	PBBA 306	Business Statistics	DSC	4	70	30	-	100
Total Credits and Total Number of Hours [1 Credit = 15 Tutorial periods of one-hour				24+2*			-	600

***Note: Students will opt for 1 GE (General Elective) – (2 Credits)**

(Semester - IV)

Paper No.	Paper Code	Nomenclature of the Paper	Course Category	Credits	External	Internal	Practical	Total
1	PBBA 401	Organisational Behavior	DSC	4	70	30	-	100
2	PBBA 402	Advertising and Sales Promotion	DSC	4	70	30	-	100
3	PBBA 403	E-Commerce	DSC	4	70	30	-	100
4	PBBA 404	Green Management and Sustainability	DSC	4	70	30	-	100
5	PBBA 405	Business Research Methods	DSC	4	70	30	-	100
6	PBBA 406	Personal Finance	DSC	4	70	30	-	100
Total Credits and Total Number of Hours [1 Credit = 15 Tutorial periods of one-hour Duration [one hour per week]				24+2*			-	600

***Note: Students will opt for 1 GE (General Elective)- (2 Credits)**

(Semester -V)

Paper No.	Paper Code	Nomenclature of the Paper	Course Category	Credits	External	Internal	Practical	Total
1	PBBA 501	Ethics and Corporate Social Responsibility	DSC	4	70	30	-	100
2	PBBA 502	Business Environment	DSC	4	70	30	-	100
3	PBBA E-I	Elective I (HR/FM/MM)	DSE	4	70	30	-	100
4	PBBA E-II	Elective II (HR/FM/MM)	DSE	4	70	30	-	100
5	PBBA E-III	Elective III (HR/FM/MM)	DSE	4	70	30	-	100
6	PBBA 506 (HR/FM/MM)	Project Report and Viva-Voce	PRJ (Compulsory)	4	-	-	100	100
Total Credits and Total Number of Hours [1 Credit = 15 Tutorial periods of one-hour Duration [one hour per week]				24				600

(Semester - VI)

Paper No.	Paper Code	Nomenclature of the Paper	Course Category	Credits	External	Internal	Practical	Total
1	PBBA 601	Management Information System	DSC	4	70	30	-	100
2	PBBA 602	Risk and Insurance Management	DSC	4	70	30	-	100
3	PBBA E-I	Elective I (HR/FM/MM)	DSE	4	70	30	-	100
4	PBBA E-II	Elective II (HR/FM/MM)	DSE	4	70	30	-	100
5	PBBA E-III	Elective III (HR/FM/MM)	DSE	4	70	30	-	100
6	PBBA 606 (HR/FM/MM)	Group Project and Presentation	PRJ (Compulsory)	4	-	-	100	100
Total Credits and Total Number of Hours [1 Credit = 15 Tutorial periods of one-hour Duration [one hour per week]				24				600

Note: Students will complete 1 VAC (Value Added Course) per semester- (0 Credits)

Note: Students will opt any three electives (DSE) in the given specialization (HR/ Finance / Marketing) area of choice.

Electives For HRM

Semester V		Semester VI	
Paper Code	Nomenclature of the Paper	Paper Code	Nomenclature of the Paper
PBBA HR 501	Performance Management	PBBA HR 601	Compensation Management
PBBA HR 502	Training and Development	PBBA HR 602	Human Resource Development
PBBA HR 503	Organisational Change and Development	PBBA HR 603	Leadership and Team Management
PBBA HR 504	Talent Management	PBBA HR 604	Industrial Relations & Labour Welfare
PBBA HR 505	Human Resource Accounting	PBBA HR 605	International Human Resource Management

Electives For Finance

Semester V		Semester VI	
Paper Code	Nomenclature of the Paper	Paper Code	Nomenclature of the Paper
PBBA FM 501	Management Accounting	PBBA FM 601	Capital Expenditure Decisions
PBBA FM 502	Elementary Cost Accounting	PBBA FM 602	Methods and Techniques of Cost Accounting
PBBA FM 503	Business Budgeting	PBBA FM 603	Goods & Services Tax
PBBA FM 504	Security Analysis and Portfolio Management	PBBA FM 604	Management of Financial Services
PBBA FM 505	Income Tax Law	PBBA FM 605	Advanced Income Tax Law and Practices

Electives For Marketing

Semester V		Semester VI	
Paper Code	Nomenclature of the Paper	Paper Code	Nomenclature of the Paper
PBBA MM 501	Consumer Behavior	PBBA MM 601	Customer Relationship Management
PBBA MM 502	Product and Brand Management	PBBA MM 602	Retail Management
PBBA MM 503	Global Business Management	PBBA MM 603	Integrated Marketing Communication
PBBA MM 504	Rural Marketing	PBBA MM 604	Tourism Marketing
PBBA MM 505	Sales and Distribution Management	PBBA MM 605	Recent Trends and Issues in Marketing

Bachelor of Business Administration

Semester I

Course Title: Theory and Practice of Management

Paper: I

Paper Code: PBBA 101

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To enable the students to study the evolution of management.
2. To develop an understanding about the functions and principles of management and learn their application within organizations

Syllabus:

Unit-I

Management: Concept, Nature, Importance; Management Vs. Administration, Levels of Management, Characteristics of Managers, Principles of Management Functions of Management,

Planning: Nature, Objectives and Significance, Types of Plans, Process, Barriers to Effective Planning,

MBO: Concept, Significance and Process. **(18 Hours)**

Unit – II

Organizing: Definition, Forms of Organization Structure, Formal and Informal Organizations, Delegation of Authority.

Staffing: Definition, Characteristics, Need, Importance & Elements.

Direction: Concept, Importance, and Elements. Supervision: Role of Supervisor **(20 Hours)**

Unit – III

Motivation: Need and Importance, Techniques, Theories of Motivation McGregor Theory, Maslow's Need Hierarchy Theory, Herzberg's Theory, Alderfer's Theory, Mc Clelland Theory, Expectancy Theory

Leadership: Need and Importance, Leadership Traits and Functions, Leadership Styles,

Communication: Concept, Importance. **Control:** Nature, Process and Techniques.

(22 Hours)

Books Recommended:

1. Mathur, B.S.- Principles of Management, Oscar Publications, Delhi.
2. Chatterjee, Satya Saran- Introduction of Management, World Press, Delhi.
3. Banerjee, Mritunjoy- Business Administration, Asia Publication House, University of Michigan
4. Sarlekar, S. - Business Management, Kitab Mahal, Allahabad.
5. Sudha, G.S. Principles of Management RBSA Publication
6. Nolakha, R.L. – Principles of Management, RBD Publishing House

Learning Outcome of the Course:

1. Development of clear understanding of the relevance of management and managerial functions in organizations.
2. Inculcation of the ability to direct, lead and communicate effectively in organizations.

Bachelor of Business Administration

Semester I

Course Title: Fundamentals of Accounting

Paper: II

Paper Code: PBBA 102

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide fundamental accounting knowledge and to familiarize the students with basic accounting terminologies.
2. To accustom students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Syllabus:

Unit – I

Accounting: Definition, Need for Accounting, Learning Objectives, Functions of Accounting; Book Keeping and Accounting, **Branches of Accounting:** Financial Accounting, Cost Accounting and Management Accounting. Basic Accounting Principles, Accounting Concepts, Accounting Conventions, Accounting Standards, Systems of Book Keeping, Journal, Rules of Debit and Credit, Journal Entries with GST, Ledger Posting, Trial Balance, Revenue & Capital Expenditure, Cash Book and other Subsidiary Books.

(20 Hours)

Unit – II

Rectification of Errors, Depreciation Accounting, Preparation of Final Accounts with and without adjustment including Manufacturing Accounts. **(16 Hours)**

Unit – III

Computer Accounting: Accounting Package, Tally Micro Studies. **Bank Reconciliation Statement:** Advantages of Keeping Bank Account, Cause of Difference, Meaning and Objective of Reconciliation, Technique for Preparation. **(24 Hours)**

Books Recommended:

1. Sharma & Bhardwaj - Book-keeping & Accounting, RBD, Jaipur.
2. Sharma, Shah & Agarwal - Financial Accounting, Shiv Book Depot, Jaipur.

3. Monga, Sehgal, Ahuja - Advanced Accounts, RBSA, Jaipur.
4. Jain, Khandelwal & Pareek -Fundamentals of Accounting, Vol. I, RBD, Jaipur.
5. Agarwal, Shah, Goyal & Sharma - Fundamentals of Accounting, Vol. I, NBH, New Delhi.

Learning Outcome of the Course:

1. Learning of the basics of accounting concepts and conventions, preparation of final accounts of a sole trading concern
2. Understanding of the various Subsidiary books and Depreciation Accounting along with the importance and utility of Financial Accounting

Bachelor of Business Administration

Semester I

Course Title: Business Laws

Paper: III

Paper Code: PBBA 103

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To develop knowledge of the legal principles and environment in which a consumer and business operates
2. To develop an understanding about the relevance of business law to individuals and businesses in an economic, political and social context

Syllabus:

Unit – I

Indian Contract Act, 1872: Definition, Essentials, Nature, Classification, Proposal-Acceptance, Capacity to Contract, Free Consent. Consideration, Performance of Contract (**18 Hours**)

Unit – II

Legality of Contract, Agreements declared Void, Discharge of Contract, Remedies for Breach of Contract.

Special Contracts: Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency. (**22 Hours**)

Unit – III

Sales of Goods Act, 1930: The Contract of Sales of Goods Act & Hire –Purchase; Conditions & Warranties; Transfer of Property in Goods; Performance of Contract; Unpaid Seller; Remedies for Breach of Contract & Auction Sale. (**20 Hours**)

Books Recommended:

1. Arora Sushma, Business Laws, Taxmann Publications Pvt. Ltd., New Delhi
2. Kuchhal M.C., Kuchhal Vivek, Business Law, Vikas Publishing House Pvt. Ltd., New Delhi
3. Nolakha, R.L., Business Law, Ramesh Book Depot, Jaipur.
4. Tulsian, P.C., Business Law, Tata Mc Graw Hill Publishing Company, New Delhi.
5. Kapoor, N.D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.
6. Agarwal, Rohini, Student's Guide to Mercantile & Commercial Law, Taxmann Allied Services Pvt. Ltd.

Learning Outcome of the Course:

1. Inculcation of the knowledge of fundamental legal principles behind the functioning and operations of business.
2. Understanding of contract act and its implications for the business parties.

Bachelor of Business Administration

Semester I

Course Title: Fundamentals of Computers

Paper: IV

Paper Code: PBBA 104

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	50 (Theory) 30 (Practical)	20 Marks

Objectives:

1. To enable students to understand basic computer concepts and applications related to day-to-day functioning in modern day organizations.
2. To know the different input and output devices that make a computer operational along with an understanding of Information systems and Word processors.

Syllabus:

Unit I

Fundamentals of Computer: Definition, Characteristics, Generation, Classification. **Data Organization.** Drives, Directories, Files. Input and Output Devices, Memory and Storage Devices, Different Ports and its uses, Different type of Printers, Number System (**16 Hours**)

Unit II

Software: System Software and Application Software, Programming Languages, **Operating System-** Windows Operating Environment, Features of MS Window, Control Panel, Task Bar, Desktop, Formatting Disk, Windows Application, Icons, Window's Accessories, **MS-Word:** Formatting Text and Paragraphs, Working with Tables, Graphics and Frames, Spelling and Grammar Checkers, Thesaurus, Mail Merge, Macro, **MS-Excel:** Working and Editing in Workbooks, Creating Formats and Links, Formatting a Worksheet, Creating Graphs, Formatting and Analyzing Data (**24 Hours**)

Unit III

Power Point: Creating and Viewing a Presentation, Managing Slide Shows, Using Hyperlinks, Advance Navigation with Action Setting and Action Buttons, Organizing Formats with Master Slides, Applying and Modifying Designs, Adding Graphic, Multi Media

and Special Effects, Internet: **Intranet Tools:** E-mail: Anatomy of e-mail, e-mail Address, Adding Signature, Attaching Files, Managing e-mail Account, Computer Virus and Antivirus Software **(20 Hours)**

Books Recommended:

1. Sinha, P.K., Computer Fundamentals, BPB Publication, Jaipur
2. Norton, Peter, Introduction to Computers, Tata McGraw Hills, New Delhi
3. Taxali, R.K., PC Software for Windows 98, Tata McGraw Hills, New Delhi
4. Swamy, E. Balguru, Programming in ANSI 'C', McGraw Hills, New Delhi
5. Jain, Anubha, Deep Shikha Bhargav, Computer Fundamentals, RBD, Jaipur

Learning Outcome of the Course:

1. Familiarization with basic terms, concepts and functions of computer system components.
2. Selection and usage of appropriate software applications to complete specific tasks required to create, save, manage and modify business documents

Bachelor of Business Administration

Semester I

Course Title: Business Economics

Paper: V

Paper Code: PBBA 105

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To enable students to apply micro economic concepts and tools for analyzing business problems.
2. To make students aware of cost concepts, demand and supply, types of competitions in the market impacting decisions pertaining to individual firms.

Syllabus:

Unit – I

Business Economics: Definition, Nature, Scope, General economics v/s Business economics, Role of business economics in formulation of Business Policies.

Utility Analysis: Concept, Measurement of Utility, Law of Diminishing Marginal Utility, Indifference Curve, Consumers' Surplus.

Theory of Demand: Concept and Determinants of Demand, Law of Demand, Elasticity of Demand, Methods to Measure its Price Elasticity.

Theory of Supply: Concept, Determinants of Supply. (20 Hours)

Unit – II

Cost Analysis: Concept and Classification, Short-run and Long-run Cost curve.

Revenue Analysis: Concept and Classification. Firm's equilibrium.

