

# **Department of Commerce**

## **Manipal University, Manipal**

### **Rules & Regulations – 2017**

#### **Three year full time Undergraduate Course**

#### **Bachelor of Business Administration BBA (Specialization\*)**

##### **\*Specializations Offered –**

- e-Banking and Finance.
- Financial Markets.
- Professional.
- Logistics and Supply Chain.
- Marketing.
- Human Resources.
- Insurance and Risk Management.
- Family Business Management.
- Hospitality and Tourism.
- Entrepreneurship & Innovation (Dubai Campus only)

## **INTRODUCTION**

Manipal University is offering Undergraduate Program in Business Administration with Ten specializations during the year 2017 through Department of Commerce.

### **1. TITLE OF THE PROGRAMME**

The Course shall be called Bachelor of Business Administration [Specialization\*] which is abbreviated as BBA [Specialization\*]. \*Specializations Offered –

- e-Banking and Finance.
- Financial Markets.
- Professional.
- Logistics and Supply Chain.
- Marketing.
- Human Resources.
- Insurance and Risk Management.
- Family Business Management.
- Hospitality and Tourism.
- Entrepreneurship & Innovation (Dubai Campus only)

### **2. DURATION OF THE COURSE**

- 2.1 The BBA course shall be of three years duration in six semesters.
- 2.2 Each semester will have sixteen weeks of course work plus two examination weeks.
- 2.3 The student shall undergo Project or Study abroad programme along with necessary MOOC/s (Massive Online Open Course)/s course during the fourth semester in the second year.
- 2.4 The student shall be allowed a maximum of six years (twelve semesters) of duration to become eligible for the award of BBA degree, failing which he/she shall have to register once again as a fresh candidate.
- 2.5 Credit distribution semester wise is as follows -

<b>Semester</b>	<b>No. of Subjects</b>	<b>Cumulative Credits</b>
I	06 + Lab	22
II	07	46
III	07	70
IV	MOOC Course + Any one of three option of 12 credit*	88
V	07	108
VI	06	130

\*Option 1 – Project of 16 weeks duration (12 credit)

Option 2 – Project of 8 weeks duration (6 credit) + MOOC Course (6 credits)

Option 3 – Study Abroad Programme (12 Credits)

### 3. ELIGIBILITY FOR ADMISSION

- 3.1 Admission to the BBA [Specialization\*] course is open to all candidates who possess a Pre-University education [10+2] or equivalent level of education recognized by this University.
- 3.2 Those who secure 50 percent aggregate marks in 10+2 level from a recognized Board/University are eligible to apply for the programme.
- 3.3 The selection for the BBA course is purely on merit basis.

### 4. ATTENDANCE REQUIREMENT

- 4.1 Each course of the semester will be treated as a separate unit to determine the attendance.
- 4.2 A student shall be considered to have satisfied the attendance requirements if he/she has attended not less than **75 percent** of the classes in each subject of all the semesters (theory, seminars, practical training etc) actually conducted.
- 4.3 A student having attendance less than 75% in any of the subject will not be allowed to appear for the examination in the concerned subject only.
- 4.4 If a student, for any reason, discontinues the course after the first / third / fifth semester, he / she may be permitted to register for the second / fourth / sixth semester, after one year with the immediate subsequent batch, subject to the condition that he/she shall complete the class work and other assignments including the project work within the maximum stipulated period of six years from the date of admission to the Programme.
- 4.5 The Programme Coordinator shall display regularly on the Notice Board, the list of such students who fall short of attendance.
- 4.6 The list of the students, falling short of attendance, shall be sent to the University at least one week prior to the commencement of the examinations.
- 4.7 Student detained due to attendance shortage as per clause 4.3 shall re-register for that detained course/s in the next year when that course is offered along with the regular semester (higher semester) courses. A student may re-register for a maximum of 12 credits during a given semester.

### 5. INTERNAL ASSESSMENT

- 5.1 Internal Assessment marks shall be out of 50 Marks as per the following scheme:

Sessional Examination	20 Marks
Viva/ Quiz/ Class Test*	10 Marks
Presentations/ Assignments/ Case Studies/ Mini Projects**	20 Marks
<b>Total</b>	<b>50 marks</b>

\*Faculty will conduct any one out of the three.

\*\*Faculty will announce the weightage for each component based on the requirement of the subject. Any of the components can be excluded based on weightage given to other components.

- 5.2 The details of internal assessment shall be maintained by the Course Coordinator for at least one month after the announcement of the results for the verification by the University officials.
- 5.3 The internal assessment mark-sheets shall bear the signature of the concerned Faculty and the Course Coordinator.
- 5.4 The internal assessment mark list shall be displayed on the Notice Board and corrections, if any, shall be incorporated before sending to the University.
- 5.5 No corrections of the internal assessment marks shall be entertained after submission of marks to the University.

## **6. Project Report / Study Abroad Programme and MOOC Courses**

- 6.1 All the students shall undergo Project or Study Abroad Programme during the fourth semester in the Second year, along with the applicable MOOC courses. Based on the duration of the project work (16 weeks or 8 weeks), the applicable MOOC courses shall be suggested by the Department to the candidates which they are expected to complete before joining the fifth semester. The accumulated credits from MOOC shall be transferred to BBA programme, but shall not be considered in CGPA calculation.
- 6.2 A Project report shall be submitted to the Department of Commerce and the Programme Coordinator shall fix the responsibility of evaluating the reports to the concerned faculty members.
- 6.3 A viva-voce shall be conducted, based on the Report.
- 6.4 The University shall appoint the Examiners to conduct the viva - voce. A minimum of E grade is required for a pass in the viva - voce.

## **7. PERFORMANCE REQUIREMENTS**

- 7.1 A student shall obtain a minimum of 'E' grade in all the subjects, including the Project.
- 7.2 A student shall accumulate a minimum of **28** credits at the end of First year and **70** credits at the end of Second year to be eligible to register for the Second and Third year respectively.
- 7.3 A student shall also secure minimum CGPA of 5.0 for Graduation at the end of the third year.

**The University reserves the right to amend these regulations from time to time to meet the changing needs & requirements of the Course.**

## **8. ADMINISTRATION OF THE PROGRAMME**

### **8.1 PEDAGOGY**

The pedagogy of the BBA [Specialization\*] Programme includes Classroom Lectures, Case Discussions, Quizzes, Seminars, Students participation etc. Audio-visual facilities are provided to facilitate the presentation by students. Emphasis is also given to computer-aided learning through computer related Project works and accessibility to internet facility.

### **8.2 EVALUATION**

The Letter Grading System will be adopted to evaluate the performance of the students. The evaluation is done on the basis of Internal Assessment and Term-end Examinations with 50: 50 weightage. Appearing in End-semester examinations and securing a minimum of 35 percent in each subject in both Internal Assessment and End-semester examinations is a must to qualify for Grading.

If a student fails to obtain the minimum 35 per cent in Internal Assessment, he shall not be allowed to appear for the End-semester examinations of that semester in the specific subject. Subsequently, the candidate can apply for improvement of internal assessment marks and become eligible to register for end semester examinations after obtaining minimum required marks.

For the subject Computer Application in Semester 1 which involves theory and Lab components, the external examinations for the theory component shall be for 50 marks (One and Half Hrs). Internal Assessment will be evaluated for 50 Marks.

**Variable grading system is followed in the evaluation.**

#### **LETTER GRADING SYSTEM**

<b>Letter Grade</b>	<b>Grade Point</b>
A+	10
A	9
B	8
C	7
D	6
E	5
F	0

The Grade Point Average (GPA) is the weighted average of grade points earned by a student. The weighted average of GPAs of all semesters is the Cumulative Grade Point Average [CGPA].

*An example:*

Generally,

$$\text{GPA} = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$$

Where:

n = No. of courses  
 C<sub>i</sub> = Course Credit  
 N = No. of semester  
 G<sub>i</sub> = Corresponding Grade

$$\text{CGPA} = \frac{\sum_{i=1}^N (\text{GPA}_i \times \sum C_i)}{\sum_{i=1}^N (\sum C_i)}$$

Subjects	Credits	Letter Grade	Credit Value	Grade Point
Principles of Management	3	C	7	21
Principles of Macro Economics	3	B	8	24
Financial Accounting	6	C	7	42
Business Statistics & Mathematics - I	3	A	9	27
Business Communication - I	3	D	6	18
1. Computer Application (Theory and Lab)	4	B	8	32
<b>Total Grade Points</b>	<b>22</b>			<b>164</b>

$$\text{GPA} = \frac{\text{Total Grade Points } 164}{\text{Total Credits } 22} = 7.45$$

Suppose the GPA in two semesters are 7 and 9 respectively, and Course credits are 22 and 24 respectively, then the

$$\text{CGPA} = \frac{(7 \times 22) + (9 \times 24)}{(22 + 24)}$$

$$= \frac{154 + 216}{46} = 8.04$$

- The Grade Sheet shall contain the list of subjects for that semester and the grades obtained by the student. In any case, the marks scored by the candidate will not be disclosed in any manner.
- The candidates who have not satisfied the minimum attendance requirement will be marked “NE” (Not Eligible) in the grade sheet.
- The candidates who are absent for the End Semester examination will be marked “I” (Incomplete) in the grade sheet.

### 8.2.1 Evaluation of Subject

A continuous evaluation method is adopted based on the following factors:

- (a) Quizzes, Class tests, Viva, Presentations etc.
- (b) Submission of assignments
- (c) Performance in Computer Lab., Practical’s etc.
- (d) Any other mode of evaluation, as per the subject requirements

The individual faculty members shall announce the details of the continuous evaluation pattern at the beginning of each semester and submit the marks to the office within one week after the completion of the course work.

### 8.2.2 Evaluation of Project Report

Project of at least 16 or 8 weeks duration shall be carried out by the students after completion of their Third Semester and a report submitted for evaluation. The evaluation of the project work will be based on the quality of the report and students’ performance in a viva-voce, divided as 50 percent for project work and the rest 50 percent for viva-voce.

In case of 12 credit (16 weeks) project, marks allotted for viva-voce and project work will be double than that of 6 credit (8 weeks) project. The viva-voce will be conducted along with external examiners.

### 8.2.3 Evaluation of Practical:

The student performance in Practical’s is evaluated **totally internally** out of maximum of 100 Marks and is based on in-semester assessment and end semester test conducted by Faculty. The in-semester assessment details will be informed by the Faculty at the beginning of the semester.

#### **8.2.4 Make-up (Supplementary) examination**

About 2 weeks after the declaration of the results of regular examinations in the current semester subjects, there will be make-up (supplementary) examinations. The make-up examinations will also be in the current semester subjects only.

“Those students who fail in first attempt will be allowed 2 grades less than the actual grade in make-up & subsequent examinations” or “Those students who fail in first attempt will be allowed a maximum of B grade in make-up & subsequent examinations”. Those who have missed the regular examinations due to genuine medical reasons/to attempt professional examinations with due approval from the university will be allowed to retain whatever grade they achieve in supplementary examination.

**8.2.5** For Year back students, Rules and Regulations of the current batch will be applicable

**There will not be any supplementary examination after six months.**

#### **8.2.6 Evaluation of MOOCs, Certificate courses, elective courses offered by the other department/institution and study abroad programmes**

Courses delivered by other institutions/department/professional bodies/certification agencies offered as electives have to be approved by the Academic Review Committee of the department to be considered for allotment of credit, along with any university evaluation requirements, if necessary. Course evaluation and consideration for GPA and CGPA is done only if it is evaluated by the respective institution/department within Manipal University. Otherwise, only credits will be transferred and the grades obtained by the students in that course shall not be considered for GPA/ CGPA calculation.



## Common Course Structure for all the BBA Programs

### FIRST YEAR:

#### Semester: 1

#### Semester: 2

Subject Code	Subject Title	L	T	P	C	Subject Code	Subject Title	L	T	P	C
BBA 101	Principles of Management	3	0	0	3	BBA 102	Organizational Behavior	3	0	0	3
BBA 103	Principles of Micro Economics	3	0	0	3	BBA 104	Principles of Macro Economics	3	0	0	3
BBA 105	Financial Accounting	5	1	0	6	BBA 106	Cost and Management Accounting	5	1	0	6
	<b>Elective 1 (Any One)<sup>1</sup></b>						<b>Elective 2 (Any One)</b>				
BBA 107.1	Business Statistics & Mathematics-I <sup>2</sup>	3	0	0	3	BBA 108.1	Business Statistics & Mathematics- II <sup>2</sup>	3	0	0	3
BBA 107.2	Cultural Studies – I <sup>2</sup>	-	-	-	3	BBA 108.2	Cultural Studies – II <sup>2</sup>	-	-	-	3
						BBA 108.3	Consumer Behavior <sup>3</sup>	-	-	-	3
						BBA 108.4	Procurement & Supply Operations <sup>3</sup>	-	-	-	3
BBA 109	Business Communication - I	3	0	0	3	BBA110	Environmental Studies	3	0	0	3
						BBA 112	Business Communication - II	3	0	0	3
BBA 111	Computer Application (Theory)	2	0	0	2	BBA 114.1	<b>Elective 3 (Any One)<sup>1</sup></b> 1. Calculus I	3	0	0	3
BBA 113	Computer Application (Lab)	0	0	4	2	BBA 114.2	2. Certification courses	-	-	-	3
	<b>TOTAL</b>	<b>19</b>	<b>1</b>	<b>4</b>	<b>22</b>		<b>TOTAL</b>	<b>23</b>	<b>1</b>	<b>0</b>	<b>24</b>

<sup>1</sup>Additional Electives / Courses would be added to the list of electives from time to time as recommended by Academic Review Committee of the Department.

<sup>2</sup> A student opting for Business Statistics and Mathematics-I in I semester cannot opt for Cultural Studies-II in II semester or vice versa. <sup>3</sup> Offered only at Dubai Campus

**SECOND YEAR:**

**Semester: 3**

**Semester: 4**

Subject Code	Subject Title	L	T	P	C	Subject Code	Subject Title	L	T	P	C
BBA 201	Human Resource Management	3	0	0	3	BBA 202	Entrepreneurship and Project Planning (MOOC) <sup>3</sup>	-	-	-	6
BBA 203	Marketing Management	3	0	0	3	BBA 204.1	<b>Elective 6 (Any ONE)</b> <b>Option 1.</b> Project (16 Weeks duration)	-	-	-	12
BBA 205	Legal Aspects of Business	3	0	0	3						
BBA 207	Financial Management	5	1	0	6						
BBA 209	Research Methods in Management	3	0	0	3						
BBA 211.1	<b>Elective 4 (Any One)<sup>1</sup></b> Management Information System	3	0	0	3						
BBA 211.2	Certificate Course <sup>3</sup>	-	-	-	3	BBA 204.2.1	<b>Option 2.</b> Strategic Management (MOOC) <sup>3</sup>	-	-	-	6
BBA 211.3	Strategic Marketing <sup>2</sup>	3	0	0	3						
BBA 211.4	E-Commerce <sup>2</sup>	-	-	-	3						
BBA 213.1	<b>Elective 5 (ANY ONE)<sup>1</sup></b> 1. Personal Taxation	3	0	0	3						
BBA 213.2	2. Calculus II	3	0	0	3	BBA 204.2.2	Project (08 Weeks duration)	-	-	-	6
BBA 213.3	3. Digital Marketing <sup>2</sup>	-	-	-	3						
BBA 213.4	4. Functional Arabic <sup>2</sup>	-	-	-	3						
BBA 204.3						BBA 204.3	<b>Option 3.</b> Study aboard program	-	-	-	12
	<b>Total</b>	<b>23</b>	<b>1</b>	<b>0</b>	<b>24</b>		<b>Total</b>	-	-	-	<b>18</b>

<sup>1</sup>Additional Electives / Courses would be added to the list of electives from time to time as recommended by Academic Review Committee of the Department.

<sup>2</sup> Offered only at Dubai Campus. Mode of delivery will be as per Dubai Campus. <sup>3</sup>Approved by Academic Review Committee

**THIRD YEAR:**

**Semester: 5**

**Semester: 6**

Subject Code	Subject Title	T	L	P	C	Subject Code	Subject Title	T	L	P	C
BBA 301	International Business Management	3	0	0	3	BBA 302	Corporate Governance and Business Ethics	3	0	0	3
BBA 303	Total Quality Management	3	0	0	3	BBA 304	Business Analytics	3	0	0	3
	Specialization Course 1 <sup>1</sup>	3	0	0	3		Specialization Course 5	4	0	0	4
	Specialization Course 2	3	0	0	3		Specialization Course 6	4	0	0	4
	Specialization Course 3	3	0	0	3		Specialization Course 7	4	0	0	4
	Specialization Course 4	3	0	0	3		Specialization Course 8	4	0	0	4
BBA 305.1	<b>Elective 7 (Any one)<sup>2</sup></b> Personality Development course	2	0	0	2						
BBA 305.2	Tally/Financial Software	0	0	4	2						
	<b>Total</b>	<b>20/18</b>	<b>0</b>	<b>0/4</b>	<b>20</b>		<b>Total</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>22</b>

<sup>1</sup>Students can select a specialization from the nine options offered at Department Of Commerce, MU, Manipal and one option “Entrepreneurship and Innovation” available only at MU, Dubai.

<sup>2</sup>*Additional Electives / Courses would be added to the list of electives from time to time as recommended by Academic Review Committee of the Department.*

## SPECIALIZATION SUBJECTS

### e-Banking and Finance

#### Semester: 5

#### Semester: 6

Subject Code	Subject Title	L	T	P	C	Subject Code	Subject Title	L	T	P	C
BBA 307	Modern Banking	3	0	0	3	BBA 308	Credit Operations	4	0	0	4
BBA 309	Banking Technology	3	0	0	3	BBA 310	Recovery Management	4	0	0	4
BBA 311	Banking Products	3	0	0	3	BBA 312	International Banking	4	0	0	4
BBA 313	Capital Management by Banks	3	0	0	3	BBA 314	Banking Law & Practice	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

### Financial Markets

#### Semester: 5

#### Semester: 6

Subject Code	Subject Title	L	T	P	C	Subject Code	Subject Title	L	T	P	C
BBA 315	Regulatory Aspects of Financial systems & Capital Markets	3	0	0	3	BBA 316	Financial Derivatives	4	0	0	4
BBA 317	Customer Relationship Management	3	0	0	3	BBA 318	Commodities Market	4	0	0	4
BBA 319	Security Analysis And Valuation	3	0	0	3	BBA 320	Mutual Funds & Risk management	4	0	0	4
BBA 321	Portfolio Management	3	0	0	3	BBA 322	Forex Management & World Financial Institutions	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

**Professional**

**Semester 5**

**Semester 6**

<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BBA 323	Project Management	3	0	0	3	BBA 324	Corporate Financial Strategy	4	0	0	4
BBA 325	Risk Management	3	0	0	3	BBA 326	Advanced Financial Reporting	4	0	0	4
BBA 327	Financial Reporting	3	0	0	3	BBA 328	Relationship Management	4	0	0	4
BBA 329	Strategic Management	3	0	0	3	BBA 330	Advanced Management Accounting	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

**Logistics and Supply Chain**

**Semester: 5**

**Semester: 6**

<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BBA 331	Managing Business Process Flows – I	3	0	0	3	BBA 332	Managing Business Process Flows - II	4	0	0	4
BBA 333	Logistics Systems – I	3	0	0	3	BBA 334	Logistics Systems – II	4	0	0	4
BBA 335	Supply Chain Planning	3	0	0	3	BBA 336	Optimization Methods in Management Science - II	4	0	0	4
BBA 337	Optimization Methods in Management Science - I	3	0	0	3	BBA 338	Export and Import Logistics	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

## Human Resources

### Semester 5

### Semester 6

Subject Code	Subject Title	L	T	P	C	Subject Code	Subject Title	L	T	P	C
BBA 339	Recruitment and Selection	3	0	0	3	BBA 340	Human Resource Development	4	0	0	4
BBA 341	Organizational Performance Management	3	0	0	3	BBA 342	International Human Resource Management	4	0	0	4
BBA 343	Performance Appraisals	3	0	0	3	BBA 344	Interpersonal Effectiveness & Employee Engagement	4	0	0	4
BBA 345	Industrial Relation And Labour Legislation	3	0	0	3	BBA 346	Contemporary Human Resource Practices	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

## Marketing

### Semester 5

### Semester 6

Subject Code	Subject Title	L	T	P	C	Subject Code	Subject Title	L	T	P	C
BBA 347	Consumer Behaviour	3	0	0	3	BBA 348	Advertising and Branding	4	0	0	4
BBA 349	Retail Management	3	0	0	3	BBA 350	International Marketing	4	0	0	4
BBA 351	Rural Marketing	3	0	0	3	BBA 352	Services Marketing	4	0	0	4
BBA 353	Distribution and Salesmanship	3	0	0	3	BBA 354	Visual Merchandising	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

**Insurance and Risk Management**

**Semester 5**

**Semester 6**

<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BBA 355	Introduction to Insurance	3	0	0	3	BBA 356	Life Assurance Underwriting	4	0	0	4
BBA 357	Legal Aspects Of Insurance Business	3	0	0	3	BBA 358	Foundation Of Actuarial Science	4	0	0	4
BBA 359	Mathematical Basis Of Life Assurance	3	0	0	3	BBA 360	Insurance Accounting	4	0	0	4
BBA 361	Insurance Risk Management	3	0	0	3	BBA 362	Practice of General Insurance	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

**Family Business Management**

**Semester 5**

**Semester 6**

<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BBA 363	Entrepreneurial Marketing & Negotiation	3	0	0	3	BBA 364	Working Capital Management	4	0	0	4
BBA 365	Entrepreneurial Finance	3	0	0	3	BBA 366	New Venture Creation	4	0	0	4
BCM 367	Business Analysis	3	0	0	3	BBA 368	Entrepreneurial Biographies	4	0	0	4
BBA 369	Technology Selection and Management	3	0	0	3	BBA 370	Operations Management & Family Business Synergies	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

### Hospitality and Tourism

#### Semester: 5

#### Semester: 6

Subject Code	Subject Title	L	T	P	C	Subject Code	Subject Title	L	T	P	C
BBA 371	Food and Beverage Management I	3	0	0	3	BBA 372	Food & Beverage Management II	4	0	0	4
BBA 373	Travel Agency and Tour Operations	3	0	0	3	BBA 374	Event Management	4	0	0	4
BBA 375	Accommodation Management	3	0	0	3	BBA 376	Tourism Marketing	4	0	0	4
BBA 377	Tourism and Hospitality Management	3	0	0	3	BBA 378	Tour Report*	-	-	-	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>16</b>

\* Only Internal Evaluation, no end semester exam. Grading based on marks allotted to Report out of 100.

### Entrepreneurship & Innovation #

#### Semester: 5

#### Semester: 6

Subject Code	Subject Title	L	T	P	C	Subject Code	Subject Title	L	T	P	C
BBA 379	Entrepreneurial Thinking	3	0	0	3	BBA 380	Managing Growing Businesses	4	0	0	4
BBA 381	New Venture Finance	3	0	0	3	BBA 382	Social Entrepreneurship	4	0	0	4
BBA 383	Corporate Entrepreneurship	3	0	0	3	BBA 384	Family Business Management	4	0	0	4
BBA 385	Creativity and Innovation	3	0	0	3	BBA 368	Entrepreneurial Biographies	4	0	0	4
	<b>TOTAL</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>16</b>

# This specialization will be offered at Dubai Campus only.



**SEMESTER 1**  
**BBA 101: PRINCIPLES OF MANAGEMENT**

**Objectives:**

1. To familiarize the students with basic concepts of Management.
2. To prepare the students to become successful Managers by acquainting themselves with various management functions.

**Contents:**

**1.0 Overview of Management:** Definition - Management - Role of managers - Evolution of Management thought - Organization and the environmental factors – Trends and Challenges of Management in Global Scenario.

**2.0 Planning:** Nature and purpose of planning - Planning process - Types of plans – Objectives - Managing by objective (MBO) Strategies - Types of strategies - Policies - Decision Making - Types of decision - Decision Making Process - Rational Decision Making.

**3.0 Organizing:** Nature and purpose of organizing - Organization structure - Formal and informal groups / organization - Line and Staff authority – Departmentalization - Span of control - Centralization and Decentralization - Delegation of authority - Staffing - Selection and Recruitment - Orientation - Career Development - Career stages – Training - Performance Appraisal.

**4.0 Directing:** Creativity and Innovation - Motivation and Satisfaction - Motivation Theories - Leadership Styles - Leadership theories - Communication - Barriers to effective communication - Organization Culture - Elements and types of culture - Managing cultural diversity.

**5.0 Controlling:** Process of controlling - Types of control - Budgetary and non-budgetary control Q techniques - Managing Productivity - Cost Control - Purchase Control – Maintenance Control - Quality Control - Planning operations.

**Recommended Book:**

H. Koontz & C.O'Donnell - Principles of Management - McGraw-Hill Inc. US; 5th Revised edition

**BBA 103: PRINCIPLES OF MICRO ECONOMICS**

**Objectives:**

1. To facilitate the students, understand the various concepts and application of microeconomics to business and decision making environment.
2. To develop the skills & Interest of the students with better comprehension of the real business related economic problems.

**Contents:**

**1.0 Nature and Scope of Microeconomics in Business Environment:** - Nature and Scope of Microeconomics, Law of Demand and its relevance in Business, Law of Supply and its implication to business firm. Market Equilibrium and deviations in the real economy.

**2.0 Production and Cost Management** –Factors of production and laws of production in short run and long run, Cost concepts, Time framework for cost concepts in Market.

**3.0 The Market systems and Business Implications** – Types of Market, Perfect competition market, Monopoly, Oligopoly, Monopolistic Competition market and its implication for Business.

**4.0 Pricing Strategies in Market** – Meaning, types of pricing strategies and its usefulness in business.

**5.0 Public and Private Goods:** Positive and negative externalities in goods markets and government policies to deal with these (including indirect taxes, subsidies, polluter pays policies and regulation). Public assurance of access to public goods, healthcare, education and housing. Public versus private provision of services (nationalisation, privatisation, contracting out, public private partnerships).

**Recommended Text Book:**

S.K.Agarwal - Principles of Economics - Cengage; 6<sup>th</sup> edition (2012)

## **BBA 105: FINANCIAL ACCOUNTING**

**Objectives:**

1. To acquaint the students with the basic concepts in Financial Accounting.
2. To develop necessary skills among the students to combine accounting with analysis.

**Contents:**

**1.0 Conceptual and Regulatory Framework:** Users of accounts and the objectives and the qualitative characteristics of financial statements; functions of financial and management accounts; purpose of accounting statements; stewardship; the accounting equation.

**2.0 Underlying Policies:** Underlying assumptions; policies; changes in accounting estimates; capital and revenue; cash and profit; income, expenditure, assets, and liabilities. Tangible and intangible assets. Historical cost convention. Methods of asset valuation and their implications for profit measurement and the balance sheet. The regulatory influence of company law and accounting standards; items in formats for published accounts.

**3.0 Accounting Systems:** The accounting system and accounting records. Ledger accounts; double-entry bookkeeping. Preparation of accounts for cash and bank, bank reconciliations, imprest system for petty cash. Accounting for sales and purchases, including personal accounts and control accounts. Financial accounting codes and their uses. Nominal ledger accounting, journal entries. Trial balance. Accounting for indirect taxes e.g. value added tax (VAT). Accounting for payroll.

**4.0 Control of Accounting Systems:** External audit and the meaning of fair presentation. Internal audit. Financial controls, audit checks on financial controls, audit trails. Errors and fraud.

**5.0 Preparation of Accounts for Single Entities -** Adjustments to the trial balance; accruals and prepayments. Bad debts and allowances for receivables. Accounting treatment for depreciation (straight line, reducing balance and revaluation methods) and impairment. Non-current asset register.

**6.0 Accounting for inventories:** (excluding construction contracts); methods of inventory measurement (FIFO, LIFO, and average cost). Income statements and balance sheets from trial balance; statement of changes in equity. Manufacturing accounts. Income and expenditure accounts. Production of accounting statements from incomplete data. Ratio Analysis, Introduction to Ration Analysis Cash-flow statements.

**7.0 Depreciation Provisions and Reserves:** