

Vijayanagara Sri Krishnadevaraya University
Jnana Sagara, Ballari (Karnataka State)



Department of Management

SYLLABUS

BACHELOR OF ADMINISTRATION

Under Choice Based Credit System (CBCS)

(I to VI Semester)

WITH EFFECT FROM 2016-17

**Course Structure of BBA
(From the Academic Year 2016-17)**

**Management
Syllabus for BBA 2016-17 onwards.**

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
I Semester						
1.1	Language – I English	4	3	70	30	100
1.2	Language – II Kannada	4	3	70	30	100
1.3	Indian Constitution	4	3	70	30	100
1.4	Principles and Practices of Management	4	3	70	30	100
1.5	Accounting for Managers	4	3	70	30	100
1.6	Quantitative Techniques for Managers	4	3	70	30	100
1.7	Co-Curricular Activities	2		--	50	50
Total						650

II Semester

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
II Semester						
2.1	Language – I	4	3	70	30	100
2.2	Language – II	4	3	70	30	100
2.3	Environmental Studies	4	3	70	30	100
2.4	Managerial Economics	4	3	70	30	100
2.5	Business Research Methods	4	3	70	30	100
2.6	Organization Behaviour	4	3	70	30	100
2.7	Co-Curricular Activities	2		--	50	50
Total						650

III Semester

Title of the Paper		Instructions	Duration of	Marks in Examination		
				per Week	Examination	Theory
III Semester						
3.1	Language – I	4	3	70	30	100
3.2	Language – II	4	3	70	30	100
3.3	Computer Fundamentals	4	3	70	30	100
3.4	Marketing Management	4	3	70	30	100
3.5	Financial Management	4	3	70	30	100
3.6	Human Resource Management	4	3	70	30	100
3.7	Co-Curricular Activities	2		--	50	50
Total for III Semester						650

IV Semester

Title of the Paper		Instructions	Duration of	Marks in Examination		
				per Week	Examination	Theory
IV Semester						
4.1	Language – I	4	3	70	30	100
4.2	Language – II	4	3	70	30	100
4.3	Computer Applications	4	3	70	30	100
4.4	Entrepreneurship Development	4	3	70	30	100
4.5	Financial Markets and Institutions	4	3	70	30	100
4.6	Business Policy and Strategic Analysis	4	3	70	30	100
4.7	Co-Curricular Activities	2		--	50	50
Total for IV Semester						650

V Semester

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
V Semester						
5.1	Business Laws	4	3	70	30	100
5.2	Management Accounting	4	3	70	30	100
5.3	Cost Management	4	3	70	30	100
5.4	Elective – I	4	3	70	30	100
5.5	Elective – II	4	3	70	30	100
5.6	Elective - III	4	3	70	30	100
Total for V Semester						600

VI Semester

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
VI Semester						
6.1	International Business Management	4	3	70	30	100
6.2	Project Management and Appraisal	4	3	70	30	100
6.3	Tax Management	4	3	70	30	100
6.4	Elective – I	4	3	70	30	100
6.5	Elective – II	4	3	70	30	100
6.6	Elective – III	4	3	70	30	100
Total for VI Semester						600

SYLLABUS
BBA I SEMESTER

PAPER 1.4 - PRINCIPLES AND PRACTICES OF MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To acquaint the students with the functions of management

Module-1 Nature and Function of Management:

Importance, Definition, Functions, levels of management, roles and skills of a manager, Nature of management, Development of management thought, approaches and contributions of management gurus – F.W Taylor, Henry Fayol, Elton Mayo, Peter F. Drucker.

Module-2 Planning, Decision making and forecasting:

Importance, types, steps and limitations of planning, planning premises, planning skills and strategic planning in the Indian industry, types and steps in rational decision making, common difficulties in decision making, forecasting and techniques of forecasting.

Module-3 Organisation:

Meaning, structure, types, sources of authority, delegation and decentralization of authority, co-ordination and techniques of co-ordination, benefits and harmonizing informal and formal organization, Staffing: need for proper staffing, recruitment, selection, placement & induction.

Module-4 Training and Development:

Meaning and Types of training, training practices in India, performance appraisal - purpose and methods of appraisal, compensation plans.

Module-5 Direction and Supervision:

Requirements of effective direction, giving orders, motivation, morale and leadership, approaches to leadership, communication - importance, forms of communication, barriers and communication in Indian industries, managerial control - Need & types, change management of organizational conflict, organizational climate or culture, Emerging trends in management.

REFERENCES:

1. Principles of Management – P C Tripathi and P N Reddy 4th Edition, Tata MC Graw Hill companies New Delhi.
2. Principles & Practices of Management by P C Saxena.
3. Principles & Practice of Management by L M Prasad.
4. Management Theory and Practice (Text and Cases) By Subba Rao.
5. Management by Heinz Weinrich, Mark V Cannice, Harold Koontz, 12th Edition, Tata MC Graw Hill Company.
6. Principles of Management by T Ramaswamy, 9th Edition, Himalaya Publishing House.

PAPER 1.5 ACCOUNTING FOR MANAGERS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To develop an insight for students with respect to accounting postulates, principles and utilization of financial and accounting information for planning, decision-making and control.

Module 1- Financial and Management Accounting – An Overview.

Evolution of Accounting, definition of Accounting, Accounting and book Keeping, Accounting as information system, Accounting as a language, users of accounting information, basic accounting concepts, Postulates and principles, financial accounting, difference between cost accounting, financial accounting , and management accounting .

Module 2 – Accounting equation, transactional analysis, and accounting mechanics

Accounting equation, assets and liabilities, effects of financial transitions on financial accounting, transactional analysis, journalizing the transactions, subsidiary journal, ledger postings and trial balance.

Module 3 – Preparation of financial statements

Profit and loss account, balance sheet , adjustment entries ; types of adjustment entries, provisions of bad debts , cash discount payables and receivables, closing entries, preparing profit and loss account, meaning of balance sheet, arrangement assets and liabilities items on the balance sheet, preparation of balance sheet, limitations of balance sheet.

Module 4 – Depreciation accounting

Long term assets, accounting problems in long term assets, nature of depreciation , cross word depreciation, factors that effect the computation of depreciation, methods of depreciation, evaluation of accelerated methods, factors influencing selection of depreciation methods, change in depreciation methods, disclosure on depreciation ,

Module 5 – Inventory Valuation

Meaning of inventory, need for inventory, objectives of inventory measurement, inventory costing methods, accounting standards A S – 2 on inventory valuation, consistency in the valuation of inventory systems.

References :

1. Accounting for management by Dr . Jawaharlal, Himalaya Publishing House.
2. Accounting for managers by Dr. J Madegouda,
3. Accounting for managers by John Dearlan & Bhattacharya

PAPER 1.6 QUANTITATIVE TECHNIQUES FOR MANAGERS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To enable the students use simple statistical tools and analyses to solve business related problems

Module-1 Introduction to Statistics:

Scope of statistics in business and industry, primary & secondary sources of data, tabulation, frequency distribution, diagrammatic & graphical representation of the data.

Module-2 Measures of Central Tendency:

Mean, median, quartiles, mode, geometric mean, measures of dispersion, range, quartile deviation, mean deviation, standard deviation & respective relative measures, Karl Pearson & Bowley's co-efficient of skewness.

Module-3 Correlation:

Methods of studying correlation, Karl Pearson's co-efficient of correlation, correlation in bivariate frequency table, rank correlation.

Module-4 Regression:

Introduction, lines of regression, line of regression of Y on line X & regression of X on Y.

Module-5 Index Numbers & Time series:

Note: The students are expected to answer theory questions and solve practical problems.

REFERENCES:

1. "Statistics for Management" by Levin R.L and Rubin. D S (PHI Publication)
2. "Quantitative Techniques for Managerial Decisions" by K Srivastava, G V Shenoy (Wiley Eastern Publication)
3. "Statistical Methods" by S P Gupta (Sultan Chand & Sons Publications).
4. "Business Statistics" by S C Gupta and Indra Gupta (Himalaya Publications)

II Semester

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
2.1	Language – I	4	3	70	30	100
2.2	Language – II	4	3	70	30	100
2.3	Environmental Studies	4	3	70	30	100
2.4	Managerial Economics	4	3	70	30	100
2.5	Business Research Methods	4	3	70	30	100
2.6	Organization Behaviour	4	3	70	30	100
2.7	Co-Curricular Activities	2		--	50	50
Total						650

II SEMESTER
PAPER 2.4 MANAGERIAL ECONOMICS

Examination	:	One paper of three hours duration carrying 100 marks (including 30 Marks internal).
Teaching Workload	:	Four hours per week.
Objectives Managerial	:	To acquaint the students with the basics of Economics.
Pedagogy and	:	Class Room Lectures, and presentations (both oral written).

Module-1

Definition: Nature and scope of managerial economics, micro and macro economics, strategic role and responsibilities of managerial economics.

Module-2

Demand and supply analysis: demand meaning, factors determining demand, law of demand, elasticity of demand: meaning, types of price elasticity, income elasticity and cross elasticity of demand, methods of demand forecasting, supply: definition, law of supply, kinked demand curve, law of diminishing marginal utility.

Module-3

Production function, law of variable proportions, Iso-quants, economics regions and optimum factor combinations, explain paths, returns to scale, internal & external economics and diseconomies rigidities.

Module-4

Cost concepts, classification, cost curves during short and long periods. Cost control and cost reduction, market structures – perfect monopoly, duopoly, monopolistic competition, oligopoly.

Module-5

Pricing theory and practices: pricing policies, skimming and penetration pricing, pricing under different market conditions, price discrimination. Profit management: meaning and nature of profit, economic and accounting profit, profit planning, break-even analysis.

Note: Simple case to illustrate the application of economic tools to business situations should form the basis for class room discussion.

REFERENCES:

1. "Managerial Economics" by Peterson and Levis (PHI Publication)
2. "Managerial Economics" by D N Dwivedi (Vikas Publications)
3. "Managerial Economics" by P N Mishra (Pragathi Prakashan Publication)
4. "Managerial Economics" By D M Mithani (Himalaya Publications)
5. "Managerial Economics" By Varshini & Maheshwari.

PAPER 2.5 BUSINESS RESEARCH METHODS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To familiarize the students with the nature and methods of research and its applications

Module-1 Introduction to Business Research:

Methodology – Scientific methods, research process, scientific method in physical science and marketing, distinction between scientific and non-scientific methods, mathematical tools for analysis.

Module-2 Types of Research:

Meaning & definition of research, types of Research: Exploratory research, conclusive research, modeling research and algorithmic research.

Module-3 Business Research Process:

Problem defining, research design, steps in research design process, objectives of the research, data collection, data analysis, interpretation of results and validation of results.

Module-4 Data Collection and Analysis:

Sources of data collection: primary data, source of primary data, advantages and methods of Primary data, secondary data collection: meaning, types, sources of secondary data, questionnaire, review of basic statistical measures and scales used in research, use of SPSS and other statistical software packages.

Module-5 Report Writing and Presentation:

Methods of report writing: Oral, written, advantages and disadvantages, components of written research reports, reports format, presentation of report: audio & video presentation.

REFERENCES:

1. Research methodology – by R Paneerselvam PHI Learning private limited, New Delhi
2. Business Research Methods by Dr. S B Hagargi and Dr S F Tangade.
3. Research Methodology by Rathod.
4. Research Methodology – C R Kothari.
5. Research Methodology by O R Krishna Swamy.
6. Research Methodology by Tripathi.

PAPER 2.6 ORGANIZATION BEHAVIOUR.

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 The Frame work:

Organizational behaviour: scope and processes, organizational structure and positive perspective, model of OB, components of OB, foundations of OB, interdisciplinary subject of OB.

Module-2 The Individual:

Learning, motivational, perceptual, attributional process, personality and personal effectiveness, development / formations of attitudes and values.

Module-3 The Role:

Roles and role effectiveness, managing work motivation, coping with frustration, stress and burnout, decisional process, managerial roles, functions and styles.

Module-4 The Team:

Interpersonal communication, grapevine communication, effective teams, conflict management, developing collaboration, leadership theories & styles, developing leadership for tomorrow.

Module-5 The Organisation:

Power and politics, organizational culture and climate, organizational communication, learning and learning organization, organizational change and development.

Group: meaning & definition, formation of group, reference groups, types of group (Formal Informal), group dynamics, group theories.

REFERENCES:

1. Understanding organizational behaviour by Udai Pareek, 2nd edition published by oxford university press New Delhi – 2010.
2. Pareek udai (2002) Training instruments for HRD and OD, New Delhi, Tata Mc Graw Hill.
3. Cummings T G and C G worley (2005) organization development and change, Mason, OH: South – Western College, Publishing.
4. Sinha D P (1986) T – Groups, Team Building and organization Development, New Delhi – ISABS.
5. French, W C and C H Bell (1995) organization Development Behavioural science, inter vensions for organization Development (4th edition) New Delhi, Prentice Hall of India.
6. K Ashwatappa – Himalaya Publications.

III Semester

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
III Semester						
3.1	Language – I	4	3	70	30	100
3.2	Language – II	4	3	70	30	100
3.3	Computer Fundamentals	4	3	70	30	100
3.4	Marketing Management	4	3	70	30	100
3.5	Financial Management	4	3	70	30	100
3.6	Human Resource Management	4	3	70	30	100
3.7	Co-Curricular Activities	2		--	50	50
Total for III Semester						650

BBA III SEMESTER
PAPER 3.4 MARKETING MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To familiarize the students with the marketing concepts and develop their analytical skills, as well as conceptual abilities.

Module-1 Market and Marketing:

Meaning and classification of markets: Definition, importance and functions of marketing, concept of marketing, product, selling, marketing, social and consumer and production, core concepts of marketing, differences between selling & marketing, functions of marketing management and marketing mix.

Module-2 Analysing marketing opportunity:

Consumer & industrial buying process, Consumer decision making, benefits, basis and requisites of sound market segmentation, targeting strategies, product positioning.

Module-3 Product decisions:

Product concepts, classification of products (consumer products and industrial), extrinsic & intrinsic characteristic of the product, levels of the products, developing and managing products: Life cycle concept and stages of PLC, Product mix / Product Portfolio BCG & GE 9 cell matrix & its components, Product mix strategies and New Product Development – stages, reasons for failure of new products.

Module-4 Distribution & Pricing Decisions:

Need and functions of channels of distribution, types and factors to be considered in selecting channels of distribution for consumer goods and industrial goods.

Pricing: Meaning of price, determination of pricing, objectives of pricing - primary & secondary, theories of pricing, types and strategies of pricing.

Module-5 Promotion mix and Marketing Research:

Promotion mix – advertisement, publicity, personal selling and sales promotion, advertisement – meaning, kinds of advertisement, merits and demerits and advertisement copy, process of personal selling, sales promotion and importance of sales promotion, elements of sales promotions, a note on push effect and pull effect.

Marketing Research – Meaning, definition, kinds of research and Process of marketing research, introduction to Services Marketing.

REFERENCES:

1. Marketing Management – by Philip Kotler.
2. Marketing Management by Bhagavathi Pillai.
3. Principles of Marketing by MC Dariel, Lamb, Hair Cengage Learning India edition, New Delhi.
4. Marketing Management by Karunakaran.
5. Marketing – Sherlekar & Sherlekar.
6. Marketing Management – J C Gandhi.

PAPER 3.5 FINANCIAL MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To familiarize the students with the financial environment of business, especially the financial markets.

Module–1 Financial Management

Nature and scope of financial management, finance functions, treasurer vs. controller functions, changing role of financial management.

Module– 2 Cost of Capital

Cost of debt, preference, equity capital and retained earnings, weighted average cost of capital, marginal cost of capital.

Module-3 Investment decisions

Capital Budgeting process – basic principles of capital expenditure proposals – various appraisal methods – average rate of return – pay back period, DCF methods, NPV, IRR and profitability index, merits and demerits of appraisal methods, conflicts in decision making, capital rationing, investment appraisal methods in practice.

Module-4 Financing Decisions

Sources of finance, debt, preference and equity capitals, operating and financial leverage, total leverage. Capital structure theories – net income and net operating income approaches – optimum capital structure, factors affecting capital structure, EBIT / EPS and ROI & ROE analysis. Capital structure theories in practice.

Module–5 Dividend decisions

Dividend theories – Modigliani – Miller hypothesis, dividend policies, dividend policy and share valuation – corporate dividend practices in India, Working capital policy – overall considerations – importance of working capital management, estimation of working capital.

REFERENCES

1. Prasanna Chandra: Financial Management Theory and Practice, Tata Mc Graw Hill New Delhi.
2. Khan M Y and Jain P K: Financial Management, Text and Problems, Tata Mc Graw Hill, New Delhi.
3. Pandey I M: Financial Management, Vikas Publishing House, New Delhi.
4. Ravi M Kishore: Financial management, Taxman, Delhi.

PAPER 3.6 HUMAN RESOURCE MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To provide students with an understanding of the human resources management frame-work.

Module-1 Nature and Scope of Human Resource Management:

Meaning and definition, difference between HRM & Personnel Management, scope, objectives, functions and organisation of HR department, Qualities & Qualification of HR Manager, HRM model, Jobs and careers in HRM.

Module-2 Human Resource Planning:

Meaning and importance of HRP, requisites and barriers to HRP, process of HRP, uses of HRP, job analysis and job design, techniques of job design.

Recruitment: meaning & definition of recruitment, process of recruitment, sources of recruitment, Selection: role of selection, selection process, barriers to effective selection, new methods of selection in India, orientation, placement & socialization.

Module-3 Training and Development:

Meaning & definition, difference between T & D, nature, inputs, gaps, importance, process of training and development, impediments to effective training and how to make training effective, kinds of training a focus on 9-1-23 kind of training, inbound & outbound training.

Performance Appraisal and job evaluation, methods of appraisal, modern & traditional methods, legal issues associated with performance appraisal, scope & methods of job evaluation.

Module-4 Employee remuneration:

Meaning, definition, importance of remuneration, theories of remuneration, incentives: meaning, kinds of incentives, scope and ways of participative management, employee communication, welfare, safety and health, promotion, transfers and separations.

Module-5 Ethical issues in Human Resources Management:

Nature, need and sources of ethics, HR ethical issues, managing ethics, corporate culture and ethical climate, nature and benefits of Human resource and approaches to HRA, challenges of HRM.

REFERENCES:

1. Agarwal R D Dynamics of Personnel Management in India New Delhi Tata Mc Graw Hill Publishing Co.
2. Ashwathappa K Essentials of Business environment Himalaya publishing House Mumbai.
3. C B Memmoria – Personnel Management.
4. David R Hampton contemporary management Mc Grew Hill 1981.
5. S. S Khanka – Human Resource Management S Chand Publications.
6. Dale S Beach Personnel – The Management of people at work Fourth edition Mac Millan & Co, New york 1980.
7. Kudchedkar L S Aspects of personnel

IV Semester

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
IV Semester						
4.1	Language – I	4	3	70	30	100
4.2	Language – II	4	3	70	30	100
4.3	Computer Applications	4	3	70	30	100
4.4	Entrepreneurship Development	4	3	70	30	100
4.5	Financial Markets and Institutions	4	3	70	30	100
4.6	Business Policy and Strategic Analysis	4	3	70	30	100
4.7	Co-Curricular Activities	2		--	50	50
Total for IV Semester						650

BBA IV SEMESTER

PAPER 4.4 ENTREPRENEURSHIP DEVELOPMENTS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objective: To familiarize the students to Understand the concept of Entrepreneurship skill and development.

Module-1 Entrepreneurship:

Objectives, introduction to Entrepreneur, Entrepreneurship and Enterprise, importance and relevance of the entrepreneur, factors influencing Entrepreneurship, Pros and Cons of being an entrepreneur.

Module-2 Women Entrepreneurs:

Problems and promotion, types of entrepreneurs, characteristics of a successful entrepreneur, competency requirement for entrepreneurs, awareness of self competency and development.

Module-3 Rural Entrepreneurship:

Meaning, need for rural entrepreneurship, problems, how to develop rural entrepreneurship, rural entrepreneurship and NGOs.

Module-4 Small scale Enterprises:

Small scale enterprises / tiny industries / ancillary industries / cottage industries: definition, meaning, product range, capital investment, ownership patterns, importance and role played by SSE in the development of the Indian economy, problems faced by SSE's.

Module-5 Sickness in SSE's & Institutional assistance to small scale enterprises:

Meaning and definition of a sick industry, causes of industrial sickness, preventive and remedial measures, BIFR, financial assistance from SFC, SIDBI, commercial banks KSIDC, KSSIC, IFCI, non financial assistance from DIC, DIDI, EDI, SIDO, AWAKE, TCO, TECKSOK, KVIC, financial incentives for SSI's and tax concessions, assistance for obtaining raw material, machinery, land and building and technical assistance, industrial estates: role and types.

REFERENCES:

1. Udai Pareek and T V Rao Developing Entrepreneurship
2. S V S Sharma Developing Entrepreneurship Issues and problems.
3. Srinivasa, A practical Guide to industrial Entrepreneurs
4. Government of India, Report of the committee on Development of small and medium Entrepreneurs, 1975.
5. Bharusali, M Entrepreneurs Development.
6. Vasanth Desai, Management of small scale Industry.
7. Entrepreneurial Development Dr. Anil Kumar, S C Poornima K Abraham, Jayshree. K
8. Aruna Kaulgud, Entrepreneurship Management.

PAPER 4.5 FINANCIAL MARKETS AND INSTITUTIONS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To equip students with the overview of financial system in general and financial markets and institutions in particular

Module-1

Nature and role of financial system, an overview of the Indian Financial System, financial sector reforms, Reserve Bank of India, Securities and Exchange Board of India.

Module-2

Banking institutions, commercial and co-operative banks, non-bank financial institutions, small savings and provident funds, Unit Trust of India and mutual funds.

Module-3

Non Banking Financial Intermediaries: Loan companies, investment companies, hire purchase finance, lease finance, housing finance, mutual benefits financial companies, Merchants Banks, Venture capital funds, Credit rating, Public Deposits with Non – bank companies – Non Bank Statutory Financial Organizations.

Module-4

Financial Markets: Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper and Certificates of Deposits, The Discount Market – Market for Financial Guarantee, Government (Gilt-edged) Securities Market.

Module-5

Industrial Securities market – International Dimensions of Financial Markets, Foreign Exchange Market and Foreign Capital market.

REFERENCES:

1. Financial institutions and Markets, L M Bhole, Tata Mc Graw – Hill Publishing Company Limited, New Delhi.
2. Financial Instruments and Services, Nalini Prava Tripathy, Prentice Hall of India, New Delhi.
3. Financial Markets and Institutions, S. Gurusamy, Vijay Nicole Imprints (P) Ltd.
4. Financial Markets and Services, by Gordon & Natarajan.
5. Financial Services by M Y Khan & P K Jain

PAPER 4.6 BUSINESSES POLICY & STRATEGIC ANALYSIS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To enable the students to develop a holistic perspective of enterprise critical from the point of the view of the top executives

Module-1 Introduction to strategic management & Business policy:

Evolution of strategic management & business policy, the genesis of strategic management & business policy, introduction to business policy, understanding Strategy, introduction to strategic management: definition of strategic management, elements in Strategic management process.

Module-2 Strategic intent:

Definition of vision: benefits of having vision, definition of mission, formulation of mission, business: definition, dimensions of business, business model, goals and objectives.

Module-3 External and internal environment analysis:

Concept of environment: characteristics of environment, internal & external environment. SWOT analysis, Porter's five force model.

Environmental sector: economic environment, internal environment, market environment, political environment, socio-cultural environment.

Environmental scanning: factors to be considered for environmental scanning, approaches to environmental scanning, methods and techniques used for environmental scanning, pitfalls in environmental scanning.

Module-4 Corporate level strategies:

Expansion strategies: stability strategies, retrenchment strategies – combination strategies, concentration strategies, integration strategies, horizontal strategies, vertical strategies, diversification strategies: concentric or related diversification, conglomerate or unrelated diversification, BCG strategy, GE – 9 cell matrix.

Module-5 Corporate Social Responsibility:

Ethical issues in strategic management.

REFERENCES:

1. Strategic management and Business policy by Azhar Kazmi – 3rd edition.
2. Strategic management and Business policy by Francis Cherunellum.

V Semester

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
5.1	Business Laws	4	3	70	30	100
5.2	Management Accounting	4	3	70	30	100
5.3	Cost Management	4	3	70	30	100
5.4	Elective – I	4	3	70	30	100
5.5	Elective – II	4	3	70	30	100
5.6	Elective - III	4	3	70	30	100
Total for V Semester						600

**BBA V SEMESTER
PAPER 5.1 BUSINESS LAWS**

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objective: To create Legal Awareness in students for decision making.

Module-1 Introduction:

Business vis-a-vis environment, nature and scope of business legislations, importance of law & business law, evolution of law.

Module-2 Indian contract Act 1872:

Law of contracts: nature of contracts, offer and acceptance, consideration, free consent, fraud sections 17 and 18, misrepresentation (section 18 and 19), agreements declared void (section 26-30) contingent and quasi contracts, performance of contract (section 37-67), discharge of contract, indemnity & guarantee, contract of bailment and pledge, contract of agency.

Module-3 Sale of Goods Act 1930:

Formation, definition, essentials, subject matter, classification of goods, conditions, warranties and exceptions, Doctrine of caveat, emptor & caveat venditor.

Passing of property (Sections 18 to 26): meaning, classification of goods & rules regarding transfer of property, transfer of risk and transfer of title- exceptions to the rule, performance of the contract, rules regarding delivery, seller's duty, unpaid seller & his rights against goods: lien – specific & general measure of damages.

Module-4 Companies Act, 1956:

Evolution of company Law: classification of companies, formation of company, Memorandum Of Association, Articles of Association, prospects, shareholders and members, share capital and borrowing powers.

Module-5 Companies Management (Section108):

Management of companies, Directors' and MD's Powers, duties, liabilities/ responsibilities. Agenda quorum, requirements of meetings, types of meetings, report writing, winding up of companies, unveiling of company, amendments to companies Act.

REFERENCES:

1. Business legislations by Dr. Miraj Kumar First edition 2009, Himalaya Publishing House Pvt. Ltd Mumbai.
2. Business Law – M D Kapoor.
3. Business Law – Bhagavathi Pillai.
4. Business Law –M C Knehal, Vikas Publishing House Pvt. Ltd, New Delhi.
5. Business Law – Meti Somashekhar.
6. Business & Corporate Laws – S S Gulshan, G K Kapoor New Ace International Publishers.
7. Company Law by Avatar singh 20th edition Eastern Book Company, New Delhi.
8. Mercantile by – M C Shukla.

Paper 5.2 Management Accounting

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module- I

Management Accounting; Meaning, definition, nature and scope -
Management Accounting vis-avis Costing - Accounting and Financial Accounting.
Role of management Accounting in Managerial decisions.

Module – II

Budgeting – Definition of budget, types of budget, fixed and flexible budgets –
Cash Budget, Zero Budget, Master Budget, budgetary control.

Module – III

Financial Statement Analysis – Limitations of financial statements –
Analysis of financial statements using ratios,

Module – IV

Fund flow and cash flow statements.

Module – V

Reporting.

Note: The Students are expected to answer theory questions and solve simple practical problems.

Books:

1. Management Accounting – S.P.Gupta.
2. Management Accounting – Manmohan and Goyal
3. Management Accounting – I.M. Pandey
4. Management Accounting – Robert Anthony.

PAPER 5.3 COST MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Introduction:

Cost management: meaning and importance, financial management v/s cost management, limitations, installation of costing system, cost classification.

Module-2 Materials:

Material control: meaning and importance, stock levels, issue, transfer of materials, different methods of pricing and their relative merits and demerits, numerical problems on stock levels, EOQ, FIFO – LIFO, simple and weighted average methods, treatment of materials.

Module-3 Labour:

Introduction, control of labour cost, time keeping, causes & effects of labour turnover, methods of remuneration and numerical problems on time and piece rates and bonus schemes.

Module-4 Overheads:

Meaning, classification, allocation and apportionment, reapportionment, direct, repeated distribution and simultaneous equation method, absorption of overheads, methods, numerical problems on primary distribution summary.

Module-5 Methods of costing:

Output costing, Job costing, process costing, contract costing & operating costing, techniques of costing, budgeting, marginal costing, standard costing, ABC costing.

REFERENCES:

1. Cost accounting – M C Shukla & T S Grewal.
2. Cost Accounting – S P Ayengar.
3. Advanced cost accounting and cost management – Jani and Narang.
4. Cost accounting principles and applications – Lal Nigam and Sharma.
5. Cost accounting – Pattanashetty and palekar.
6. Cost accounting – Ravi M Kishore
7. Cost accounting – Dr. S N Maheshwari
8. Strategic Cost Management by N P Agarwal, Mishra and Sonia Agarwal.

FINANCE ELECTIVES

PAPER 5.4.1 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Investment analysis:

Nature, scope, elements of investment, risk & return, objective of investment, approaches to investment analysis, securities: types & features.

Module-2 Investment alternative and strategies:

Financial investment, non financial investment, valuation of fixed income securities and variable income securities (excluding derivatives).

Module-3 Fundamental analysis:

Economic – Industry and company analysis – Sources of information for analysis.

Module-4 Technical analysis:

Types of charts, Dow Theory, Eliot wave theory, Odd-lot Theory, breadth of the market, relative strength analysis, moving average analysis, Efficient Market Hypothesis.

Module-5 Portfolio analysis & management:

Portfolio risk and return: Markowitz model, Sharpe single index model, CAPM, Arbitrage Pricing Theory.

NOTE: Question paper shall cover 100% theory.

REFERENCES:

1. S. Kevin “Security Analysis and Portfolio Management” PHI Learning Pvt. Ltd
2. VA Avadhani, “Security analysis and Portfolio Management”, Himalaya Publishing House Pvt. Ltd.
3. Punithavathy pandian, “Security analysis and Portfolio Management”, Vikas Publishing House Pvt. Ltd.
4. M Ranganatham & R Madhumathi, “Investment Analysis and Portfolio Management”, Pearson Education (India) Pvt. Ltd, New Delhi.
5. Bhalla, Tuteja, “Investment Management”, S Chand & Company Ltd.
6. Preethi Singh, “Investment Management”, Himalaya Publishing House Pvt. Ltd.

PAPER 5.4.2 FOREIGN EXCHANGE OPERATIONS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives:

To provide a comprehensive understanding of the concepts of foreign exchange rates.

To provide practical procedural aspects of banks and other institutions connected with foreign exchange.

Module-1 Balance of Payment:

Concept and components of Balance of Trade and Balance of Payment, equilibrium and disequilibrium in the Balance of payment.

Module-2 Foreign Exchange Rate:

Meaning of exchange rates, fixed, flexible and managed exchange rates, convertibility of Rupee on current account and capital account.

Module-3 Determination of Exchange Rates

Foreign Exchange Market, Purchasing Power Parity theory, Spot and Forward transactions.

Module-4 Foreign Exchange Control

Meaning and objectives of Exchange Control, Methods of exchange Control. FEMA: Introduction and Features.

Module-5 Foreign Trade Contracts and Documents

Inco terms, Letter of Credit: meaning and types, documents used in foreign trade.

REFERENCES:

1. Foreign Exchange – Practice, Concepts and Control – C. Jeevanandam – Sultan Chand and Sons.
2. International Financial Management – P G Apte, 1998.
3. International Financial Management – V K Bhalla 2004.
4. Financial Management & Policy: Text & Cases, New Delhi, Anmol Publications Pvt. Ltd. 2004.

PAPER 5.4.3 LAW AND PRACTICE OF BANKING

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objective: the purpose of this paper is to enlighten the students about the existing banking laws & practices & update their knowledge.

Module-1

Banker- customer: definition, debtor & creditor relationship, banker's obligations to honor cheques, rights of a banker, appropriation of payments.

Module-2

Bank accounts: Savings Bank account, Current account, Fixed Deposit account, Non-resident Indian account, opening procedure, KYC norms.

Types of customers: Minor, Joint account, partnership firm, company, non-trading associations-brief explanation of legal effect & precautions to be taken by bankers.

Module-3

Negotiable instruments Act 1881: definitions, common characteristics of negotiable instruments, types of negotiable instruments: cheques, bills, crossing of cheques, paying banker, collecting banker, their duties & statutory protection.

Module-4

Loans & Advances: principles of sound lending, different types of loans & advances, overdraft, cash credit, term loans, demand loans, Letter of Credit & its features.

Module-5

Customer service in banks: customer service guidelines, RBI instructions to customer services.

Technology in banks & financial innovations: History of ATM banking, Indian scenario, Internet banking, a brief explanation of new innovative products & services of bank.

REFERENCES:

1. Law & Practice of Banking by B S Raman.
2. Banking Law & Practice by S N Maheshwari.
3. Law & Practice of Banking by Reddy & Appannaiah.
4. Introduction to Banking by G Venkataraghavan Iyengar.
5. Law & Practice of Banking by K C Shekar.
6. Law & Practice of Banking by P N Varshney.
7. Law & Practice of Banking by Vasudevan & Radhakrishnan.

MARKETING ELECTIVES
PAPER 5.5.1 CONSUMER BEHAVIOUR

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Introduction to psychology: Its role in marketing & application to buyer's behaviour.

Module-1 Introduction to consumer behaviour:

Meaning of consumer & customer, a managerial and consumer perspective, factors influencing consumer behavior, current trends in consumer behavior, models of consumer behavior.

Module-2 Consumers Decision Making:

Decision making process in buying, industrial buying behaviour & buying decisions.

Module-3 Consumer learning, habit and brand loyalty:

Consumer learning, classical conditioning, instrumental conditioning, cognitive learning, Habit: habitual purchasing behavior, function of a habit, habit v/s complex decision making, Brand loyalty: approaches to brand loyalty, brand loyal consumer, brand loyalty & product involvement.

Module-4 Theories & Consumer Research:

Qualitative & quantitative research, consumer characteristics & lifestyles, demographics & social class, demographic fragmentation of Indian market: Social class influences, lifestyles and personality influences, changing lifestyle trends of Indian consumers, measuring lifestyles, personality: theories relating to personality, limitations, consumer and cultural influences, need of culture, cultural influence, cultural values and cultural beliefs, culture & product, social implications.

Module-5 Group influence:

Reference groups: types of reference groups, nature of reference groups and its influence on consumers, household decision making, types of household, decision making and societal implication of family influence, group communications: Word of mouth and diffusion process.

REFERENCES:

1. Assael Henry; Consumer Behaviour and marketing Action; Asian Books (P) Ltd; Thomson learning; 6th Edition.
2. Nair R Suja; Consumer Behaviour in Indian perspective; Himalaya Publishing House; Mumbai; First Edition Reprint – 2002.
3. Bennett, Consumer Behaviour.
4. David Loudon, Consumer Behaviour.
5. Jay D Lindquist & M. Joseph Sirgy, Consumer Behaviour, Biztantra Pub.

PAPER 5.5.2 PRODUCT MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Product Management – A Preview:

Introduction, definition, key functions, classification of products, what is FMCG?, Product mix and line decisions, growth strategies for FMCG, managing line extensions – A closer look.

Module-2 Organisation of Product Management:

Role of product managers, advantages, disadvantages of product management, ways to make product management system better, types of product teams, product manager's interaction chart.

Module-3 Planning:

Objectives of product planning, frequent mistakes in planning; the planning process; Components of a good plan; Product life cycle; Market Growth.

Module-4 New Product:

Organisation for new product development, Idea generation and screening, concept development and evaluation, product development and evaluation, product modification, Product variants, brand extension, test marketing.

Evaluation for market acceptance, commercialization, product failure.

Module-5 Product Attractiveness:

Factors influencing a product; Threat of new entrants, Product differentiation; Bargaining power of buyers & suppliers; Pressure from substitutes; Environment analysis; Product line management.

Competitor Analysis: Sources of Information; Creating a product features matrix; Assessing competitors objectives & strategies; Marketing strategy; Differential advantage; Product positioning.

REFERENCES:

1. Product Management in India by Ramanuj Majumdar, 2nd Edition prentice Hall of India New Delhi.
2. Product – Management by M Shiv Kumar 1st Edition, Himalaya Publishing House, Mumbai.
3. Product Management and New Product Development by Dr. R K Srivastava 1st Edition Published by Anurag Jain Excel (Books) Printers, New Delhi.
4. Product Management by S A Chunnawala, 3rd Edition Himalaya Publishing House, Mumbai.
5. Product Management: By Donald R Lehamann and Russell S Winer, 3rd Edition, Tata Mc Graw Hill, New Delhi.

PAPER 5.5.3 ADVERTISEMENT & MEDIA PLANNING.

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Fundamentals of Advertising:

Introduction, definition, basic concepts of promotion & communication, nature and functions of advertising, importance, reasons, types and benefits of advertising, social and critical issues in advertising.

Module-2 Marketing and Advertising Planning:

Advertising message, structure appeal, advertising message essentials, selling points and appeal, copy writing, elements of the copy plan, guidelines and characteristics of good copy, classification of copy, preparation of layout, DAGMAR approach and building advertising programme.

Module-3 Advertising Media & Advertising Budget:

Meaning, various advertising media, kinds, advantages and causes of failures of advertising, media buying, planning and advertising ads, advertising agencies, selection, compensation and appraisal of an agency, methods of measuring advertising effectiveness, developing corporate image, techniques, concepts & practices.

Module-4 Rural Market Advertising:

Rural markets in India, why rural marketing? Nature of transactions, what constitutes rural in India? Marketing challenges, rural consumer and rural advertising, problems of marketing of agricultural products, strategy for the future rural advertising mix, role of rural advertising, creative strategy & creation of advertisements.

Module-5 Advertising Regulations and Mumbai:

E-Advertising: deceptive advertising, determining deceptive advertising research, remedies, competitors Law suits, self regulations, advertising & society, effects on values and life styles, economic effects of advertising.

E – Advertising evolution, Benner advertising message, strategy & tactics, media strategy & tactics, impacts of e-advertising.

REFERENCES:

1. Advertising and media planning by Janet Jyothi, United Publishers, Mangalore.
2. Advertising, Sales and Promotion Management by S.A Chunawalla 2nd Revised Edition, Himalaya Publishing House Mumbai.
3. Advertising by Mohan.
4. Advertising by Aakar.
5. Advertising & Media Management by IL Gupta, Arun Mittal ,HPH.

HUMAN RESOURCE MANAGEMENT ELECTIVES

PAPER 5.6.1 INDUSTRIAL RELATIONS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Industrial Relations:

Concept of industrial relation, requisites, objectives, fostering and maintaining good industrial relation.

Module-2 Labour Relations:

Need for labor relations, human aspects of production efficiency, treat workers as human beings, promote correct attitude, causes of labor unrest, responsibility of employers, good labor relations means good results.

Module-3 Role of Industrial Manager:

Basic principles, process of industrialization, responsibilities of the industrial manager, qualities of an industrial manager, results of good management.

Module-4 Role of Human Resource Manager:

Functions and responsibilities, qualification of a HR Manager, training of HR manager, duties of a HR manager.

Module-5 Industrial Democracy:

Concept of industrial democracy, democratic approach, objectives of industrial democracy, democratic methods, meaning of Joint consultation, effects of joint consultation, How to promote joint consultation?

REFERENCES:

1. Welfare policy and industrial relation in India – A S Mathur.
2. Industrial relation in India – Agnihotri.
3. Industrial Relation: A point of view- Ramanujam R S.
4. Industrial Law – Malik P L.
5. Indian Labour year Book – Government of India Labour Bureau.

PAPER 5.6.2 PERFORMANCE MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Performance Management:

Performing not just appraising, hostility to traditional appraisals, alternative best practices, what is new in performance management? Meaning of work, performance and managing performance, performance management & Human Resource, what is Performance management? Process, manager's concerns and interests, keys to high performance, performance management is people management, performance management theatre (performance management system, pillars, performance management theatre), planning, monitoring manager performance and development.

Module-2 Planning Manager Performance and Development:

Basic Concepts: Why set objectives? Organisational and individual performance plans, research base for performance planning and goal setting, components of manager performance, role description, performance standards, assignments for systems and manager development, setting mutual expectations and performance criteria, attributes of useful goals, customizing plan for the manager, writing performance goals & standards.

Module-3 Monitoring and mentoring performance & Development:

Introduction, research and theory, some monitoring and mentoring behaviours of the manager, ongoing performance monitoring and review, supervision, monitoring, objectives, process, communication and how do periodic reviews work better and help? Problem-solving.

Module-4 Ongoing monitoring and manage development:

Purposes, process of manager development, Briscoe's principles, training, delegating, to coach or to counsel, mentoring, engendering trust, making a fresh beginning and role efficacy.

Module-5 Annual stock taking and getting to Grips:

Stock taking performance, process of judgment Vs. process of analysis, stock taking discussions, delivering efficient feedback, stock taking potential, purposes & tools for stock taking potential, appraising for recognition and reward, Pros and Cons, methods of appraisal, appraisal and HR decisions.

Getting to Grips: Transmuting learning into action, organisational effectiveness, rule of thumb for change agents, performance management, skills, operationalising change through performance management, building & leading high performance, teams: team developing, effective teams, leading high performing teams.

REFERENCES:

1. Performance Management by Prem Chadha, Mc Millan Publications, New Delhi.
2. Performance Appraisal & Management concepts, Antecedents & Implications by Tapomoy, Deb.
3. Performance Management by C B Mamoria & S V Gankar.
4. Performance Management by Michael Armstrong.
5. Performance Management- A process approach by R Lansbury.
6. Performance Management by R Williams.

PAPER 5.6.3 COMPENSATION MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Compensation and Reward Management:

Introduction, meaning and definition of compensation and rewards, classification of compensation and rewards, components of financial & non-financial compensation and rewards, incentives & types of incentives, benefits and types of benefits.

Module-2 Determinants of Compensation and Rewards:

Determinants of individual financial compensation: internal and external determinants of pay levels, compensation approaches: traditional and contemporary, types of pay for performance approaches: merit pay, variable pay, skill based pay, competency based pay, equity in reward decisions, types of equity, internal, external and individual.

Module-3 Wage & Salary Administration:

Nature and purpose, wage levels and wage structures, the wage determination process, wage administration rules, principles of wage and salary administration, wages, theory of wages, basic kinds of wage plans, types of wages, wage differentials, wage differentiation in India.

Module-4 Employee benefits and Employee services:

Introduction, terminology and meaning, special features, benefits, and objectives of fringe benefits, and services programmes, history and growth factors, coverage of benefits.

Employee services, fringe benefits in India, benefit programme for management, problems and administration of benefits and services.

Module-5 New Developments:

New developments in compensation and reward systems: competency based and team based pay and reward system, steps involved in developing a competency based reward system, trends in top level executive compensation, business strategy and dimensions of compensation, strategic compensation patterns, linkage of business strategy, compensation strategies of high technology firms, total compensation & rewards strategy.

REFERENCES:

1. Dessler, G, 2005 Human Resources Management, 10th edition, prentice hall of India Pvt. Ltd New Delhi.
2. Gomez – Mezia L R and D B Balkin 1989, effectiveness of Individual and aggregate compensation strategies, Industrial relations, vol 28, No.3 Page 431-45.
3. Carroll S. J – 1988 Handling the need for consistency and the need for contingency in the management of compensation, Human Resource Planning Vol II, No.3, Page 191-6
4. Porter, M.E 1980 Competitive strategy, The Free Press, New York.
5. Mondy R.W, R.M. Nice and S.R Premeaux 1999, Human Resource Management, 7th edition, prentice Hall international INC, USA.

VI Semester

Title of the Paper		Instructions per Week	Duration of Examination	Marks in Examination		
				Theory	I.A	Total
6.1	International Business Management	4	3	70	30	100
6.2	Project Management and Appraisal	4	3	70	30	100
6.3	Tax Management	4	3	70	30	100
6.4	Elective – I	4	3	70	30	100
6.5	Elective – II	4	3	70	30	100
6.6	Elective – III	4	3	70	30	100
Total for VI Semester						600

BBA VI SEMESTER
PAPER 6.1 INTERNATIONAL BUSINESS MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 International business environment:

Introduction to globalization, Is Globalisation Desirable?, theories of international trade, rise of new economies, key factors influencing international business.

Module-2 Country Risk Analysis:

Political, cultural, economical, social & cross cultural aspects of business, Introduction, What is at risk? External debt, classification of country risk, evolutionary political change, changes within the home government.

Module-3 Global Human Resources Management:

Introduction, the role of international HRM, staffing policy, training and management development, performance appraisal.

Module-4 The International Monetary Policy:

Introduction, evolution of the International Monetary System, The European Monetary System, Exchange Rate Mechanism.

Module-5 Bilateral and Multilateral Trade Associations:

GATT, World Trade Organisation, Agreement & Technical Barriers to trade, criticism on World Trade Organisation.

REFERENCES:

1. International Business by Dr. Chandran Jaico, 2nd edition.
2. International Business by P S V Subba Rao.
3. International Business by K Ashwathappa.
4. International Business by Francis Cherunilam.

PAPER 6.2 PROJECT MANAGEMENT AND APPRAISAL

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1

Conceptual framework of project management, project meaning and definition, characteristics of a project, elements of a project, the project life cycle, project manager: functions of project manager, role of a project manager, evolution of project management, project management: definition, nature and scope of project management, benefits of project management.

Module-2

Project identification, generation and screening of project ideas, project formulation: meaning, stages in project formulation, need for feasibility study, market feasibility, technical feasibility, socio economic feasibility, financial feasibility.

Module-3

Project financing: introduction, project financing defined, features of project financing, conventional financing vs. project financing, sources of financing, role of financial institutions in project financing.

Module-4

Project Evaluation and Review Techniques, estimating activity time, estimating total program time, PERT/CPM planning, crash time-project Risk.

Module-5

Project quality management, project time management, project review, project completion.

REFERENCES:

1. Project Management & Control – Narendra Singh, Himalaya publications.
2. "Projects, Analysis, Selection, Implementation and Review" – Prasanna Chandra, Tata Mc Graw Hill.
3. Essentials of project Management – Kamaraju Ramakrishna, PHI
4. Project Management – Bhavesh M Patel.
5. Project Management & Control – PCK Rao – Sultan Chand & Sons, New Delhi.
6. Project Management – Vasant Desai, Himalaya Publications.

PAPER 6.3 TAX MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objective: The objective of the syllabus under this paper is to enable the student to know the basics of Income Tax law and its implications.

Module-1 Income Tax Act: Important concepts – Income, Assessee, Person, Assessment Year, Previous Year, Agricultural Income, Residential status and incidence of Tax d: Theory and simple problems on determination of residential status and incidence of tax.

Module-2 Tax free incomes: Incomes exempted under Section 10 with main focus on exempted incomes of individuals.

Module-3 Computation of income under various heads:

- A) Income from salary (simple problems).
- B) Income from house property (simple problems based on Municipal and rental values only).
- C) Profits and Gains from Business or profession (simple problems).
- D) Capital Gains (Simple Problems).
- E) Income from other sources (Simple problems).

Module-4 Deductions from gross total income, u/s 80C to 80U (important deductions applicable to individuals and HUF), assessment of individuals and partnership firms.

Module-5 Indirect taxes, nature of indirect taxes, distinction between direct and indirect taxes in brief, central excise act, concept of manufacture, excisable goods, types of excise duties (theory only).

VAT: meaning, advantage and disadvantage, registration procedure. (The topic should be discussed with respect to Karnataka State VAT rules)

REFERENCES:

1. Bhagwathi Prasad: Direct Taxes – Law and Practice – Vishwa Prakashan.
2. Dr. Methrotra and Dr. Goyal: Direct Taxes – Law and Practice Shitya Bhavan Publication.
3. V K Singhania : Konark Publishing (PVT) Ltd.,
4. T N Manoharan: Law and Practice of Income Tax – Sultan Chand and Sons.

FINANCE ELECTIVES

PAPER6.4.1 FINANCIAL DERIVATIVES

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1

Meaning & purpose of derivatives, forward contracts, future contracts, options, swaps, types of traders, trading future contracts.

Module-2

Sources of financial risk- credit risk vs. market risk, default risk, foreign exchange risk, interest rate risk, purchasing power risk.

Module-3

Options- types of options, option trading, margins, valuation of options, valuation of put options.

Module-4

Futures: hedges & speculators, future markets, clearing house, future prices & spot prices, forward prices vs. future prices, futures vs. options.

Module-5

Derivatives market in India: present position in India, regulation, working & trading activity.

(Note: Emphasis shall be given on theoretical aspects only).

REFERENCES:

1. Understanding Future markets by Kolb Robert W.
2. Options, Futures & other derivatives by John Hull.
3. Derivatives by Keith Red Head, PHI.

PAPER 6.4.2 INTERNATIONAL FINANCIAL MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 International Financial Management:

An overview, importance, nature and scope, international flow of funds, Balance of Payments, International Monetary System.

Module-2 Markets for foreign Exchange:

Foreign Exchange Market – Feature – spot and forward market – Exchange Rate Mechanism

– Exchange rate determination in the spot and forward markets – Factors Influencing exchange rate – market for currency futures and currency options – Hedging with currency future and options.

Module-3 International Investment decision:

Foreign Direct Investment – International Capital Budgeting – International Portfolio Investment – Meaning – Benefit of International portfolio investment – Problem of international investment.

Module-4 International Financial decisions:

Overview of the International Financial Market, channels for International flow of funds – role and functions of Multilateral Development Banks – International banking – functions – credit creation – control of International Banks.

Module-5 International Financial Market Instruments:

Short-term and medium term instruments, management of short-term funds, management of receivables and inventory – factors behind the debt crisis.

NOTE: Question Paper shall cover 100% Theory.

REFERENCES:

- 1) V. Sharan "International Financial Management", Prentice – Hall of India.
- 2) A.K Seth, "International Financial Management", Galgotia Publishing Company.
- 3) P.G Apte, "International Financial Management", Tata Mc Graw – Hill.
- 4) R.L. Varshney and S. Bhashyam, "International Financial Management", Sultan Chand & Sons.

PAPER 6.4.3 PRINCIPLES & PRACTICE OF LIFE INSURANCE AND GENERAL INSURANCE

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1

Introduction to Life Insurance, Principles of Life Insurance, Life Insurance Product, pensions and annuities, Introduction to General Insurance, principles of general insurance, general insurance products (fire, personal liability, home owners, personal motors).

Module-2

Life insurance underwriting – Need for selection – Factors affecting rate of morality – sources of data – concept of extra morality – numerical methods of undertaking – Occupational hazards.

Module-3

Legal Aspects of Insurance – Indian contract Act, Special features of insurance contract, Insurance laws, Insurance Act, LIC Act, IRDA.

Module-4

Product development, design and evaluation, marketing and servicing, tax planning and legal frame work, personnel financial planning and insurance, various distribution channels.

Module-5

Claim Management – Claim Settlement – Legal Frame work – Third party administration – Consumer Protection Act.

REFERENCES:

1. Raman BM “Your Life Insurance Hand Book”.
2. Mishra M M “Insurance Principles and practice”.
3. William C Arthur, “Risk Management and Insurance”.
4. Gopal Krishna, Liability Insurance.
5. Mishra M N “Insurance Principles and Practice”.
6. Fire Insurance Claim – Insurance Institute of India.
7. Life Insurance Claim – Insurance Institute of India.

MARKETING ELECTIVES

PAPER 6.5.1 INTERNATIONAL MARKETING MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Introduction to international marketing international marketing:

Meaning, scope and differences with domestic marketing, characteristics of MNCs, process, benefits transactional corporations.

Module-2 Dynamics of world Market:

Identifying and Satisfying Global needs, co-ordinating activities and recognizing constraints of the world environment, world market dynamics and the future of connectors, implications, emerging markets, changing demand, dynamics of world ventilator markets, contextualizing rural-urban dynamics; defining frontier regions. The Dynamics of real property market values.

Module-3 Constraints on international marketing:

Fiscal and non-Fiscal barriers, Tariffs and non-Tariff barriers, quotas, implications of tariffs, consumptions, revenue, redistributive, terms of trade, employment/income, balance of payment, competition effect, non-tariff measure to Regulate – trade, commodity agreement, Bilateral agreement.

Module-4 International Marketing Research:

International marketing research; Need for market research – overseas markets research; sources, approaches, process of market research; role of international trade agencies; planning and conduct of market survey, MIS.

Module-5 Logistics Management:

Meaning & objectives of international product policy and planning pricing policy, international distribution and sales policy, promotional management and advertising international retail marketing, settlement of International disputes - Legal aspects of disputes, Dispute settlement machinery, modes of settlement of disputes.

REFERENCES:

1. International Marketing by P K Vasudeva 4th Edition, Excel printers, C-205, Naraina phaseI, New Delhi.
2. Marketing Management by Philip Kotler.
3. B L varshney & B Bhattacharya, International marketing Management.
4. Francis Cherunilum, International marketing Management.
5. Srivastava, International Marketing.

PAPER 6.5.2 BRAND MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Marketing Environment for product and Brand Management:

Introduction of branding, meaning, branding as a concept, relevance of branding, brand name, creating a brand, principles and how to build a brand, brand image, branding of commodities, and special consideration in branding of a commodity.

Module-2 Branding decisions:

Selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private vs. national branding.

Module-3 Brand Building:

Module-4 Brand image, Brand identity, Brand personality Brand positioning, leveraging Brands, brand equity.

Module-5 Marketing organization, product and Brand failures, Reality Environment of Brands & Branding in Specific sections; Customers, industrial retail, service brands E-branding, branding for international Markets.

REFERENCES:

- 1) Product Management by S.A Chunnawalla, 3rd revised edition Himalaya publishing House, Mumbai.
- 2) Brand management – Moorthi Y L R.
- 3) Strategic Brand Management: Keller K L Prentice Hall New Delhi.
- 4) Brand Management by Murthy L R, Vikas Publication, New Delhi.

PAPER 6.5.3 SALES MANAGEMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 Selling as a career:

Qualities of a good salesman, recruitment of a salesman in the organization, product, knowledge-planned selling, approach, pre approach, meeting objectives, closing the sale, sales call, customer psychology, buying motives of our customer, effective speaking, consumer product Vs. industrial products, selling – trade relations, sales personnel recruitment, selection, training, remuneration.

Module-2 Role of selling in a planned economy:

Sales organization, branch set up, sales territories, role of communication in selling, coverage plans, sales forecasting, sales quotas incentives, role of wholesalers, retailers, trade margins, discount and price structure, selling costs, sales motivation and leadership.

Module-3 Objectives of consumer sales promotion schemes & situations in which they launched:

Direct premiums (branded packs, price rebates, quantity deals, sampling, etc), criteria for judging the success or failure of sales promotion schemes. What sales promotion can achieve and its limitations, consumer contests, interim action premiums (Coupon, Offers, etc), Self liquidating premium, survey of gift scheme, window display, types of dealer promotion schemes, wholesale and retail trade, discount and bonus incentives for the trade Sales promotion and industrial products – merchandising and display, sales aids and dealers aids.

Module-4

Reviewer of selling system, sales cost control, Sales force evaluation and control.

Module-5 Marketing Channels:

Behavioral process in marketing channels, designing channels, channels of distribution & promotion, physical distribution, factor affecting channel choice.

REFERENCES:

1. Lehmann R Donald & Winer. S. Russell; Product Management; Tata McGraw – Hill Edition; 3rd Edition.
2. Still R Richard, Cundiff W. Edward & Govoni A P Norman; Sales Management
Decisions, Strategies and Cases; Prentice Hall of India (P) Ltd; New Delhi, 2001; Eastern Economy Edition – 5th Edition.
3. Ramanujam and Manumdar, Product Management.
4. Chunawalla S. A. Product Management.
5. Aswathappa, product Management.
6. Verma & Agarwal, sales Management.
7. Acharya, field and sales Management.

HUMAN RESOURCE MANAGEMENT ELECTIVES

PAPER 6.6.1 LABOUR LAWS

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To introduce important labour legislation in India to the students.

Module-1

The Factories Act 1948; Salient features; the industrial Disputes Act 1947; Salient features.

Module-2

The industrial Employment Standing Order Act 1946. Employees State Insurance Act: 1948, features.

Module-3

Payment of Bonus Act 1951 features.

Module-4

Employees Provident Fund Act 1932 features.

Module-5

Payment of Gratuity Act 1972 features, shops and commercial establishment act, features.

REFERENCES:

- 1) Bare Acts: Government of India.
- 2) Trade Unions and Industrial relations; Punekar, Shankaran and Shridhar, Himalaya Publishing House, Mumbai.

PAPER 6.6.2 MANAGEMENT OF TRAINING AND DEVELOPMENT

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Module-1 An overview of Training and Development:

Introduction, definition of training, distinction between education, coaching, training and development, training inputs, principles and importance of training.

Module-2 Training Process:

Methods of Training: On the job and off the job training, merits and demerits of training methods; evaluation of training, reasons for failure of training, guidelines for effective training.

Module-3 Management Development:

Knowledge and skills of the management, characteristics of management, objectives of management development, executive development process.

Module-4 Management Development Methods:

Coaching, job rotation, under study, multiple management technique, syndicate, the case study, incident method, role playing, In Basket method, management game, sensitivity training, Simulation, Grid training, conferences, seminars Transactional analysis, outward bound and 9-1-23.

Module-5 Management Development Institutions:

REFERENCES:

1. Personnel Management by C B Memoria.
2. Human Resource Management by K Ashwathappa.
3. Human Resource Management by P Subba Rao.

PAPER 6.6.3 HUMAN RESOURCE WELFARE AND CHALLENGES.

Examination: One paper of three hours duration carrying 100 marks (including 30 Marks internal)

Teaching Workload: Four hours per week

Pedagogy: Class Room Lectures, and exercises.

Objectives: To acquaint with the functions of HRD Manager.

Module-1 Employer Benefits and schemes:

Meaning and definition, types of employer's benefits and services, fringe benefits, principles and types of fringe benefits, welfare meaning, types of welfare schemes, statutory provisions for welfare provisions.

Module-2 Promotions / Transfer / discharge:

Purpose of Promotion, advantages and limitations, promotion, Bonus for promotion procedures, transfer; meaning, reasons for transfer, transfer policy demotion, reasons separation, Lay – off, retrenchment, VRS etc.

Module-3 Absenteeism and Labour Turnover:

Concepts of absenteeism, causes and effects, control over absenteeism, labour turnover, measurement of labour turnover, effects of labour turnover, control over labour turnover.

Module-4

Human integration, quality of work etc, quality circles, TQM, relations to HRM Employee and counseling, Morale of MI's Challenge.

Module-5 Challenges of HRM:

Call center challenges, making HR activities ethical, managing diversity, Globalization, corporate re-organization, changed employer expectations, call or joy & pleasures.

REFERENCES:

1. Human Resource and Personnel Management – By K Ashwathappa, Tata Mc Graw Hill Publication.
2. Human Resource Management – Dr. C B Gupta, Sultan Chand Publication.
3. Human Resource Management – P Subba Rao, Himalaya Publishing House.
4. HRM – Dr. Saini & S.A Khan Sage Publications.

SKILL DEVELOPMENT ACTIVITIES:

The faculty concerned should identify activities and assign it to students for the better and practical side understanding of the paper / subject.

The faculty can assign the following activities which are not exhaustive:

- a) Making presentation on a company.
- b) Collecting annual report of a listed company, collecting debit note, credit note & invoices of various business concerns, drafting an organizational chart of a company.
- c) Visiting a factory / industry nearby.
- d) Prepare a list of domestic & multinational companies.
- e) Collecting information related to domestic agencies, international agencies and / NGOs.
- f) Ask the students to prepare scrap book related to their own subject.
- g) Ask the students to browse the internet & synthesize information related to theory, industry bodies, trade associations, related ministries, regulators & other international agencies.

Question Paper Pattern

**BBA Semester Degree Examinations
Bachelor in Business Administration
PAPER:**

Paper Code:

Time : 3 Hrs

Max Marks: 70

Section - A

1. Answer any TEN sub questions. Each sub-question carries two marks. (10X2=20)

- a)
- b)
- c)
- d)
- e)
- f)
- g)
- h)
- i)
- j)
- k)
- l)

Section - B

Answer any FOUR of the following questions. Each question carries five marks. (4X5=20)

- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Section - C

Answer any TWO of the following questions. Each question carries fifteen marks.

(2X10=20)

8.

9.

10.

Section - D

11. Analyse the following case and answer the question given below. (1X10=10)