Production Function: Concept, Cobb-Douglas Production Function, Law of Variable Proportions and Laws of Returns to Scale, Producer's Equilibrium. (20 Hours)

Unit – III

Market Structures: Characteristics, Equilibrium, Price and Output Determination of Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition and Discriminating Monopoly (20 Hours)

Books Recommended:

1. Mathur, N.D., Business Economics, Shivam Book House (P) Ltd., Jaipur
2. Mehta, P.L., Managerial Economics, S.Chand & Sons Publication, New Delhi
3. Agarwal, Som Deo, Business Economics, RBD, Jaipur
4. Paul, Keat & Young, K. Y., Managerial Economics, Prentice Hall, New Jersey
5. Choudhary, C. M. Jain, Vipin, Managerial Economics, RBD, Jaipur
6. Agarwal, M.D. Agarwal, Somdev, Managerial Economics, RBD, Jaipur
7. Divedi, D.N., Managerial Economics, Vikas Publishing House, New Delhi

Learning Outcome of the Course:

1. Understanding the various constituents of economic environment and their impact on businesses.
2. Understanding of the concept of Elasticity of demand, Perfect and Imperfect competitions in the market to enable a student to assess market structure, dynamics and the tools and techniques of micro economics

Bachelor of Business Administration

Semester I

Course Title: Business Communication

Paper: VI

Paper Code: PBBA 106

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide knowledge about the essentials of communication skills
2. To equip the students with effective listening, speaking and writing skills

Syllabus:

Unit – I

Business Communication: Meaning, Nature, Importance, Objectives; Process of Communication, Effective Communication, Media of Communication, 7 C's of Communication, Types of Communication (20 Hours)

Unit – II

Barriers of Communication, Overcoming Barriers, Effective Listening, Public Speaking, Seminar, Presentation, Interview, Group Discussion (20 Hours)

Unit – III

Business Letters: Layout, Kinds, **Report Writing:** Format, Types of Report, Application for Employment, **Resume Writing:** Preparing the Resume, Do's & Don'ts of Resume. (20 Hours)

Books Recommended:

1. Chaturvedi & Chaturvedi, Business Communication, Pearson Education, Delhi
2. Mathew, M.J, Business Communication, RBSA Publication, Jaipur
3. Diwan, Parag, Communication Management, Deep Publication Pvt. Ltd, Delhi
4. Pandey, H.S. & Pareek, Neelima, Business Communication, RBD Publication, Jaipur
5. Rajendra Pal and J.S. Korhali, Essentials of Business Communication, Sultan Chand & Sons, New Delhi

Learning Outcome of the Course:

1. Understanding of the importance of communication skills in organization functioning.
2. Development of competence in oral, written and visual communication

Bachelor of Business Administration

Semester II

Course Title: Entrepreneurship and Start up Management

Paper: I

Paper Code: PBBA 201

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To create an understanding about the importance of Entrepreneurship and learn about entrepreneurial environment.
2. To acquaint the students with the challenges of starting new ventures and introducing new product and service ideas by identifying business and funding opportunities

Syllabus:

Unit – I

Entrepreneurship: Concept, Role, Types of Entrepreneurship, Entrepreneurship Traits, Entrepreneurs and Managers, Problems of Entrepreneurship
Entrepreneurship Training and Development, Government Encouragement to Entrepreneurship **(21 Hours)**

Unit – II

Concept of Small and Medium Enterprises: Role of SMEs, Policies Governing Small Enterprises in India, Problems and Suggestions
Project Feasibility, Management of Small Business Enterprises, Role of DICs in Promoting Small Scale Entrepreneurs **(22 Hours)**

Unit – III

Concept of Startups and Venture Capital: Brief Overview of Venture Capital financing for Startups, Procedure for setting up a new Start Ups. **Entrepreneurial and Startup Success Stories in India:** Ola, Oyo, Flipkart Swiggy. Paytm, BYJUS, Udaan, CRED **(17 Hours)**

Books Recommended:

1. Shukla M. B. – Entrepreneurship of Small Scale Industries, Kitab Mahal, Delhi.
2. Sudha, G. S. – Fundamentals of Entrepreneurship, RBD, Jaipur.

3. Sudha, G.S. – Entrepreneurship Development, RBD, Jaipur.
4. Desai, Vasant – Dynamics of Entrepreneurship Development and Management, Himalaya Publishing House, Bombay.
5. Desai, Vasant – Small Scale Industries and Entrepreneurship, Himalaya Publishing House, Bombay.
6. Kilby, Peter (Ed) – Entrepreneurship and Economics Development, The Free Press New York
7. Joshi, Vivek-Start-Up to Scale-Up: Entrepreneur's Guide to Venture Capital, notionpress.com
8. Goyal, Pankaj-Before You Start Up, Finger Print

Learning Outcome of the Course:

1. Development of an entrepreneurial inclination in the future managers.
2. Knowledge of the probable challenges and remedies in entrepreneurship along with the ability to comprehend training opportunities, government aids and venture capital funding.

Bachelor of Business Administration

Semester II

Course Title: Human Resource Management

Paper: II

Paper Code: PBBA 202

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To familiarize the students with the basic concepts, relevance and scope of Human Resource Management in modern organizations
2. To impart knowledge on the development of human resources, sound industrial relations, methods of performance appraisal and organizational climate & culture.

Syllabus:

Unit – I

Human Resource Management: Meaning, Nature, Scope, Objectives, Importance, Problems, Role of HR Manager, **Job Analysis:** Purpose, Steps, Techniques, **Job Description:** Purpose, Contents, Preparation and Characteristics of Good Job Description
Human Resource Planning: Features, Objectives, Process, Limitations (20 Hours)

Unit – II

Recruitment: Importance, Sources, Process, Types and Techniques, Factors affecting Recruitment, **Selection:** Factors affecting Selection, Selection Policy, Steps and Techniques, **Placement and Induction of Employees. Training:** Need, Importance, Process, Methods, Difference between Training and Development (20 Hours)

Unit – III

Performance Appraisal: Types, Need, Methods and Steps, **Compensation:** Concept, components, Monetary and Non Monetary Rewards, **Discipline:** Concept, Causes of Indiscipline, Types of Discipline, Disciplinary Measures **Grievance Handling:** Concept, Need, Causes, Grievance Handling Procedure (20 Hours)

Books Recommended:

1. Jeffrey A. Mello, Strategic Human Resource Management, South Western Publication, U.S.A., Mason.

2. Handblin, A.C., Evaluation and Control of Training, McGraw Hills, University of Michigan.
3. Aswathappa, K., Human Resource Management, Mc Graw Hills, University of Michigan.
4. Sudha, G.S., Human Resource Management, RBD, Jaipur.
5. Mehta, A. & Upadhayay Payal, Human Resource Management, RBD, Jaipur.
6. Subba Rao, P., Essentials of Human Resource Management and Industrial Relations, Konark Publishers, New Delhi

Learning Outcome of the Course:

1. Understanding of theories and practices in the field of Human Resource Management to become a good HR manager
2. Understanding to identify different methods of development and appraisal of Human Resources, employment laws and creation of a favorable organizational culture and climate

Bachelor of Business Administration

Semester II

Course Title: Company Law

Paper: III

Paper Code: PBBA 203

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To introduce the students to Companies Act 2013 along with the history and development of company laws in India
2. To familiarize the students with the rules and regulations related to formation, management and winding up of a company.

Syllabus:

Unit – I

Company: Meaning, Nature, Classification, Functions, Liabilities and Rights of Promoters, Difference between Private Company and Public Company, **One Person Company:** Meaning, Features, Provisions to formation, Privileges of OPC over MPC, Change of Nominee, Contract by OPC with the member, Difference between OPC and MPC, Benefits, Limitations, Difference between OPC and Sole Proprietorship, Cessation of OPC, Conversion of OPC into Public or Private Company, Conversion of Private Company into OPC (18 Hours)

Unit – II

Shares and Share Capital: Types of Shares and Share Capital, Allotment of Shares, Share Certificates and Share Warrants, Transfer and Transmission of Share, Forfeiture of Shares, Re-issue of Forfeited Shares, **Memorandum of Association and Articles of Association:** Meaning, Contents and Alteration, **Company Secretary:** Definition, Appointment, Qualities, Duties and Role (22 Hours)

Unit – III

Meetings: Notice, Agenda, Quorum, Resolution, Minutes, General Principles of Meeting. **Types of Meetings:** Statutory Meetings, Directors Meeting, Annual General Meetings and Extra Ordinary General Meeting (20 Hours)

Books Recommended:

1. Majumdar and Kapoor, Company Law and Practice, Taxmann, New Delhi
2. Nolakha, R.L., Company Law, RBD, Jaipur
3. Mathew, M.J., Company Law, RBSA Publications, Jaipur
4. Singh, Avtar, Company Law, Eastern Book Company, Lucknow

Learning Outcome of the Course:

1. Ability to differentiate the various types of companies based on their features.
2. Ability to adhere to the provisions of the Act and practicing good governance with regard to company management.

Bachelor of Business Administration

Semester II

Course Title: Strategic Management

Paper: IV

Paper Code: PBBA 204

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To acquaint the students with the strategic business environment and designing of plans, policies and strategies to meet challenges and opportunities.
2. To build an understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.

Syllabus:

Unit – I

Strategic Management: Concept, Need, Role of Strategic Management in Business and Non- Business Organizations, Limitations, Strategic Management Process, Organizational Mission, Vision, Objectives, Goals and Ethics **(18 Hours)**

Unit – II

Environment: External Environment, Internal Environment, Core Competence and Competitive Advantage, Developing Strategic Alternatives, **Classification of Strategies:** Stability, Growth, Retrenchment and Combination, **Evaluation of Strategic Alternatives:** Generic Competitive Strategies, Offensive and Defensive Strategies, Functional Strategies, Matching Strategies. **(22 Hours)**

Unit – III

Strategic Choice: Concept, Process, Factors, **Strategic Implementation:** Concept and Major Issues, **Strategic Evaluation:** Concept and Process, **Strategic Control:** Concept and Techniques **(20 Hours)**

Books Recommended:

1. David F.R., Cases in Strategic Management, Prentice Hall, New Jersey.
2. Ramaswamy V.S. and Namakumari S., Strategic Planning Formulation of Corporate

Strategy Macmillan India, New Delhi.

3. Jain, P.C., Strategic Management, RBD, Jaipur.
4. Prasad L.M., Business Policy & Strategy, Sultan Chand & Sons, New Delhi.
5. Grigsby D.W. and Stahl, M.J., Cases in Strategic Managements, Blackwell Publishers Ltd.

Learning Outcome of the Course:

1. Ability to critically analyze the internal and external environments in which businesses operate and to assess their significance for strategic planning.
2. Apply understanding of the theories, concepts and tools that support strategic management in organizations.

Bachelor of Business Administration

Semester II

Course Title: Financial Management

Paper: V

Paper Code: PBBA 205

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To understand the basics of finance function and their application in organizations to make financial decisions
2. To familiarize the student with the concepts of long term and short-term investment decisions, analyze the relationship among capital structure, cost of capital, dividend decisions and business value.

Syllabus:

Unit – I

Financial Management: Meaning, Importance, Objectives, Financial Decisions **Financial Planning:** Objectives, Principles of Sound Financial Planning, Relations of Finance Department with other Departments, Role of Finance Manager, **Capital Structure:** Factors Influencing Capital Structure - EBIT - EPS Analysis **(20 Hours)**

Unit – II

Working Capital Management: Meaning, Importance, Excess or Inadequate Working Capital, Determinants of Working Capital Requirements, Inventory Management **(18 Hours)**

Unit – III

Capital Budgeting: Meaning, Importance and Techniques, **Cost of Capital:** Concept, Significance, Infrastructure, Classification and Determination of Cost of Capital. **(22 Hours)**

Books Recommended:

1. Khan & Jain, Financial Management, Mc-Graw Hill Education, New Delhi
2. Agarwal & Agarwal, Financial Management, RBD, Jaipur
3. Agarwal, M.R, Financial Management, Malik & Company, Jaipur

4. Pandey, I.M., Financial Management, Vikas Publication House Pvt. Ltd, Noida

Learning Outcome of the Course:

1. Understanding of the principles and concepts of financial management and the ability to interpret the relevant theories and concepts of financial decision making.
2. Familiarity with the mechanics of preparation, analysis and interpretation of financial statements

Bachelor of Business Administration

Semester II

Course Title: Indian Capital Market

Paper: VI

Paper Code: PBBA 206

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
5	4	4	60	70 Marks	30 Marks

Objectives:

1. To expose the students to the world of capital markets and the working mechanism of stock exchanges.
2. To develop an understanding about the regulatory framework of Indian Capital Markets.

Syllabus:

Unit – I

Capital Market: Evolution and Growth, **Capital Market Instruments:** Types (Preference Shares, Equity Shares, Non Voting Equity Shares, Company Fixed Deposits, Warrants, Debentures and Bonds, Global Debt Instruments) **(20 Hours)**

Unit – II

Primary and Secondary Market: Meaning, Methods of New Issue, Intermediaries in the New Issue Market, SEBI Guidelines on Primary Market, Listing Agreement, Benefits, Consequences of Non Listing

Underwriting: Definition, Types, Mechanics, Benefits

Book Building and IPO: Concept **(20 Hours)**

Unit – III

Regulation of Indian Capital Market: SEBI, Objectives, Management, Powers and Functions, Regulatory Role, Investor Protection, Insider Trading

Stock Exchanges: Meaning, Functions, Stock Exchange vs Commodity Exchange, BSE and NSE, OTCEI **(20 Hours)**

Books Recommended:

1. Gurusamy, Capital Markets, Vijay Nicole Imprints, Chennai.
2. Frank J. Fabozzi & Franco Modigliani, Capital Markets Institutions and Instruments, Prentice Hall, New Delhi.
3. Choudhary M., Capital Market Instruments: Analysis and Valuation, FT Press.
4. Kulkarni Mahesh & Kulkarni Suhas, Capital Markets Institutions and Instruments, Nirali Publications, Mumbai S.
5. Chakraborty Rajesh, Sankar D.E., Capital Markets in India, Sage Publications, New Delhi.

Learning Outcome of the Course:

1. Development of an understanding of the concept, instruments and regulatory framework of Capital Market.
2. Building acumen about the primary and secondary capital market scenario in India.

Bachelor of Business Administration

Semester III

Course Title: Indian Management Thought

Paper: I

Paper Code: PBBA 301

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To develop a comprehensive learning on management lessons which can be inferred from great Indian epics.
2. To inculcate ability to critically analyse ethical issues in corporate governance and adhere to ethical codes.

Syllabus:

Unit – I

Indian Style of Management and Indian Ethos: Concept, Evolution, Salient Features, Difference between Western and Indian Management thought, Wisdom Worker Vs Knowledge Worker, Total Quality Mind for Total Quality Management, **Values:** Concept and need for Values in Management, Secular versus Spiritual values in Management **(20 Hours)**

Unit – II

Indian Epics and Management: Dimensions of Vedic Management, Bhagwad Gita, Ramayana, Kautilya's Arthashastra

Holistic Approach for Managers in Decision Making: Doctrine of Karma (Nishkam Karmayoga), Guna Theory (SRT i.e. Sat, Raj and Tam Model), Theory of Sanskaras **(20 Hours)**

Unit – III

Indian Thinkers: Swami Vivekanand, Mahatama Gandhi, S.K. Chakraborty, C.K. Prahalad

Indian Business Leaders: JRD Tata, Ram Krishna Bajaj, G.D. Birla, Dhirubhai Ambani **(20 Hours)**

Books Recommended

1. Chakraborty, S.K. and Bhattacharya, Pradip: Human Values, New Age International (P) Ltd. Publishers

2. Khanna, S.: Vedic Management, Taxman Publications (P) Ltd.
3. Bhagwad Gita as viewed by Swami Vivekananda: Vedanta Press and Bookshop
4. Mehta, J. and Gupta, P.: Business Ethics and Ethos, Pragati Prakashan
5. Rajgopalachari, C.: Ramayana, Bhartiya Vidhya Bhawan

Learning Outcome of the Course:

1. Clarity in comparative analysis of Indian and western management principles and practices to deal with issues in the individual, group and interpersonal processes.
2. Knowledge of applying ethical imaginations in resolving dilemmas and effective decision-making through use of personal values in the workplace setting.

Bachelor of Business Administration

Semester III

Course Title: Marketing Management

Paper: II

Paper Code: PBBA 302

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide an exposure to the concepts, design, applications, tools and impact of marketing management in modern day organizations.
2. To develop ability to use decision tools for planning, designing & implementing marketing strategy through insights into consumer motivation and expectations.

Syllabus:

Unit – I

Marketing: Concept, Scope, Importance of Marketing, Difference between Marketing and Selling, **Market Segmentation:** Basis, Benefits of Market, Target Marketing, **Product Positioning:** Concept, Process, Strategies, 4 P's of Marketing **(16 Hours)**

Unit – II

Product: Product Classification, Product Line Decisions, Product Life Cycle and Strategies, **Price:** Concept, **Price Setting:** Objectives, Pricing Decisions, Pricing Strategies, **Distribution Channels:** Concept, Types, Factors Affecting Choice of Channels.
Promotion: Sales Promotion, Advertising, Personal Selling, Publicity **(22 Hours)**

Unit – III

Service Marketing: Introduction, Characteristics, Classification, Scope, Difference between Goods and Services, 7P's of Service Marketing, **Services Industries:** Tourism, Travel, Transportation, Financial Services; Education and Professional Services, Telecom and Courier **(22 Hours)**

Books Recommended:

1. Kotler Philip, Marketing Management, Prentice Hall of India Pvt., Ltd., New Delhi
2. Saxena Rajan, Marketing management, Tata Mc Grow-Hill Publishing Co., Ltd. New Delhi
3. Ramaswamy V.S. and Namakumari S., Marketing Management Planning Implementation and Control The Indian Context, Macmillan India Ltd., New Delhi
4. Varshney R.L. & Gupta S.L., Marketing Management (An Indian Perspective) Text and Cases, Sultan Chand & Sons, New Delhi
5. Shajahan S., Services Marketing, Himalaya Publishing House, Mumbai
6. Jha S.M., Services Marketing, Himalaya Publishing House, Mumbai
7. Gupta Rampal, Services Marketing, Galgotia Publishing Company, New Delhi
8. Reddy P.N., Appannarian H.R., Kumar S. Anil, Nirmla, Services Marketing, Himalaya Publishing House, Mumbai
9. Mehta, Khinvasara, Marketing of Services, RBD, Jaipur

Learning Outcome of the Course:

1. Strong conceptual knowledge about the marketing concepts, marketing environment, bases for market segmentation which can be utilized to craft strategies.
2. Competence to evaluate the impact of using different marketing strategies on the business goals of an organization.

Bachelor of Business Administration

Semester III

Course Title: Personality Development

Paper: III

Paper Code: PBBA 303

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To facilitate self-awareness and ability to self-monitor personality and skills.
2. To develop the ability to identify strategies for improving behaviors on individual and organizational level.

Syllabus:

Unit – I

Personality: Concept, Traits influencing Behavior in Organizations: Perception and Personality, **Individual Personality Factors:** Factors of Association, Relationships at Home, Friends, Environment, Educational Factors, Conditional, Genetic, Cultural, Spiritual-Public Relation Factors.

Basics of Personality Formation Structure: Mind Mapping, Competence Mapping, 360⁰ Assessment and development

Types of Persons: Extrovert, Introvert, Ambivert. **(20 Hours)**

Unit – II

Human Nature: Understanding Human Nature, Influence of Environment and Heredity, Concept of Attitude, Concept of Self.

Thinking: Concept, Thinking Skills, Thinking Styles, Effective Thinking, Six Thinking Hats. **(20 Hours)**

Unit –III

Skills: Concept, Definition Need and Types, Personal and Intrapersonal Skills, Interpersonal Skills, Managerial Skills, Decision Making Skills, Interaction Skills. **(20 Hours)**

Books Recommended

1. Sudha G.S.-Personality Development and Human Resources, Malik & Company, Jaipur
2. Covey; Stephen- 8 Habits, -Simon & Schuster, U.K.
3. Khera; Shiv -You Can Win
4. Mehta Anil & Chouhan, Bhumija- Organizational Behavior, RBD, Jaipur.

Learning Outcome of the Course:

1. Ability to identify the key areas and situations where management can and should help employees in performance planning and career advancement.
2. Empowerment to be emotionally intelligent human beings with an ability to respond to self and others' emotions & develop human relations skills.

Bachelor of Business Administration

Semester III

Course Title: Production and Materials Management

Paper: IV

Paper Code: PBBA 304

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide an overview of the ways and means of optimizing processes and operating systems so as to make them simpler and efficient to use.
2. To expose students to the concept of supply chain and logistics management and its significance in business operations.

Syllabus:

Unit-I

Production Management: Meaning, Nature, Significance, Scope, Role and Functions, Types of Production Systems. **Plant Location:** Meaning & Importance, Factors Influencing Selection of Plant Location **Plant Layout:** Nature, Objectives, Importance, Factors Influencing Layout, Types of Layout and Problems of Layout. Work Study, Method Study. (22 Hours)

Unit-II

Materials Management: Definition, Functions, Importance. **Integrated Materials Management:** Concept and Advantages. **Material Requirement Planning:** Basis, Material Demand Forecasting

Inventory Control and Inventory Management: Meaning, Importance and Functions, **Techniques of Inventory Control** - ABC – EOQ- Just In Time (JIT)- VED – FSN- HML, SOS Analysis, etc. (18 Hours)

Unit-III

Work Environment: Meaning, Importance, Factors Affecting Work Environment, **Plant Utility:** Lighting, Ventilation and Air-conditioning Sanitation, Noise Control.

Industrial Safety: Meaning, Objectives. Importance, Legal Provisions for Industrial Safety

Value analysis in Production: Meaning, Phases, Merits and Limitation

Quality Management: Meaning, Importance

ISO: Meaning, Importance, ISO: 9000 (**20 Hours**)

Books Recommended:

1. Buffa, E.S., Modern Production and Operations Management, John Willey and Sons, U.K.
2. Chunawalla, Patel, Production and Operations Management, Himalaya Publication House, India
3. Everett & Adam, Production and Operations Management, Prentice Hall, Cornell University.
4. Goel and Gupta, Production Management, Pragati Prakashan, India.
5. Jain, J. Industrial Management, Kitab Mahal; Allahabad
6. Khandelwal, Production and Operation Management, Ajmera Book Company, Jaipur

Learning Outcome of the Course:

1. Ability to assist in the optimal usage of resources such as machines, workforce and raw materials to minimize production costs while maximizing profits.
2. Understanding of capacity planning and sequencing of operations while formulating real life situations in organizations.

Bachelor of Business Administration

Semester III

Course Title: Fundamentals of Banking

Paper: V

Paper Code: PBBA 305

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To introduce the students to the basic concept of banking and the role of banks as a financial intermediary.
2. To prepare students for career opportunities in banking sector.

Syllabus:

Unit – I

Indian Banking Sector: Structure and Functions of Indian Banking Sector, Sources of Funds for a Bank, Various Deposits Products, **Types of Bank Financing:** Fund Based and Non Fund Base, Cash Credit, Bank Overdraft, Term Loan, Export/Import Financing, Rural / Farm Lending, etc. Bank Guarantee, Introduction to NPA and its Management, Classification of NPA and Recovery Strategy **(20 Hours)**

Unit – II

Central Banking Concept: Function and Role of RBI- Money Creator, Credit Regulator, Supervision of Banking Sector, Demonetization, **Reforms in Indian Banking:** Narsimhan Committee I and II. **(20 Hours)**

Unit – III

Fundamentals of Investment Banking: Fund based and Fee based Services, Innovation in Banking; E-Banking, **Introduction of NBFCs :** Role and Classification **(20 Hours)**

Books Recommended:

1. Kohn, Meir, Financial Institutions and Markets, Oxford Printing Press
2. Bhole, L M, Financial Institutions and Markets, Mc Graw Hill
3. Desai, Vasantha, The Indian Financial System, Himalaya Publishing House

4. Khan, M. Y, Indian Financial System, Tata Mac Graw Hill, New Delhi
5. Varshney, P. N & Mittal, D K, Indian Financial System, Sulthan Chand & Sons, New Delhi
6. Gardon, E & Natarajan, K, Financial Markets & Services, Himalaya Publishing House, Mumbai
7. Pathak, Indian Financial System, Pearson, India

Learning Outcome of the Course:

1. Understanding of economics in the changing world of financial markets and basic concepts of banking relatable to daily walks of life.
2. Inclination towards career opportunities in banking by being equipped with knowledge pertaining to banks and banking.

Bachelor of Business Administration

Semester III

Course Title: Business Statistics

Paper: VI

Paper Code: PBBA 306

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To create an understanding of basic statistical tools to apply for solving management problems and their analysis
2. To stimulate the students interest by exposure to the relevance and use of statistical knowledge.

Syllabus:

Unit – I

Statistics: Definition, Utility, Limitations, Data Collection, Classification, Frequency Distribution and Tabulation of Data, **Measures of Central Tendency:** Functions, Requisites of Good Average, Types, Computation and Uses of Mean (Excluding Harmonic and Geometric Mean), Median and Mode **(18 Hours)**

Unit – II

Dispersion: Objectives, Absolute and Relative Measures. Range and its Types, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation. **Skewness:** Meaning, Types, Karl Pearson's and Bowley's Measures. **(20 Hours)**

Unit – III

Correlation Analysis: Uses, Types, Karl Pearson's Coefficient, Probable Error, Rank Correlation, Concurrent Deviation Methods. **Regression Analysis:** Meaning, Uses, Types, Least Squares Principles, Two Regression Lines and its coefficient **(22 Hours)**

Books Recommended:

1. Sancheti and Kapoor, Statistics: Theory and Practice, S. Chand & Sons, Delhi.
2. Jain Rita, Goyal R. K., Business Statistics, Ajmera Book Company, Jaipur
3. Kelash Nath Nagar, Statistical Methods, Vikas Publishing House, New Delhi.
4. Agarwal, Bhargav, Tiwari & Meena, Statistical Methods, RBD, Jaipur.
5. Oswal, Agrawal, Modi, Bhargava, Tiwari, Business Statistics, RBD, Jaipur.

Learning Outcome of the Course:

1. Familiarizing the students with various Statistical Data Analysis tools that can be used for effective decision-making in business.
2. Preparation of a base for pursuing various courses like CA, CWA, M.B.A etc.

Bachelor of Business Administration

Semester IV

Course Title: Organisational Behaviour

Paper: I

Paper Code: PBBA 401

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To create an understanding about behaviour of people, their motivation factors, skills, abilities and how these all influence the behavior of entire organizations.
2. To understand the concept of change in organizations and gain insights on factors influencing organizational culture.

Syllabus:

Unit – I

Introduction: Meaning of O.B., Disciplines Contributing to O. B. Field, Role of O.B. in Today's Business Organizations. **Individual Behaviour. Personality:** Features, Personality Determinants, Personality Characteristics **Perception:** Nature and Importance, Perceptual Process, Perceptual Errors, **Learning:** Theories and Reinforcement Schedules (22 Hours)

Unit – II

Interpersonal Behaviour: Johari Window, **Brief Overview of Transactional Analysis:** Ego States, Types of Transactions, Life positions, Applications. **Group Dynamics:** Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Group Norms, Group Cohesiveness; Group Think and Group Shift. Team Vs. Group; Types of teams; Building and managing effective teams. **Management of Conflicts:** Reasons and Types of Conflicts, Positive and Negative Aspects of Conflict. Management of Conflicts (22 Hours)

Unit – III

Power: Meaning, Source of Power, Implications for Performance and Satisfaction. **Organisational Change:** Major Forces of Change. Resistance to Change. Process of Change. Developing Supportfor Change, Change Model

Organisation Culture: Concept, Functions, Socialization; Creating and sustaining culture
(16 Hours)

Books Recommended:

1. Rao, V.S.P.- Organizational Behaviour, Excel Books.
2. Robbins - Organizational Behaviour, Pearson Edition, New Delhi.
3. Pareek, Udai - Understanding Organizational Behaviour, Oxford Publications.
4. Dwivedi, R.S. - Human Relations and Organizational Behaviour, RBD, Jaipur.
5. Aswathappa, K. - Organizational Behaviour, Himalaya publications
6. Chandan - Organizational Behaviour (Vikas publications)

Learning Outcome of the Course:

1. To understand the conceptual framework of the discipline of OB and its practical applications in the organizational set up.
2. To critically evaluate and analyze various theories and models that contribute in the overall understanding of the discipline.

Bachelor of Business Administration

Semester IV

Course Title: Advertising and Sales Promotion

Paper: II

Paper Code: PBBA 402

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To impart knowledge about advertising and sales promotion and their role in developing integrated marketing programme.
2. To measure effectiveness of advertising and knowing its implications on society.

Syllabus:

Unit – I

Advertising: Meaning, Objectives, Types of Advertising, DAGMAR Approach and 5 Model approach, Role of Advertising in National Economy, Importance of Advertising in Modern Marketing, Personal Selling, Public Relation, Advertising agency **(18 Hours)**

Unit – II

Advertising Media: Media planning and Selection, factors affecting selection of media, Types of Media, Advertising Appeals, Advertising Budget Decisions. **(20 Hours)**

Unit – III

Sales Promotion: Nature of Sales Promotion, Distinction with Advertising and Personal Selling, Role and Importance of Sales Promotion, Techniques and Functions of Sales Promotion Department, Limitations in a Shortage Economy. **Types of Sales Promotion:** Dealer Promotion, Consumer Promotion, Sales Promotion of Industrial and Consumer Products. Evaluation of Sales Promotion Programme **(22 Hours)**

Books Recommended:

1. Aaker, Batra and Myers, Advertising Management, Prentice Hall of India
2. Chunawalla & K.C. Sethia, Fundamentals of Advertising, Theory and Practice, Himalaya Publication House

3. Bhatia, Tej K., Advertising & Marketing in Rural India, MacMillan India Ltd.
4. Kazmi, S.H. Batra, Satish, Advertising & Sales Promotion, Excel Books
5. Sudha, G.S., Advertising and Sales Management, RBD, Jaipur
6. Prasad, S. Shyam, Kumar Sumit –Advertising Management, RBD, Jaipur

Learning Outcome of the Course:

1. Familiarity with the advertising process and the strategic role of creativity in successful advertising campaigns and brand building.
2. Ability to pursue a career in the field of advertising and sales promotion through the knowledge gained about the field.

Bachelor of Business Administration

Semester IV

Course Title: E-Commerce

Paper: III

Paper Code: PBBA 403

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To create awareness about the concepts, tools and practices in e-commerce and their effectiveness in the digital era.
2. To impart knowledge about the process of managing an online business from start to finish.

Syllabus:

Unit – I

Introduction to E-Commerce: Meaning, Features, Scope, Types, E-Commerce v/s Traditional Commerce, Advantages and Challenges, Emerging Trends in E-commerce, **E-Business Models** : Types and its Advantages and Disadvantages. **(18 Hours)**

Unit – II

Electronic Payment System: Introduction, Types of electronic payment system, Security Issues, **Electronic Banking:** Traditional Banking and E-Banking, Operation in E-Banking, **Electronic Trading:** Concept and Advantages

ERP-Meaning, Process, SAP Applications and Advantages, E-Commerce Security Issues and Prevention **(24 Hours)**

Unit – III

E-Marketing – Traditional Marketing Vs e-Marketing, Objectives, Strategies, The e-Marketing Mix, Impact of e-Commerce on Market.

Mobile Commerce: Concept, Importance and Methods **(18 Hours)**

Books Recommended:

1. David Whiteley, E-Commerce, Tata McGraw Hill
2. C.S. Rayudu : E-Commerce and E-Business, Himalaya Publication
3. T.N. Chhabra, R.K. Suri, E-Commerce New Vistas for Business, Dhanpat Rai & Co.
4. Eframi Turban, Jae Lee, David King, K. Michale Chung, Electronic Commerce, Pearson Education
5. Diwan Parag and Sunil Sharma, Electronic Commerce –A Manager’s Guide to E Business, Vanity Books International, New Delhi.
6. Agarwal, K.N. and Deeksha Agarwal, Business on the Net, Macmillan, New Delhi

Learning Outcome of the Course:

1. Skill creation to showcase products and services effectively through electronic commerce in order to enable companies to operate globally.
2. Ability to pursue a career in e-commerce and digital marketing.

Bachelor of Business Administration

Semester IV

Course Title: Green Management and Sustainability

Paper: IV

Paper Code: PBBA 404

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To create an understanding of green business and to provide knowledge of the strategies for building eco-businesses
2. To empower students to take up pro-social and environmental agenda in their organisations, communities and personal lives.

Syllabus:

Unit – I

Green Management: Meaning, Nature, Importance, Types (Green HRM, Green Marketing, Green Production, Green Finance, Green Supply Chain Management, Green Research and Development, Green Criminology), Relevance in 21st Century, Green Tax incentives and Rebates. **(22 Hours)**

Unit – II

Sustainable Development: Meaning, Importance, Sustainable Initiatives by Companies, Triple Bottom Line (Sustainability Measurement), Environment and Sustainability Issues
Sustainable/Green Production: Meaning, Principles, Steps, Corporate **Environmental Responsibility:** Concept and Importance **(18 Hours)**

Unit – III

Green Marketing: Concept, Importance, Green Marketing Mix, Challenges, Green Aspects in Services, Concept of Green Washing. **Short Case Studies on Going Green:** Coca Cola, McDonalds, Tesla Motors, ITC, SBI, Tata Group **(20 Hours)**

Books Recommended:

1. Kumar Sandeep and Bakshi Shweta, Green Management: Way to environmentally Benign Development, Manakin Press
2. Bhati Bharti and Shukla R.K, Green Marketing, Problems and Prospects, Book River Press
3. Verma P.K, Green Marketing Issues and Challenges, Yking Publisher
4. Ray Binayak, India Sustainable Development and Good Governance Issues, Atlantic Publishers & Distributers Pvt. Ltd.
5. Jazmin Seijas Nogarida, Green Management and Green Technologies: Exploring the Causal Relationship by, ZEW Publications.
6. Leo A. Meyer ,The Green Energy Management Book, LAMA books References:
7. John F. Whaik, Green Marketing and Management: A Global Perspective, Qbase Technologies.

Learning Outcome of the Course:

1. Creativity to adopt more innovative strategies which value sustainability in all spheres of work life.
2. Ability for building holistic sustainable organizations by integrating green human resource management, green supply-chain management and green corporate social responsibility.

Bachelor of Business Administration

Semester IV

Course Title: Business Research Methods

Paper: V

Paper Code: PBBA 405

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To create an understanding about the role, significance and applications of research in business management.
2. To enable the students in developing the most appropriate methodology for their research studies and to familiarize them with the art of using different research methods and techniques.

Syllabus:

Unit – I

Fundamentals of Research: Concept, Scope, Objectives, Research Process, Types, Significance. **Research Design:** Meaning, Components, **Types:** Exploratory Research Design, Descriptive Research Design and Hypothesis, testing research design. **(20 Hours)**

Unit – II

Collection of Data: Concept, Types of Data, Methods of Collection of Data, Data Analysis and Interpretation. **Sample Design:** Meaning, Process, **Types of Sampling:** Probability, non-Probability Sampling. Determination of Sample size **(22Hours)**

Unit – III

Hypothesis: Concept of Hypothesis, Qualities of a good Hypothesis, **Hypothesis Testing:** Procedure for Hypothesis Testing, **Tools of testing hypothesis:** Parametric tests: non-Parametric tests: Z Test, T- Test, Chi Square, F Test, Analysis of Variance. Report Writing and Presentation, Bibliography & References. **(18 Hours)**

Books Recommended:

1. Rao, K.V., Research Methodology, Tata Mc Graw-Hill Publication, Delhi
2. Young, P.V., Scientific Social Surveys and Research, Prentice Hall New York
3. Saunders Lewis, Thorn Hill, Research Methods for Business Students, Pearson Education
4. Jain Rita, Saxena Nishith, Research Methodology, RBSA Publication
5. Kothari, C.R., Research Methodology, New Age Publication
6. Deepak & Sondhi, Neena, Research methodology: Concepts and Cases, Vikas Publishing House Pvt. Ltd. Delhi

Learning Outcome of the Course:

1. Capacity building to critically analyse and evaluate issues in business and management through the application of quantitative and/or qualitative research.
2. Knowledge of designing a research study right from hypothecation to report preparation stage, which is essential for modern day organizational functioning

Bachelor of Business Administration

Semester IV

Course Title: Personal Finance

Paper: VI

Paper Code: PBBA 406

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
6	4	4	60	70 Marks	30 Marks

Objectives:

1. To create an understanding of the importance of developing personal financial goals at different stages of life.
2. To develop knowledge about identifying strategies suitable for achieving personal financial goals.

Syllabus:

Unit – I

Introduction to Financial Planning: Financial Goals, Time Value of Money, Steps of Financial Planning, Personal Finance/Loans, Education Loan, Car Loan & Home Loan Schemes. **Savings:** Introduction, Benefits, Management of Spending & Financial Discipline, Net Banking and UPI, Digital Wallets, Security and Precautions against Ponzi Schemes and Online Frauds such as Phishing, Credit Card Cloning, Skimming etc. **(20 Hours)**

Unit – II

Investment Planning: Process and Objectives of Investment, Concept and Measurement of Return & Risk for Various Assets Class, Measurement of Portfolio Risk and Return, Mutual Fund Schemes including SIP.

Personal Tax Planning: Tax Structure in India for Personal Taxation, Steps of Personal Tax Planning, Exemptions and Deductions for Individuals, Tax avoidance versus Tax Evasion. **(18 Hours)**

Unit –III

Insurance Planning: Need for Protection Planning, Risk of Mortality, Health, Disability and Property, Importance of Insurance: Life and Non-Life Insurance Schemes.

Retirement Planning: Retirement Planning Goals, Process of Retirement Planning, Pension Plans Available in India, Reverse Mortgage, New Pension Scheme. **(22 Hours)**

Books Recommended:

1. Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance.
2. Sinha, Madhu, Financial Planning: A Ready Reckoner July 2017, McGraw Hill.
3. Halan, Monika, Lets Talk Money: You've Worked Hard for It, Now Make It Work for You July 2018 Harper Business.
4. Pandit, Amar, The Only Financial Planning Book that You Will Ever Need , Network 18 Publications Ltd.

Learning Outcome of the Course:

1. Inculcation of the ability to set personal financial goals and make decisions related to it.
2. Knowledge of personal budgeting, money borrowing, banking facilities, investment and insurance options for optimizing self financial planning benefits.

Bachelor of Business Administration

Semester V

Course Title: Ethics and Corporate Social Responsibility

Paper: I

Paper Code: PBBA 501

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To create awareness about the role of ethics and CSR to encourage moral practices and ethical considerations in modern day organizations.
2. To understand the scope of business ethics in the functional areas of finance, human resources, marketing and production for sustainability of organizations.

Syllabus:

Unit – I

Business Ethics: Meaning, Characteristics and Assumptions, Principles, Scope, Ethical Standards of Business, Types of Unethical Business Conduct, Causes of Unethical Conduct, Measures to improve ethical conduct in business. **(20 hours)**

Group Ethics: Nature and Concept of Group Ethics, Ethical elements of Group Decision Making, Ethics and the Indian Manager

Unit – II

Corporate Social Responsibility: Nature, Scope and Importance, **Corporate Governance:** Concept, Importance

Concept and Relevance of Gandhian Approach and Trusteeship in modern business, Gandhiji's Doctrine of Satya and Ahimsa, Green Business Practices **(18 hours)**

Unit – III

Ethical Issues related with Marketing, Finance, Science and Technology, Human Resource Management

Concept and Need for Values in Management, Universality of Values, Secular versus Spiritual Values in Management **(22 hours)**

Books Recommended:

1. Sanjeev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt. Ltd.
2. Chakraborty, S.K. and Bhattacharya, Pradip: Human Values, New Age International (P) Ltd. Publishers
3. Mehta, J. and Gupta, P.: Business Ethics and Ethos, Pragati Prakashan
4. Chakraborty, Shitangsu K., Chatterjee, Samir R.: Applied Ethics in Management: Towards New Perspectives, Springer Science & Business Media
5. Collins, Dennis: Business Ethics; Best Practices for Designing and Managing Ethical Organizations, SAGE Publications Inc

Learning Outcome of the Course:

1. Awareness and sensitivity towards best practices of business ethics and corporate governance leading towards responsible leadership.
2. Comprehensive understanding of the interplay between business and society.

Bachelor of Business Administration

Semester V

Course Title: Business Environment

Paper: II

Paper Code: PBBA 502

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To develop an understanding for demographic and environmental factors affecting business.
2. To create awareness about various government policies, institutions and their role in business.

Syllabus:

Unit – I

Business Environment: Meaning, Nature, Significance, Factors affecting environment to Business, Competitive Structure of Industries, Environmental Analysis and Strategic Management, Managing Diversity. **(18 Hours)**

Unit – II

Political Environment: Functions of the State, Economic Roles of the Government, Government and Legal Environment, The constitutional Environment, Rationale and Extent of State Intervention

Economic Environment: Basic Economic System, Nature of Economy, Structure of the Economy, Economic Policies and Economic Conditions. **(22 hours)**

Unit – III

Socio Cultural Environment: Nature and Impact of Culture on Business, Culture and Globalization, Social Responsibilities of Business, Business and Society, Social Audit

Technological Environment: Innovation, technology leadership and followership, sources of technology dynamics, Impact of Technology on Globalization, Transfer of Technology, Time lags in Technology Introduction. **(20 Hours)**

Books Recommended:

1. K. Aswathappa : Essentials of Business Environment, Himalaya Publishing House
2. Francis Cherunilam : Business Environment, Himalaya Publishing House
3. Sankaran, S. : Business Environment, Margham Publications
4. S.K. Mishra and V.K. Puri : Economic Environment of Business, HPH
5. Joshi, Rosy and Sangam: Business Environment, Kalyanai Publications
6. Fernando, A.C.: Business Environment, Pearson
7. Krishna Murali, V.: Business Environment; Spectrum Publications Gopal
8. Namitha, Business Environment, McGraw Hill

Learning Outcome of the Course:

1. Students will develop the ability to understand impact of various environmental factors on business.
2. Awareness regarding the social responsibility, understanding of industrial policies and a comprehensive view of economic planning in India

Bachelor of Business Administration

Semester V

Course Title: Project Report & Viva Voce

Paper: VI

Paper Code: PBBA 506

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Mentoring Hours	End Semester Exam
7	4	4 (Mentoring & Guidance)	60	100 Marks (50 Project + 50 Viva Voce)

Objectives:

1. To work & gain knowledge of actual business environment.
2. To explore the various functional areas and analyze how theoretical concepts taught are applied in real life situations.
3. To analyze best practices, system, processes, procedures and policies of a Company/ industry in different functional areas and bring forward the deviations.
4. To develop skills in report writing through data collection, data analysis, data extraction, presentation and drawing lessons vis-à-vis firm or company.
5. To understand the social, economic and administrative considerations that influence the working environment of industrial organizations
6. To understand the psychology of the workers and their habits, attitudes and approach to problem solving.
7. To strengthen industry-institute linkage and enhance employability of the students.

Syllabus:

Industry Internship

Student will undergo a minimum 6 weeks of internship in an industry to get exposure to the practical aspects of Finance/ Marketing/ HR/ IT etc. In addition, the student may also work on a specified task or project, which may be assigned to him/her by industry mentor in coordination with institute mentor. The outcome of the industrial training should be presented in the form of a report. The certificate of completion issued by concerned industry is mandatory and the same is required to attach in the report.

Guidelines for Project Work

1. The internship shall be full time for the whole duration.
2. A comprehensive report is required to be prepared and submitted to the department at the end of the semester. A certificate shall be attached with this report duly signed by the competent authority of the industry for the successful completion of the internship.

The report shall include the following chapters:

- Conceptual Framework
 - Company Profile
 - Research Methodology
 - Data Analysis and Interpretation on the basis of Area of Work (HR/Finance/Marketing etc.)
 - Findings and Conclusion
 - Suggestions
 - Bibliography
3. The evaluation by external examiner shall be made considering the project work and viva voce.

Learning Outcome of the Course:

1. Sound technical knowledge of the selected project topic.
2. Development of skill for problem identification, research design formulation and solution.
3. Design solutions to complex business problems utilizing a systems approach and teamwork.
4. Demonstrate the knowledge and understanding of management principles and functions and apply it to assigned project.

Bachelor of Business Administration

Semester VI

Course Title: Management Information System

Paper: I

Paper Code: PBBA 601

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To train students in the use of Information System in organizations and provide insights on current technology that aids business decision-making.
2. To explain relationships between concepts of information systems, organization, management and strategy formulation.

Syllabus:

Unit – I

MIS: Concept, Role, Objectives, Emergence of MIS, MIS and Computers, Impact of MIS, Systems Approach to MIS, **Data and Information:** Meaning and Importance, Relevance of Information in Decision Making, Sources and Types of Information, Cost Benefit Analysis, Quantitative Aspect, Assessing Information Needs of the Organization **(20 Hours)**

Unit – II

Decision Making: Decision Making and MIS, Decision Making Concept, Organizational Decision Making and Decision Making Concept, MIS as Technique of Program Decisions, Decision Support System, **DBMS:** Introduction, Types of Database Users, DBMS v/s Traditional File Management System, **Network:** Introduction, Topology, LAN and VAN, Data Communication **(20 Hours)**

Unit – III

Introduction: E-Commerce, ERP, E-Enterprise, E-communication, Electronic Payment Processes, M-commerce, Security and Ethical Issues: Introduction, **Security and Control Issues** in Information Systems, Ethical Issues in Business, Data Privacy Issues, **MIS in Functional Areas:** Production Information Systems, Financial Information Systems, Marketing Information Systems, Human Resources Information System **(20 Hours)**

Books Recommended:

1. Goyal, D.P., Management Information Systems, MacMillan Publication, India
2. Davis & Olson, Management Information Systems Mc Graw-Hill, New York.
3. Murdick, Ross & Clagett, Information Systems for Management Prentice Hall Professional Technical Reference, New Delhi
4. Dickson, Gary W. Wetherbe, James C., The management of Information Systems, McGraw-Hill, Inc, New York
5. Bidgoli, Hossein, Handbook of Management Information Systems: A Managerial Perspective, Academic Press, Inc., California
6. Thomas Donaldson, Patricia H. Werhane, Margaret Cording , Ethical Issues in Business: A Philosophical Approach, Pearson

Learning Outcome of the Course:

1. Ability to apply the role of MIS in supporting organizational decision-making and for achieving competitive advantage.
2. Ability to develop appropriate IT strategies & policies for organizations in order to develop innovative organizational solutions

Bachelor of Business Administration

Semester VI

Course Title: Risk and Insurance Management

Paper: II

Paper Code: PBBA 602

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To understand the concept and concerns in insurance and the interrelationship between insurance and risk management sector.
2. To enable students to analyze and obtain insights into the practical working of the Insurance Sector.

Syllabus:

Unit – I

Insurance: Origin and Development, Meaning, Characteristics, Functions, Social and Economic Significance of Insurance, Risk and Hazards, Management of Risks.

Fire Insurance: Meaning, Scope, Issue of Fire Insurance Policy, Types of Plans, Conditions of Fire Insurance Policy **(21 Hours)**

Unit – II

Marine Insurance: Meaning, Scope, Procedure of Issuing policy, Types of Marine Insurance policy, Condition, Calculation of Premium, Marine Losses and Settlement of Claims.

Life Insurance: Meaning need functions and Development of life insurance in India, Important plans of LIC Whole life Endowment, Annuity insurance plans, Group insurance plans, Unit link insurance, Liberalization and life insurance **(21 Hours)**

Unit – III

General Insurance: Meaning, Scope, Settlement of Claims, Working of General Insurance Companies GICI, Prospects and Challenges. **(18 Hours)**

Books Recommended:

1. Kothari R.K. and Jain Mukesh , RBD Jaipur
2. George, E. Rejda, Principles of Risk Management and Insurance, Pearson Education.
3. Dorfman, Marks S., Introduction to Risk Management and Insurance, Pearson
4. Gupta. P.K, Insurance and Risk Management, Himalaya Publishing House.
5. Mishra, M. N., Principles and Practices of Insurance, S. Chand and Sons.
6. Black, K. and H.D. Skipper, Life and Health insurance, Pearson Education
7. Crane, F., Insurance Principles and Practices, John Wiley and Sons, New York.

Learning Outcome of the Course:

1. Understanding of the role and importance of insurance and its regulatory mechanism
2. To prepare students for career opportunities in insurance.

Bachelor of Business Administration

Semester VI

Course Title: Group Project and Presentation

Paper: VI

Paper Code: PBBA 606

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Mentoring Hours	End Semester Exam
7	4	4 Hours (Mentoring and Guidance)	60 Hours	100 Marks (50 Project + 50 Viva Voce)

Objectives:

1. To provide an opportunity to the students to get exposed to the cross functional work culture of organizations.
2. To reinforce skills that are relevant to both group and individual work, to develop the ability to break complex tasks into parts and steps.
3. To inculcate ability to give and receive feedback on performances
4. To develop a host of skills like delegation and accountability that are increasingly important in the professional world

Syllabus:

1. Students will be divided into groups and the have to work collaboratively within their groups.
2. Each group must consist of at least four students.
3. Each group will be given a separate Current Theme/Topic related to their chosen functional area for preparing Group Discussion and Presentation.
4. The Theme/Topic among the groups should not be repeated.
5. Each group shall prepare a common report which shall be individually (separately) submitted by each member of the group.
6. A common PPT of 12-15 slides to be prepared and got checked by the mentor along with the submission of the report.
7. Report should be of at least 75 pages.

8. The cover page should have the names of all group members in the sequence of the Roll numbers with the name of the specific student submitting the report in bold and highlighted letters.
9. The group shall give PPT presentation in the presence of Internal and External Examiners.
10. After presentation of the project, the group members shall participate in the group discussion. The External Examiner shall evaluate performance of each student on the basis of merit

Learning Outcome of the Course:

1. Knowledge about the company and industry to which the topic of research is related.
2. Ability to articulate the relevance of research to coursework and professional future.
3. Clarity to formulate hypothesis from research problem and identification of appropriate research design.
4. Skills to communicate and collaborate effectively and appropriately with group members' ability to manage resources, work under deadlines, identify and carry out specific goal oriented tasks ability to take responsibility, make sound decisions and apply technical skills effectively.

Discipline Specific Electives (DSEs)
for
Human Resource Management (HRM)

Semester V			Semester VI		
Paper Code	Nomenclature of the Paper	Credits	Paper Code	Nomenclature of the Paper	Credits
PBBA HR 501	Performance Management	4	PBBA HR 601	Compensation Management	4
PBBA HR 502	Training and Development	4	PBBA HR 602	Human Resource Development	4
PBBA HR 503	Organisational Change & Development	4	PBBA HR 603	Leadership and Team Management	4
PBBA HR 504	Talent Management	4	PBBA HR 604	Industrial Relations and Labour Welfare	4
PBBA HR 505	Human Resource Accounting	4	PBBA HR 605	International Human Resource Management	4

Bachelor of Business Administration

Semester V

Course Title: Performance Management

Paper: DSE HR I

Paper Code: PBBA HR 501

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide a critical perspective on theoretical knowledge and practical approach to performance management.
2. To acquire the performance management skills and its application in business organisations.

Syllabus:

Unit – I

Introduction to Performance Management: Definition of Performance Management, Evolution of Performance Management, Importance of Performance Management, Performance Management Cycle, Performance Management Activities, Challenges

Performance Planning: Definition and Objectives, Importance, Process of Performance Planning (18 Hours)

Unit – II

Performance Appraisal: Meaning, Process, and Methods **Performance Monitoring:** Meaning, Importance, and Ways of Performance Monitoring

Performance Counselling: Concept, Performance Counseling Skills

Performance Management Implementation: Concept and Strategies (20 Hours)

Unit – III

Linkage of Performance Management to Reward: Components of Reward System, Traditional Compensation Approach and Total Reward Approach,

Ethics in Performance Management: Concept, Principles and Issues, Role of HR Professionals in Performance Management (22 Hours)

Books Recommended:

1. T.V. Rao, Performance Management and Appraisal Systems, Response, 2008.
2. Herman Aguinis, Performance Management, Pearson Education, 2009.
3. T.V. Rao, 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
4. Kandula, Performance Management, PHI, 2009.
5. Michael Armstrong, Performance Management, Kogan Page, 2007.
6. A.S. Kohli, T. Deb, Performance Management, Oxford Higher Education, 2008.
7. Dinesh K Srivastava, Strategies for Performance Management, Excel, 2005.
8. Prem Chedda, Performance Management Systems, MacMillan, 2008.

Learning Outcome of the Course:

1. Enhancement of theory and practical concepts of Performance Management.
2. Understanding of the importance of reward and motivation for increasing performance.

Bachelor of Business Administration

Semester V

Course Title: Training and Development

Paper: DSE HR II

Paper Code: PBBA HR 502

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To familiarize students with the process and methods of training and development to ensure desired out comes.
2. To familiarize with the technique of assessment of training program effectiveness.

Syllabus:

Unit – I

Training and Development: Meaning, Difference, Need and Importance of Training, Training Steps In Training,

Need Assessment: Importance, Criteria for Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods And Process of Needs Assessment. **(20 Hours)**

Unit – II

Learning Process and Training: Learning through Training, Adult Learning, Learning Theories and Learning Curve, Learning Styles.

Training Methods: On the Job and Off the Job Training Methods

Management Development: Concept, Purpose, Stages in Development Programme. Development Methods **(18 Hours)**

Unit – III

Evaluation of Training Program: Pre training Evaluation, Post training Evaluation, Kirkpatrick Model of Evaluation, Cost-Benefit Analysis, ROI of Training.

Training and Development Scenario in India: Role of Government, Role of Enterprise, Vocational Training, **Training and Development by Various Sectors:** BPO, IT, Retail, Banking, Telecom, Hospitality, Automobile, Pharmaceutical **(22 Hours)**

Books Recommended:

1. Noe, R.A. (2008). Employee Training & Development. McGraw-Hill
2. Aswathappa, K. Human Resource to Personnel Management, Tata Mc Graw Hill
3. Mamoria C. B and Mamoria S., Personnel Management, Himalaya Publishing Company
4. Gary Dazzler, Human Resource Management, Pearson Education

Learning Outcome of the Course:

1. Ability to apply different methods of training and development in the organization.
2. Ability to evaluate training effectiveness.

Bachelor of Business Administration

Semester V

Course Title: Organisational Change and Development

Paper: DSE HR III

Paper Code: PBBA HR 503

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To understand and emphasize the necessity for change.
2. To understand the concept and techniques of organizational development.

Syllabus:

Unit – I

Change: Meaning, Genesis of Change, Understanding Change, Strategies of Change, Resistance to Change, Overcoming Resistance to Change. Transactional Analysis **(18 Hours)**

Unit – II

Organisational Culture and Climate: Concept and Determinants of Organisational Culture. Developing Organizational Culture. **Power:** Sources, Tactics. **Conflict:** Meaning, Type, Consequences, Sources and Strategies of Conflicts Management. **(20 Hours)**

Unit – III

Organisational Development: Concept, Characteristics, **Stress Management:** Individual and Organisational Factors to Stress, Work Stressors, Consequences of Stress on Individual and Organisation; Prevention and Management of Stress. **(22 Hours)**

Books Recommended:

1. Luthans, Organisational Behaviour, Mc Graw Hill, New Delhi.
2. Prasad L.M., Organisation Theory and Behaviour, S. Chand & Company, New Delhi.
3. Sharma R.A., Organisation Theory and Behaviour, Tata Mc Graw Hill, New Delhi.
4. Robbins S.P., Organisational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Rao V.S.P., Organisational Behaviour, Excel Books, New Delhi.

Learning Outcome of the Course:

1. Ability to analyse the key areas requiring change.
2. Ability to identify and analyse situations that would benefit from OD interventions

Bachelor of Business Administration

Semester V

Course Title: Talent Management

Paper: DSE HR IV

Paper Code: PBBA HR 504

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide insights into the concepts and application of Talent Management in organisations.
2. To create an understanding of the basic elements, processes, approaches and strategies of managing talent in organizations.

Syllabus:

Unit – I

Introduction to Talent Management: Meaning, History, Scope and Need of Talent Management, Benefits and Limitations of Talent Management , Principles of Talent Management, Sources of Talent Management ,Talent Gap – Meaning, Strategies to Fill Gaps ,The Talent Value Chain, Role of HR in Talent Management. **(18 Hours)**

Unit – II

Talent Management : Effective Talent Management System, Life Cycle of Talent Management, Approaches to Talent Management

Talent Planning: Introduction, Objectives of Talent Planning, Steps in Talent Planning, Succession Planning Program, Integrating Succession Planning and Career Planning, Designing Succession Planning Program, Strategic Accountability Approach in Developing the Workforce, Balanced Scorecard. **(20 Hours)**

Unit – III

Talent Development: Talent Development Budget, Contingency Plan for Talent; Building a Reservoir of Talent, Compensation Management Within the Context of Talent Management.

Competency: Concept of Competency and Competence, Competence v/s Competency, Types of Competencies, Benefits and Limitations of Implementing Competencies, Iceberg Model of Competency. **(22 Hours)**

Books Recommended:

1. Dessler Gary, A Framework for Human Resource Management, Pearson.
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson.
3. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, Mc. Graw Hill.
4. Hasan M., Singh & A. K. Dhamija, Talent management in India: Challenges and opportunities Atlantic Publication Latest.
5. Armstrong Michael, A Handbook of Human Resource Management Practice, Kogan Page Publication Latest.
6. Pattanayak Biswajeet, Human Resource Management, PHI Learning Pvt. Ltd. Latest.
7. Padoshi Swati, Talent and Competency Management, Himalaya Publication.

Learning Outcome of the Course:

1. Ability to comprehend and evaluate the potential and appropriateness of talent development strategies, policies and methods with reference to relevant contextual factors.
2. Ability to understand, analyze and appreciate the role of HR Manager in managing talented employees.

Bachelor of Business Administration

Semester V

Course Title: Human Resource Accounting

Paper: DSE HR V

Paper Code: PBBA HR 505

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (Eternal)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To familiarize the students with the Human Resource Accounting practices in India.
2. To understand the significance of Human Resource Accounting as a tool of Human Resource Valuation.

Syllabus:

Unit – I

Human Resource Accounting: Meaning, Definition Importance, Development of the Concept, History of Score Card, HRA for Managers & HR Professionals

Human Resource Planning: Human Capital Investment, Expenditure Vs Productivity, Training, Human Capital & Productivity, Human Resource Accounting, Measurement of Human Value addition into Money Value, Objectives of Human Resources Accounting , Approaches to Human Resource Accounting. **(22 Hours)**

Unit – II

HR Accounting: Design, Preparation & Implementation, Responsibility Accounting and Management Control, Management Control Structure and Process, Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training, Classification of Costs in HR Accounting, Behavioral Aspects of Management Control, Social Control. **(20 Hours)**

Unit – III

HR Auditing and Accounting, HRA Software, HRA Oriented Reporting Processes Including P & L Accounts & Balance Sheet, Experiences and Extrapolations on HRA. **(18 Hours)**

Books Recommended:

1. Eric G. Flamholtz ,Human Resource Accounting, Springer
2. Jac Fitz-enz, How to measure Human Resource Management, McGraw Hill
3. Rakesh Chandra Katiyar, Accounting for Human Resource, UK Publishing
4. M. Saeed, D.K. Kulsheshtha, Human Resource Accounting, Anmol Publications.
5. D. Prabakara Rao, Human Resource Accounting, Inter India Publications.

Learning Outcome of the Course:

1. Familiarity of students with the process and approaches of Human Resource Accounting.
2. Ability to make decisions regarding the work force employed on the basis of HRA.

Bachelor of Business Administration

Semester VI

Course Title: Compensation Management

Paper: DSE HR I

Paper Code: PBBA HR 601

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To learn how systems operate to attract, retain and motivate competent work force in organization.
2. To assess and diagnose issues and problems of compensation management.

Syllabus:

Unit – I

Compensation Management: Meaning, Role, factors influencing Compensation Management, **Role of Various Parties:** Employees, Employers, Unions, & Government. Economics and Behavioural Issues, Wage Concept, Wage Theories (**18 Hours**)

Unit – II

Compensation Management: Compensation Decisions, Internal and Employee Equities, **Developing Compensation Programs:** Basic systems – Time Wage, Piece Wage, Incentives, Wage Payments & Total Salary Structure; Principles of Reward Strategy (**20 Hours**)

Unit – III

Job Evaluation: Purpose, Methods, Components, Bonus, Incentives, Performance, Link Reward System, Profit Sharing and Stock, National Policy: Wage Board and Commission, Corporate Consideration in Compensation (**22 Hours**)

Books Recommended:

1. Singh, B. D, Compensation and Reward Management, Excel Books, India.
2. Henderson, Compensation Management, Pearson Education, Canada.
3. Aguins, Performance Management, Pearson education, Canada.

4. Sahu, Performance Management System, Excel Books, New Delhi.
5. Chadha, Prem, Performance Management, Macmillan, India.

Learning Outcome of the Course:

1. Awareness about how pay decisions may lead to competitive advantage or disadvantage.
2. Ability to rationally design contemporary compensation systems in modern organizations.

Bachelor of Business Administration

Semester VI

Course Title: Human Resource Development

Paper: DSE HR II

Paper Code: PBBA HR 602

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60 Hours	70 Marks	30 Marks

Objectives:

1. To develop an understanding about the relationship between organizational development (OD) and HRD contribution to organization effectiveness.
2. To provide an understanding of the human resources development framework to implement an effective, HRD system in organizations

Syllabus:

Unit – I

HRD: Concept, Nature, Objectives, Relationship and Difference between HRD and HRM, Functions of HRD, Roles and Responsibilities of HRD Manager, Principles of HRD, HRD Culture. **HRD System:** Designing HRD System, HRD Subsystems, Process of HRD System, and Outcomes of HRD System **(20 Hours)**

Unit – II

Performance Appraisal: Meaning, Nature, Process, Methods, Difference between Performance Appraisal and Potential Appraisal. **Coaching:** Concept, Nature, Goal, Styles, and Benefits. **Feedback:** Concept, Nature, Types, Benefits, Giving and Receiving Feedback.

Career Planning: Meaning, Nature, Process, Importance, and Limitations.

Career Development: Meaning, Importance and Techniques of Career Development **(22 Hours)**

Unit – III

Organizational Development: Meaning, Nature, Objectives, Process, OD Interventions

Quality of Work Life: Concept, Characteristics, Importance, Dimensions, Techniques to improve QWL An Overview of HRD in India, HRD Emerging Trends and Perspectives.

(18 Hours)

Books Recommended:

1. Sudha G.S, Human Resource Development, Malik and Company Mehta Anil & Upadhyay Payal, Human Resource Development, RBD Publishing House
2. Haldar, U. K., Human Resource Development, Oxford University Press India.
3. Harrison, R., Employee Development, London: Institute of Personnel and Development.
4. Mabey, C and Salaman, G, Strategic Human Resource Management, Oxford: Blackwell.
5. Mankin, D., Human Resource Development, Oxford University Press India.
6. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
7. Rao, T.V., Future of HRD, Macmillan Publishers India.
8. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.

Learning Outcome of the Course:

1. Ability to evaluate role of HRD in modern times and contemporary challenges.
2. Interface with the skills of developing a detailed HRD programme needed and its implement in organizations.

Bachelor of Business Administration

Semester VI

Course Title: Leadership and Team Management

Paper: DSE HR III

Paper Code: PBBA HR 603

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To enable learners to embark on paths of personal and professional leadership development.
2. To inspire individuals by managing talent, teams, leadership conflict resolution to enhance productivity in organizations.

Syllabus:

Unit – I

Leadership: Meaning, Nature, Difference between Leader and Manager, Impact of Leadership on Organizational Performance, Leadership Skills and Tactics, Leadership Styles, Types of Leaders, Leadership Theories, (Trait Theories, Behavioral theories, Contingency Theories, Contemporary Theories) **(18 Hours)**

Unit – II

Emerging concepts in leadership; Transformational Leadership, Charismatic Leadership, Servant leadership, Situational leadership; Spiritual Leadership; Strategic Leadership; Virtual Leadership; Pace Setting Leadership, Affiliative Leadership,

Leadership Challenges: Gender and leadership; Emotional intelligence and leadership, Power Politics and Leadership, Leadership Development and Succession **(22 Hours)**

Unit – III

Team Management: Meaning, Difference between Groups and Teams, Types of Teams, Creating Successful Teams, Team Roles, Team Formation- Life Cycle of a Team, Obstacles to Team Work, Managing Team Conflict, Leaders Role in Team Based Organizations **(20 Hours)**

Books Recommended:

1. Haldar, Uday Kumar, Leadership & Team Building, Oxford publication
2. Andrew J. DuBrin, Carol Dalglish, Peter Miller, Leadership, 2005, 2nd Asia Pacific Ed,
3. Bhargava Shivganesh, Transformation Leadership, Response Books, New Delhi
4. V.S.P. Rao, "Management Text & Cases", 2014, Excel Books.
5. Peter G. Northouse, "Leadership", 2015, 6th Ed, Sage Publications.
6. Richard L. Daft, Leadership, Cengage Learning, 2015.
7. Gary Yukl, Leadership in Organizations, 6th Edition, Pearson Education, 2016.

Learning Outcome of the Course:

1. Exposure to effectiveness in personal managerial and leadership skills.
2. Ability to Determine best functional dynamics and environment for successful teams and groups.

Bachelor of Business Administration

Semester VI

Course Title: Industrial Relations and Labour Welfare

Paper: DSE HR IV

Paper Code: PBBA HR 604

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To acquaint students with the concept of industrial relations and various legislations related to labour welfare and industrial laws.
2. To provide the framework of Industrial environment & mechanism for settlement of Industrial Disputes and grievance mechanism.

Syllabus:

Unit – I

Industrial Relations: Definition, Scope, **Industrial relations in India:** Code of Industrial Relations, Indian Code of Industrial Relations, Standing Orders **(18 Hours)**

Unit – II

Collective Bargaining: Definition Structure, Scope, Pre-requisites for successful bargaining, Problems involved, Role of Government in collective bargaining - **Worker participation in management** - Definition, Nature, Objectives, Functions, Works Committee, Joint management - Councils Shop councils - Joint councils - Indian conditions in collective bargaining, Workers participation in management **(22 Hours)**

Unit – III

Industrial Unrest - Co-operation and conflict, Implications of industrial unrest, Employees dissatisfaction, Workers complaints and grievances, Disciplinary action, Domestic enquiry, Strikes, Lock, outs, Prevention of strikes and lockouts, Settlement of dispute. **(20 Hours)**

Books Recommended:

1. Mamoria C.B. and Mamoria. Satish, 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi, 1998.

2. Dwivedi. R.S. 'Human Relations & Organizational Behaviour', Macmillan India Ltd., New Delhi, 1997.
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
5. C.S. Venkata Ratnam, 'Globalisation and Labour Management Relations', Response Books, 2001.

Learning Outcome of the Course:

1. To strengthen the understanding of concepts of industrial relations and its impact on organizational functioning.
2. To increase the know-how of the causes and effects of industrial disputes and the framing process for settlement and conciliation between employees or employer.

Bachelor of Business Administration

Semester VI

Course Title: International Human Resource Management (IHRM)

Paper: DSE HR V

Paper Code: PBBA HR 605

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (external)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To explore the dynamics of global business environment and to prepare the students about ensuring maximum returns in context with human resources.
2. To help students manage expatriate employees in MNC's and professionals from other countries.

Syllabus:

Unit – I

Introduction to IHRM: Basics of IHRM, Importance, Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM,

Over view of International HR activities: HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries. **(22 Hours)**

Unit – II

International Recruitment and Selection: Approaches to international Recruitment ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments IHRM practices – USA, UK, Japan and India A comparative study **(20 Hours)**

Unit – III

IHRM Model of India: Culture and Indian Managers, Indian Managers, Responses to HR practices across the world, Implication for multinationals, MNCs skill based approach and staff training and priority, The global managers and future organizations, India's Response to

Universalization of HR Principles, Policies and Practices – Cross- Convergence, Special issues in IHRM (18 Hours)

Books Recommended:

1. N. Sengupta & Mousumi, S. Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa, Dash Sadhna, International Human Resource Management McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House
6. Nilanjam Sengupta- International Human Resource Management, Excel Books, New Delhi
7. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

Learning Outcome of the Course:

1. Ability to manage diversity of HRM in an international context.
2. Exposure to decisions regarding recruitment methods, selection procedure and staffing decisions in the context of international economy and its challenges.

Discipline Specific Electives (DSEs)

for

Financial Management (FM)

Semester V			Semester VI		
Paper Code	Nomenclature of the Paper	Credits	Paper Code	Nomenclature of the Paper	Credits
PBBA FM 501	Management Accounting	4	PBBA FM 601	Capital Expenditure Decisions	4
PBBA FM 502	Elementary Cost Accounting	4	PBBA FM 602	Methods and Techniques of Cost Accounting	4
PBBA FM 503	Business Budgeting	4	PBBA FM 603	Goods and Services Tax (GST)	4
PBBA FM 504	Security Analysis and Portfolio Management	4	PBBA FM 604	Management of Financial Services	4
PBBA FM 505	Income Tax Law	4	PBBA FM 605	Advanced Income Tax Law and Practices	4

Bachelor of Business Administration

Semester V

Course Title: Management Accounting

Paper: DSE FM I

Paper Code: PBBAFM 501

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (external)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To help students understand the basic concepts, importance and functions of Management Accounting.
2. To enable students to understand and illustrate the format of financial statements, their analysis and interpretation.

Syllabus:

Unit-I

Management Accounting: Meaning, Functions, Limitations, Responsibilities and Qualities of a Management Accountant, Management Accounting v/s Traditional Accounting, **Financial Statement:** Introduction, Comparative and Common size Income Statements and Balance Sheets, Trend Analysis **(20 Hours)**

Unit-II

Ratio Analysis: Meaning, Classification of Ratios, Calculation and Interpretation of Ratio, **Long Term and Short Term Finance:** Equity Share Capital, Debentures, Long Term Loans, Short term Loans **(18 Hours)**

Unit-III

Cash Flow Analysis: Concept, Preparation of Cash Flow Statements, Comparison between Fund Flow Statement and Cash Flow Statement, Leverage: Operating, Financial and Combined Leverage **(22 Hours)**

Books Recommended:

1. Lal Jawahar, Advanced Management Accounting Text and Cases, S. Chand & Co., New Delhi
2. Khan, Jain, Management Accounting, S. Chand & Sons. Delhi
3. Pandey I. M., Management Accounting, S. Chand & Sons, Delhi
4. Agrawal & Agrawal, Management Accounting, RBD, Jaipur
5. Agarwal M.R., Managerial Accounting, Garima Publications, Jaipur

Learning Outcome of the Course:

1. Understanding of the significance of basic concept, importance & functions of Management Accounting
2. Ability to interpret the various ratios and cash flow statements.

Bachelor of Business Administration

Semester V

Course Title: Elementary Cost Accounting

Paper: DSE FM II

Paper Code: PBBAFM 502

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To introduce students to fundamental cost accounting concepts and knowledge of different methods of costing, such as unit costing and output costing.
2. To enable students to learn techniques and methods for allocating and controlling costs in different areas of a business.

Syllabus:

Unit-I

Cost Accounting: Introduction, Meaning, Nature, objective and Scope, Techniques of Cost Accounting, Difference with Management Accounting and Financial Accounting, Cost concepts and classification of cost.

Material Control: Material Control Technique, Stock Levels, Inventory Turnover, Purchase of Materials, Classification and Codification of Materials, Store Records, Inventory system, Methods of Pricing material Issues. **(20 Hours)**

Unit-II

Labour: Direct and Indirect Labour, Methods of Remuneration, Time and Piece rates, Incentive plans, Idle time, Over time, Casual and Out workers, Labour Turnover.

Overheads: Meaning, Collection, Classification, Allocation, apportionment, Reapportionment, and Absorption of Overheads, Over-absorption and Under-absorption. **(22 Hours)**

Unit-III

Methods of Cost Unit and output costing, Reconciliation between cost and financial books. **(18 Hours)**

Note: The Student shall be permitted to use Battery operated calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless.

Books Recommended:

1. Tulsian: Cost Accountin, Tata Mcgraw Hill
2. Horngrem, Datar, Foster: Cost Accounting, Prentice Hall
3. Banerjee: Cost Accounting, Prentice Hall
4. Dutta: Cost Accounting, Pearson
5. Madegowda, J.: Cost Accounting, Himalaya Publishing House Pvt. Ltd.
6. Wilson, M., Cost Accounting, Himalaya Publishing House Pvt. Ltd.
7. Ravi M. Kishore: Cost Accounting and Financial Management, Taxman Publications Pvt. Ltd., New Delhi.
8. Jain, Khandelwal, Pareek, Cost Accounting, Ajmera Book Company
9. Agarwal, Jain, Modi, Sharma, Shah, Mangal: Cost Accounting, Ramesh Book Depot.
10. M. R, Agarwal, Cost Accounting, Garima Publication, Jaipur

Learning Outcome of the Course:

1. Clear understanding of the terminology, definitions and principles related to cost accounting.
2. Ability to apply these techniques to track and manage costs related to materials, labour and overheads effectively.

Bachelor of Business Administration

Semester V

Course Title: Business Budgeting

Paper: DSE FM III

Paper Code: PBBAFM 503

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To enhance knowledge of the students regarding the interpretation of financial statements, calculation of key financial ratios and analyzing financial data.
2. To provide a comprehensive and practical understanding of business budgeting to the students so as to be able to make informed budgeting decisions

Syllabus

Unit-I

Business Budgets and Budgeting: Meaning, Features, Advantages and Limitations of Procedure for Budget Preparation, Features of Sound Business Budgeting Systems.

Fixed and Flexible Budget, **Operating Business Budgets:** Sales Budget, Production Budget, Production Cost budget: Material Cost Budget, Labour Cost Budget and Overheads Budget. Cash Budget, Master Budget. **(20 Hours)**

Unit-II

Capital Budgeting: Meaning and Process, **Techniques of Capital Budgeting:** Pay back, Post Pay-back profitability, Average Rate of Return, Net Present Value, Profitability Index, Net Present Value Index and Internal Rate of Return.

Performance Budgeting: Meaning, Features, Procedure for Performance Budgeting, Advantages and Limitations. **(20 Hours)**

Unit-III

Cost of Capital: Cost of Debt, Cost of Preference Share capital, Cost of Equity, Cost of Retained Earnings and Weighted Average Cost of Capital.

Zero Base Budgeting: Concept, Process, Advantages and Limitations. **(20 Hours)**

Suggested Readings:

1. Agarwal, Vijay, Surolia, Business Budgeting, RBD Publications, Jaipur.
2. Heckert J.B. and J.D. Wilson, Business Budgeting and Control, Biblio Bazaar.
3. Welsch, G. A Business Budgeting, Controllership Foundation, University of Michigan.
4. Agarwal, M. R. Business Budgeting, Garima Publications, Jaipur.
5. Ayslott, Julie, A. The Quick Guide to Small Business Budgeting, San Diego Business Accounting Solutions

Learning Outcome of the Course:

1. Students will be equipped with the knowledge, skills, and mindset necessary to excel in budgeting roles within organizations or to pursue further research\professional development in the field.
2. Graduates would be able to apply the knowledge of budgeting within the broader context of strategic planning.

Bachelor of Business Administration

Semester V

Course Title: Security Analysis and Portfolio Management

Paper: DSE IV

Paper Code: PBBAFM 504

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide a comprehensive understanding of security analysis and portfolio management.
2. To equip students with the knowledge and skills necessary to analyse securities, assess risk and return and make informed investment decisions.

Syllabus:

Unit-I

Security Analysis: Introduction, Meaning and Significance. Types of Securities, **Investment:** Nature and Scope of Investment Analysis, Elements of Investment Avenues of Investment, Approaches to Investment Analysis, Concepts of Return and Risk, Security Return and Risk Analysis, Measurement of Risk and Return. **(20 Hours)**

Unit-II

Public Issue: SEBI Guidelines on Public Issue, Size of Issue, Pricing of Issue, Promoters Contribution Appointment of Merchant Rankers, Underwriter, Brokers, Registrars, Managers, Bankers & Allotment of Shares.

Secondary Market: Role, Importance, Types of Brokers, Trading Mechanism, Listing of Security, **Depository:** Role and Need. Depository Act- 1995. **(20 Hours)**

Unit-III

Fundamental Analysis: Economics Analysis, Industry Analysis and Company Analysis.

Technical Analysis: Trends, Indicator, Indices and Moving Averages Applied in Technical Analysis. **Portfolio Management:** Introduction, Models, Role of Portfolio Manager.

(20 Hours)

Books Recommended:

1. Pandian, P., Security Analysis and Portfolio Management, Sangam Books Ltd.
2. Investment Analysis and Portfolio Management: Madhumati Rangrajan
3. Chandra, P., Investment Analysis and Portfolio Management, CFM-Mc Graw Hill
4. Mukherjee, S. , Security Analysis and Portfolio Management, Vikas Publishing House

Learning Outcome of the Course:

1. Applying knowledge and skills necessary to perform security analysis, assess risk and return, in order to take investment decisions.
2. Ability to do investment analysis, portfolio analysis and financial analysis.

Bachelor of Business Administration

Semester V

Course Title: Income Tax Law

Paper: DSE FM V

Paper Code: PBBAFM 505

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide students with a comprehensive understanding of the tax provisions
2. To enable students to explore and utilize legitimate tax shelters, deductions, exceptions, rebates, and allowances effectively.

Syllabus:

Unit-I

Introduction: Introduction of Income Tax. Important Definitions under the Income Tax Act. Residential Status. Computation of Income from Salary. **(18 Hours)**

Unit-II

Income from House Property and Business & Profession: Computation of Annual Value of House and Taxable Income of House Property. **Income from Business and Profession:** Provisions Relating to Depreciation, Allowable and not Allowable Expenses and Deductions. Presumptive Income & Expenses. Computation of Taxable Income from Business or Profession. **(22 Hours)**

Unit-III

Income from Capital Gain: Meaning of Capital Assets & Transfer of Capital Assets, Short Term and Long Term Capital Gain, Exemption under Capital Gain. **Income from Other Sources.**
(20 Hours)

Note: The student shall be permitted to use battery operated calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless.

Books Recommended:

1. Singhania, Vinod K. and Monica Singhania: Students' Guide to Income Tax, Taxman Publications Pvt. Ltd., New Delhi
2. Ahuja Girish and Gupta Ravi: Systematic Approach to Income Tax, Bharat Law House, Delhi
3. Satyaprasad: Income Tax, Himalaya Publishing House Pvt. Ltd.
4. Agarwal, Jain, Modi, Sharma, Shah, Managal: Income Tax, RBD, Jaipur
5. Patel, Choudhary Income Tax, Choudhary Prakashan

Learning Outcome of the Course:

1. Building of a strong foundation in income tax law and knowledge required to navigate the complexities of tax provisions, deductions, exemptions, and allowances,
2. Ability to make informed decisions regarding own taxes and provide valuable advice to individuals and businesses regarding tax planning and compliance.

Bachelor of Business Administration

Semester VI

Course Title: Capital Expenditure Decisions

Paper: DSE FM I

Paper Code: PBBAFM 601

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide learners with a comprehensive understanding of capital expenditure decisions.
2. To equip students with knowledge of investment analysis techniques, strategic considerations and risk management in the context of investment decision-making.

Syllabus:

Unit- I

Capital Expenditure: Planning Phases, Qualitative Factors and Judgment, Strategic Aspects of Investment Decisions.

Production Decisions: Utilization of Full Production Capacity. Starting a New Production in Place of Old, Determination of Product Mix on the Basis of Key Factor. **(18 Hours)**

Unit-II

Capital Expenditure and Investment Ranking Techniques, Practical Application of Back. Average Rate of Return and Discounted Cash Flow, Present Value, Net Present Value, Profitability Index, Benefit- Relation Internal Rate of Return.

Capital Budgeting Under Uncertainty: Inflation, Deflation and Indexation vis-a-vis capital Budgeting. **(22 Hours)**

Unit-III

Investment Decisions: Investment Timing and Duration, Replacement of an Existing Asset. Investment Decisions under Inflation, Investment Decisions under Capital Rationing.

Risk Analysis in Capital Budgeting: Nature of Risk, Conventional Techniques to Handle Risk, Sensitivity Analysis, Statistical Techniques to Handle Risk, Decision Trees, Sequential Investment Decisions. **(20 Hours)**

Books Recommended:

1. Agarwal, M, R, Business Budgeting, Garima Publication
2. Agarwal, Vijay, Surolia, Business Budgeting, RBD
3. Goyal, Man Mohan, Management Accounting, Sahitya Bhavan
4. Kishore, Ravi, Financial Management Accounting, Taxman's
5. Khan, M.Y. and Jain, T.R. Financial Management, Tata McGraw Hill

Learning Outcome of the Course:

1. Students would be able to take various capital expenditure decisions and can perform investment analysis.
2. Students will be well equipped with the knowledge and skills necessary to make informed investment decisions and contribute to the success and growth of organizations.

Bachelor of Business Administration

Semester VI

Course Title: Methods and Techniques of Cost Accounting

Paper: DSE FM II

Paper Code: PBBAFM 602

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To familiarize the students with the basic cost concepts, allocation and control of various costs and methods of costing.
2. To equip students with a comprehensive understanding of various costing methods and techniques, enabling them to analyze and control costs effectively in different business scenarios.

Syllabus:

Unit – I

Operating Costing: Transportation Costing, Canteen, Power House and Cinema costing.

Process Costing: Meaning, Significance, General process, Joint Product, Inter Process profit (excluding equivalent production) **(18 Hours)**

Unit – II

Job and Contract Costing: Meaning and method of job and batch costing, meaning of contract costing, difference between job and contract costing method, Contract accounts, ascertainment of profits of incomplete contracts, valuation of WIP and Balance sheet, Escalation clause. **Budgetary Control:** Meaning, significance of budget; Difference between budget, budgetary and budgetary control; Sales budget, Production budget, Purchase budget, Cash budget, Flexible budget, Master budget. **(22 Hours)**

Unit – III

Standard Costing: Meaning, Significance and Limitations. Types of standards and variances pertaining to material and Labour. **Marginal Costing:** Meaning, Significance and limitations, Break- even analysis, graph, Profit volume ratio. Assumption of cost volume profit Analysis Decision regarding make or buy and capturing foreign market. **(20 Hours)**

Note: The student shall be permitted to use battery operated calculator that should not have more than 12 digits, 6 functions, 2 memories and should be noiseless and cordless.

Books Recommended:

1. Tulsian, Cost Accounting, Tata Mcgraw Hill
2. Horngrem, Datar, Foster, Cost Accounting, Prentice Hall
3. Banerjee, Cost Accounting, Prentice Hall
4. Dutta, Cost Accounting, Pearson
5. Madegowda, J., Cost Accounting, Himalaya Publishing House Pvt. Ltd.
6. Wilson, M., Cost Accounting, Himalaya Publishing House Pvt. Ltd.
7. Ravi M. Kishore, Cost Accounting and Financial Management, Taxman Publications Pvt. Ltd., New Delhi.
8. Jain, Khandelwal, Pareek, Cost Accounting, Ajmera Book Company
9. Agarwal, Jain, Modi, Sharma, Shah, Mangal, Cost Accounting, Ramesh Book Depot.
10. Agarwal R, M. Cost Accounting, Garima Publication, Jaipur

Learning Outcome of the Course:

1. Students will be equipped with the necessary knowledge, skills and competencies to analyse and control costs in an organisations.
2. Ability to make informed decisions to optimize cost efficiency in business contexts.

Bachelor of Business Administration

Semester VI

Course Title: Goods and Services Tax (GST)

Paper: DSE FM III

Paper Code: PBBAFM 603

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (Eternal)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide a comprehensive understanding of GST, its legal and constitutional framework, procedural aspects and compliance requirements.
2. To equip learners with the necessary knowledge to build a strong foundation in GST concepts and principles.

Syllabus:

Unit-I

GST: Introduction, Benefits, Constitutional Aspects and Legal Framework including CGST, IGST, SGST & UTGST and Compensation to States. Procedural Aspects under GST Regime Including Registration, Invoicing, e-way Bill, Accounts and Records, Returns, Provisions Relating to e-commerce, Payment of Tax, Reverse Charge, Refund. **(20 Hours)**

Unit-II

Identification of Nature of Supply: Inter State and Intra State, Composite and Mixed Supply, Continuous Supply, Taxable and Non-Taxable Supply, Exemptions & Composition Schemes. **Applicable Rates of GST:** Concepts Relating to Input Tax Credit and Computation of GST Liability. **(18 Hours)**

Unit- III

Administration of GST Regime, Audit, Assessment, Demand, Recovery, Inspection, Search, Seizure. Provisions with Respect to Offences, Penalties and Arrest. Advance Ruling, Appeals, Revision & Other Provisions. **(22 Hours)**

Books Recommended:

1. Nitya Tax Associates: Basics of GST, Taxman, Delhi.
2. Dr. Harsh Vardhan: Goods & Service Tax, Bharat Publication, Delhi
3. Shah and Mangal: Goods and Service Tax, RBD, Jaipur
4. Goods and Service Tax: P.C. Publications, Jaipur.
5. Bangar and Bangar: Beginor's guide to GST, Aadhya Publication, Allahabad.

Learning Outcome of the Course:

1. Development of a strong foundation in GST concepts and procedural aspects
2. Exposure to necessary skills and knowledge to effectively apply GST principles in real-world scenarios.

Bachelor of Business Administration

Semester VI

Course Title: Management of Financial Services

Paper: DSE FM IV

Paper Code: PBBAFM 604

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide students with a comprehensive understanding of financial system and mutual investments.
2. To make students understand the concept of forfeiting, factoring and wealth management.

Syllabus:

Unit-I

Financial Systems: Introduction, Role, Scope, Importance, Types and Innovative Financial Services. **Mutual Funds:** Concept, Evolution of Mutual Funds, Types, Organisation of Mutual Funds and Valuation Method of Individual Scheme i.e. Net Present Value.

(20 Hours)

Unit-II

Factoring: Concept, Meaning, Procedure of Workings, Types and Future Prospects.

Forfeiting Concept, Meaning, Salient Features, Difference between Factoring and Forfeiting and Operating Procedure. Treasury and Wealth Management Services, Custodian Services, Pension Fund-Role of PFRDA **(22 Hours)**

Unit-III

Securitization of Debts: Introduction, Meaning, Objective, Importance, Advantages and Structure of Securitization. **Credit Rating:** Concept, Meaning Types, Advantages, Credit Rating v/s Financial Analysis and Procedure of Credit Rating. **(18 Hours)**

Books Recommended:

1. Avdhani A.V.: Financial Services in India, Himalaya Publications

2. Khan M.Y.: Financial Services, Tata McGraw Hills.
3. Bhole L.M.: Financial Markets and Institutions.
4. Agashe Anil: Financial Service Markets and Regulations
5. Choudhary, Surana : Financial Market Operations, RBD Publishing House.
6. Agrawal, Jain, Rathi: Finance for Strategic Decisions, RBD Publishing House.

Learning Outcome of the Course:

1. Acquisition of knowledge in financial services management.
2. Ability to analyse financial products, make informed investment decisions, and understand the functioning of various financial institutions and markets.

Bachelor of Business Administration

Semester VI

Course Title: Advanced Income Tax Law & Practices

Paper: DSE FM V

Paper Code: PBBAFM 605

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide knowledge of income tax law, deductions, tax rates and its computation.
2. To provide the knowledge of filing income tax.

Syllabus

Unit-I

Clubbing of income: Set off and Carry Forward of Losses. Exempted Incomes. Deductions from Gross Total Income u/s 80. Deduction Available to Individual, HUF and Firms. **(18 Hours)**

Unit-II

Assessment of Individual & HUF: Computation of Taxable Income of Individual, Adjustment of Agricultural Income, Tax Rates, Marginal Relief & Tax Liability. Computation of Taxable Income of HUF, Adjustment of Agricultural Income, Deduction, Tax Rates, Marginal Relief. & Tax Liability. **(20 Hours)**

Unit-III

Assessment of Firm, AOP Computation of Total Taxable Income of Firm, Deduction, Tax Rates & Tax Liability. Computation of Tax Liability of AOP. Income Tax Appeal, Filing of Return, Advance Tax, TDS Income Tax Appeal, Filing of Return, Advance Tax, TDS, Authorities of Income Tax **(22 Hours)**

Note: The Student shall be permitted to use Battery operated calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless.

Books Recommended:

1. Singhanian, Vinod K. and Monica Singhanian: Students' Guide to Income Tax, Taxman Publications Pvt. Ltd., New Delhi
2. Ahuja Girish and Ravi Gupta: Systematic Approach to Income Tax, Bharat Law House, Delhi.
3. Satyaprasad: Income Tax, Himalaya Publishing House Pvt. Ltd.
4. Agarwal, Jain, Modi, Sharma, Shah, Managal, – Income Tax, RBD, Jaipur
5. Patel, Choudhary: Income Tax Choudhary Prakashan.

Learning Outcome of the Course:

1. Knowledge of income tax law and practices, enabling students to apply the concepts effectively in real-world scenarios.
2. Understanding of the complexities of direct taxation and tax regulations.

Discipline Specific Electives (DSEs)
for
Marketing Management (MM)

Semester V			Semester VI		
Paper Code	Nomenclature of the Paper	Credits	Paper Code	Nomenclature of the Paper	Credits
PBBA MM 501	Consumer Behaviour	4	PBBA MM 601	Customer Relationship Management	4
PBBA MM 502	Product & Brand Management	4	PBBA MM 602	Retail Management	4
PBBA MM 503	Global Business Management	4	PBBA MM 603	Integrated Marketing Communication	4
PBBA MM 504	Rural Marketing	4	PBBA MM 604	Tourism Marketing	4
PBBA MM 505	Sales and Distribution Management	4	PBBA MM 605	Recent Trends and Issues in Marketing	4

Bachelor of Business Administration

Semester V

Course Title: Consumer Behaviour

Paper: DSE MM I

Paper Code: PBBA MM 501

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To have an understanding of the elements constituting consumer behaviour and their relevance in consumption and purchase patterns.
2. To identify consumer decision making models and trends.

Syllabus:

Unit – I

Introduction to Consumer Behaviour: Definition, Nature, Scope, Consumer Behaviour's Applications in Marketing. **Factors Influencing Consumer Behaviour :** External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes. **(18 Hours)**

Unit – II

Consumer Decision Making Process: Pre and Post Purchase Behaviour, Types of Consumer Decisions. **Consumer Decision Making Process -** Problem Recognition, Information Search, Alternative Evaluation, Purchase Selection, Post Purchase Evaluation, Rationality in Buying, Buying Pattern in the New Digital Era. **Models of Buying:** Nicosia, Howard Sheth. **(22 Hours)**

Unit – III

Organizational Buying: Differences between Industrial Markets and Consumer Market, Differences between Organizational and Consumer Buying, **Decisions in Organizational Buying** Process, Types of Decision Making. Consumer Movement in India, Rights & Responsibilities of Consumers and Benefits of Consumerism. **(20 Hours)**

Books Recommended:

1. Schiffman, Leon.G Kanuk, L.L, Consumer Behavior, Pearson
2. Loudon, David L , Consumer Behavior, Mc Graw Hill
3. Batra, Satish .K, Consumer Behavior, Excel Books
4. Solomon, Michael R, Consumer Behavior, Pearson
5. Lindquist, Jay D Sirgy, M. Joseph ,Consumer Behavior, Biztantra
6. Sharma, Chouhan, Saini, Consumer Behaviour, RBD, Jaipur

Learning Outcome of the Course:

1. Developing skills to analyse consumer information and using it to create consumer oriented marketing strategies.
2. Understanding of consumer decision making process and its applications in marketing function.

Bachelor of Business Administration

Semester V

Course Title: Product & Brand Management

Paper: DSE MM II

Paper Code: PBBAMM 502

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To understand the relevance of Product and Brand Management in designing corporate strategy.
2. To understand the process of new product development and the strategies to develop it into a brand.

Syllabus:

Unit-I

Introduction to Product Management and Market Management: What is Product & Product - Service, Individual Product Decisions, Product attributes, Product and product Lives, **Special Issues in Product Management:** Product Life cycle & Strategy, Product Differentiation, New Product Development. **(18 Hours)**

Unit – II

Understanding Product Manager's Role and Nature of Markets: Product-Market-Profit Coordination-Forecasting-Planning at Corporate-Divisional and Product levels-the Product Manager's Role in Organization, New Product Development, Training Field Force, Financial Analysis, Legal Aspects and Understanding Competitive Strategies for Decision making. **(22 Hours)**

Unit – III

Introduction to Brand Management: Brand Identity, Personality and Brand Associations. Corporate Branding and Tools for Building Brand Equity. Measurement of Brand Equity. Brand as a Concept - Value & Significance of Brand, Brand Name, Symbol & Slogan, Brand

Strategic Decision, Promotion. **Concept of Brand Equity & Association:** Brand Loyalty, Awareness, Creating and Managing Brand Equity. (20 Hours)

Books Recommended:

1. Lehman, Donald R., and Russel S. Winer, Product Management, Fourth Edition, TMH
2. Trott & Paul, Innovation Management and New Product Development, Fourth Edition, Pearson
3. Kapferer, J.N., Strategic Brand Management, Kogan Page Limited
4. Singh, Gagandeep, Product Management & Strategy, notionpress.com
5. Panda Tapan, Product & Brand Management, Oxford Higher Education

Learning Outcome of the Course:

1. Graduate students will learn to formulate strategies to effectively manage products and brands
2. Identifying key factors in establishing and maintaining brand equality

Bachelor of Business Administration

Semester V

Course Title: Global Business Management

Paper: DSE MM III

Paper Code: PBBA MM 503

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To equip the students about the global scenario of business
2. To give knowledge about the art of managing business across domestic borders

Syllabus:

Unit – I

Global Business Management: Meaning, Scope, Role, Driving forces. **Cultural Environment:** Definition, Components, Imperatives, Work Place and Market Place, Misconception about Culture, Political Environment: Concept, Importance, **Political Systems:** Democracy, Autocracy, Theocracy, Monocracy Dictatorship, **Major Political Objectives:** Political Sovereignty, National Security, Protection of Cultural Identity (**20 Hours**)

Unit – II

The Global Economic Environment: The Global Economy, Bases of Economy, Wealth, Population, Natural Environment Technological Resources, Eco System: Market Allocation, Command Allocation, Mixes Allocation, Indicators of Eco, Wealth-National Product, Balance of Payment, Exchange Rate, Foreign Investment

Legal Environment: Legal Systems, Code Vs Common Law, Islamic Law, Socialist Law, Agreements and Conversions, Bilateral, Multilateral, Global Laws relating to I.B. Market, Entry Laws Product, Intellectual Property Laws, Warranties & Product Liabilities, Pricing and Channels of Distribution, Sales & Promotion, Tax Laws, Conflict of Laws (**22 Hours**)

Unit – III

Foreign Direct Investment: Reasons, Volume and Directions, Foreign Exchange Transactions and Terminology (**18 Hours**)

Books Recommended:

1. Robinson, R.D., International Business Management- A Guide to Decision Making, Dryden Press.
2. Shiva, Ramu, International Business, A. H. Wheeler Publishing Co. Ltd.
3. Thakur and Mishra, International Business, Deep and Deep Publications, New Delhi
4. Diwan, J.M. and Sudarshan, K.N., International Business Management, Discovery Publications House, New Delhi.

Learning Outcome of the Course:

1. Graduate students will be able to understand the global environment and application of policies and procedures as per changing environment.
2. Students will be able to understand the global law and handle the business conditions accordingly.

Bachelor of Business Administration

Semester V

Course Title: Rural Marketing

Paper: DSE MM IV

Paper Code: PBBA MM 504

Credit Scheme

Level	Course Credits	No. Of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internet Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide an overview of rural markets and emerging perspectives of rural marketing
2. To understand the emerging managerial initiatives and relevant frameworks in rural marketing.

Syllabus:

Unit – I

Rural Marketing: Concept, Nature, Scope, Significance of Rural Marketing, Factors Contributing to Growth of Rural Markets, Components of Rural Markets. Rural Market Vs Urban Market, E-rural Marketing. **(20 Hours)**

Unit – II

Agricultural Marketing: Concept, Nature and Types of Agriculture Produce. Concept and Types of Agricultural Markets, Marketing Channels, Methods of Sales, Market Functions. Characteristics of Scientific Marketing, Agricultural Marketing Risks, Risks Involved in Marketing, Types of Risks, Measures to Minimize Risks, Contract Marketing. **(18 Hours)**

Unit – III

Issues in Rural Marketing, Rural Consumer Behaviour Features, Factors Influencing Lifestyle of Rural Consumer, FMCG Sector in Rural India, Concept and Classification of Consumer Goods, Marketing Channels for FMCG, Marketing of Consumer Durables. The Role of Advertising. **(22 Hours)**

Books Recommended:

1. Badi R.V, Badi N.V, Rural Marketing, Himalaya Publishing House
2. Acharya, S.S., Agarwal N.L., Agriculture Marketing in India, Oxford & IBH Publishing Company Pvt. Ltd.
3. Kashyap Pradeep, Rural Marketing, Pearson
4. Kumar Saroj & Azam Farook Mohd., Rural Marketing, Thakur Publications.
5. Jain Ashok & Jain Varun, Rural Marketing, Global Publications Pvt. Ltd.

Learning Outcome of the Course:

1. Knowledge of rural economic environment & rural consumer behavior from the perspective of marketing.
2. Conceptual understanding of Rural Marketing and its strategic implementation.

Bachelor of Business Administration

Semester V

Course Title: Sales & Distribution Management

Paper: DSE MM V

Paper Code: PBBA MM 505

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To provide an understanding of the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Syllabus:

Unit – I

Sales Management: Introduction to Sales Management and Sales OF Organization, Sales Function & Policies, **Personal selling:** Nature, Scope & Objectives, Formulating Personal selling strategy, **Planning the Sales Effort:** Sales planning, Estimating Market Potential and Sales forecasting **(18 Hours)**

Unit – II

Organizing and Directing the Sales Force: Recruitment and Training of Sales Personnel, Compensating Sales Personnel, Motivating and Leading the Sales Force **(20 Hours)**

Unit – III

Distribution Management: Managing Marketing Logistics & Channels, **Channel Integration:** Vertical Marketing System, Horizontal Marketing System, Channel Management and Marketing Channel Policies & Legal Issue. Channel Institutions & Control, Wholesaling & Retailing, Channel Information Systems & Future Trends in Sales & Distribution Management. **(22 Hours)**

Books Recommended:

1. Panda, Sales and Distribution Management, Oxford University Press, Mumbai.
2. Cundiff, Still & Govani, Sales Management, Prentice Hall of India Pvt. Ltd. New Delhi.
3. Sudha G. S., Sales Management, Ramesh Book Depot, Jaipur.
4. Sudha G. S., Sales and Advertising Management, Ramesh Book Depot, Jaipur.

Learning Outcome of the Course:

1. Graduate students will learn to formulate strategies to effectively manage company's sales operations.
2. Ability to identify the key factors in establishing and maintaining high morale in the sales force.

Bachelor of Business Administration

Semester VI

Course Title: Customer Relationship Management

Paper: DSE MM I

Paper Code: PBBA MM 601

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internet Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To understand the importance of Customer Relationship Management (CRM) in creating and enhancing the value of service to customers.
2. To familiarize with strategies required for enhancing customer retention and loyalty.

Syllabus:

Unit – I

Customer Relationship Management: Definition, Need and Importance, **Conceptual Framework of Customer Relationship Management:** The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, **(20 Hours)**

Unit – II

CRM as a Business Strategy: Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management **(18 Hours)**

Unit – III

Customer Service: Concept, Measuring Customer life time value, Customer life cycle Management. Changing Patterns of e-CRM Solutions in the Future, **CRM in Services:** Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, **(22 Hours)**

Books Recommended:

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008
2. Judith W. Kincaid, Customer Relationship Management: Getting it Right, Pearson Education
3. H. Peeru Mohamed, A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing House
4. Fader, Peter, Customer Centricity –Focus on Right Customer for Strategic Advantage, Wharton Digital Press, 2012
5. Chaturvedi M., Chaturvedi A., Customer Relationship Management. An Indian Perspective, Excel Books.

Learning Outcome of the Course:

1. Students will develop the ability to understand key concepts and benefits of value creation for the customers.
2. Students will be able to identify best practices, road blocks and future trends of CRM.

Bachelor of Business Administration

Semester VI

Course Title: Retail Management

Paper: DSE MM II

Paper Code: PBBA MM 602

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To develop an understanding of the core and contemporary concepts of retail management.
2. To familiarize the students with the required strategies and planning in organized retail and the value they create.

Syllabus:

Unit – I

Retail: Nature, History, Role and Importance. Types of Retail Institutions in India, Retail Management Process, Indian Retailing Scenario, e- retailing

Retail Managers: Roles, Skills, Personality Traits and Job Opportunities. Retail Buying and Merchandise Management; **Emerging Trends in Retailing:** Franchising, Visual Merchandising, Private Labels, Role of Information Technology, Ethical Issues in Retailing
(22 Hours)

Unit – II

Strategic Planning in Retail: Planning Process and Evaluation, Concept of Shopping and Shopping Behavior, International Retailing: Impact of Culture, Entry Strategies

Retail Entrepreneurship: Concept, Major Retail Entrepreneurs in India (18 Hours)

Unit – III

Store Planning: Location and Layout. **Brief Overview of Store Operations:** Point of Purchase Communication, POS (Point of Sale), Customer Service and Accommodation, Floor and Shelf Management, Accounting and Cash Management, Setting up Stores before Opening, Store Requirements. Relationship Marketing and Building Store Loyalty
(20 Hours)

Books Recommended:

1. Agarwal, Bansal, Yadav ,Kumar-Retail Management, Pragati Prakashan,Meerut,2008
2. Sinha, Uniyal-Managing Retailing, Oxford University Press, New Delhi,2012
3. Levy Michael, Weitz Barton - Retailing Management, V Edition, Tata McGraw Hill, NewYork, 2006
4. Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition, Pearson Education, New York, 2006
5. Nair Suja- Retail Management, V Edition, HPH, Mumbai, 2006
6. Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill,India, 2007.

Learning Outcome of the Course:

1. Graduate Students will understand the importance and functions of retail business in country's economy.
2. Recognizing and understanding the operation oriented policies, methods and procedures used by successful retailers in the global economy.

Bachelor of Business Administration

Semester VI

Course Title: Integrated Marketing Communication

Paper: DSE MM III

Paper Code: PBBA MM 603

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To familiarize the students with the essential concepts and techniques required for Marketing Communication.
2. To develop ability for designing effective Integrated Marketing Communication programs in organizations for enhancing marketing efforts.

Syllabus:

Unit – I

Integrated Marketing Communication (IMC): Meaning and Role of IMC in Marketing process, One Voice Communication V/s IMC. **Introduction to IMC tools:** Advertising, Sales Promotion, Publicity, Public Relations, and Event Sponsorship. **(18 Hours)**

Unit – II

Planning for Marketing Communication (MarCom): Establishing MarCom Objectives and Budgeting for Promotional Programs-Setting communication objectives, Sales as MarCom objective, DAGMAR approach for setting advertising objectives. **(20 Hours)**

Unit – III

Developing the Integrated Marketing Communication Program: Planning and development of creative MarCom. Creative Strategies in Advertising, Sales Promotion, Publicity, Event Sponsorships etc. Creative Strategy in Implementation and Evaluation of Mar Com, Types of Appeals and Execution Styles. **(22 Hours)**

Books Recommended:

1. Shah Kruti, Integrated Marketing Communication, McGraw Hill Education
2. Shah Kruti, Advertising and Integrated Marketing Communications, McGraw Hill Education
3. Dutta Kirti, Integrated Marketing Communications, Oxford University Press
4. Choudhary T. and Dubey N., Integrated Marketing Communication, Thakur Publications.

Learning Outcome of the Course:

1. Learning about various marketing communication tools and their effectiveness
2. Fostering creativity for development of effective marketing communication program.

Bachelor of Business Administration

Semester VI

Course Title: Tourism Marketing

Paper: DSE MM IV

Paper Code: PBBA MM 604

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To understand marketing strategies and planning involved in travel and tourism industry.
2. To give an overview of tourism marketing strategies to enhance the development of hospitality and tourism mix

Syllabus:

Unit – I

Tourism Overview: Definition and historical development of tourism, its structure, components and elements. Nature and characteristics of tourism industry, Tourism as an industry in India, Consequences of Industry status, Approaches to the study of tourism. Definition and Distinction between travelers, Visitors, Excursionist, Tourist and Transit visitor. Travel Motivators and Deterrents. Maslow's Hierarchy of needs Model and travel motivations. Push and Pull forces in tourism. **(20 Hours)**

Unit – II

Impact and Significance of Tourism: Economic, Social, Cultural and Political Impacts and Significance of Tourism,(positive and negative) Employment Generation, Earnings of Foreign Exchange, Regional Development, National Integration, International Understanding and World peace.

World Tourism Day: Background, Concept, Themes, and Celebrations. **(20 Hours)**

Unit – III

Emerging Tourism Trends: Eco tourism, Green tourism, Alternate Tourism, Heritage Tourism, Sustainable Tourism, Cultural Tourism, Volunteer Tourism.

Concept of Demand & Supply in Tourism, Factors affecting Demand and Supply in Tourism. Tourism Product, Features of Tourism Product, **Types of Tourism Products:** Tourism Oriented Products (TOPs), Resident Oriented Products (ROPs), Background Tourist Elements (BTEs), Difference of Tourism Products from other Consumer Products. Factors Inhibiting Growth of Tourism. **(20 Hours)**

Books Recommended:

1. Khan, Tourism Marketing, Anmol Publication , New Delhi
2. Batra & Chawla, Tourism Marketing: Global Perspective, Deep and Deep Publication, New Delhi
3. Chawla, Romila, Tourism Marketing and Development, Sonali Publication, New Delhi
4. Singh, Ratandeep, Tourism Marketing, Kanishka Publishers, New Delhi.
5. Sinha, P.C., Tourism Management, Anmol Publications Pvt. Ltd. New Delhi.

Learning Outcome of the Course:

1. Learning the application of marketing principles to the travel and tourism industry.
2. Exposure to the prospects and probabilities in development of marketing strategies for hospitality sector.

Bachelor of Business Administration

Semester VI

Course Title: Recent Trends & Issues in Marketing

Paper: DSE MM V

Paper Code: PBBA MM 605

Credit Scheme

Level	Course Credits	No. of Hours per Week	Total No. of Teaching Hours	End Semester Exam (External)	Internal Assessment
7	4	4	60	70 Marks	30 Marks

Objectives:

1. To expose students to emerging marketing concepts and their in modern world application.
2. To make informed decisions in the current scenario about products & services and design strategies accordingly.

Syllabus:

Unit – I

Event Marketing: The Evolution of Event Marketing, Advantages of Event Marketing,

5 C's of Events: Conceptualism, Costing, Canvassing, Customization, Carrying-Out,

Categories of Events: Competitive Events, Artistic Expression, Cultural Celebrations, Exhibition Events, Charitable Events, Retail Events, Key Elements of Events, Growth of Event Industry in India (**20 Hours**)

Unit – II

Digital Marketing: Meaning, Benefits, Scope, Tools, SEM, SEO, Digital Marketing Plan, SWOT, Situational Analysis, Digital Landscape, P-O-E-M Framework, Digital Advertising Market in India (**20 Hours**)

Unit – III

Recent Trends in Marketing: Referral Marketing, Viral Marketing, Guerrilla Marketing, Surrogate Marketing, Social Media Marketing, Content Marketing, Mobile Marketing, Youtube (video) Marketing, E-Mail Marketing. Prospects & Challenges (**20 Hours**)

Books Recommended:

1. Kotler Philip, Marketing Management, New Delhi Prentice-Hill of India Pvt., Ltd.
2. Gupta Seema, Digital Marketing, McGraw Hill, New Delhi

3. Sharma Anukrati & Arora Shruti, Event Management and Marketing, Bharti Publications, New Delhi
4. Saxena Rajan - Marketing management, Tata Mac Grow-hill Publishing Co., Ltd. New Delhi
5. Ramaswamy V.S. & Namakumari S. - Marketing Management planning Implementation and Control The Indian context (Macmillan India Ltd., Delhi)
6. Varshney R.L. & Gupta S.L. - Marketing Management (An Indian Perspective) Text and cases (Sultan Chand & Sons, New Delhi)

Learning Outcome of the Course:

1. Development of better understanding of emerging marketing trends to enable adoptability to innovations.
2. Versatility in emerging marketing trends to help maximize results in the competitive market.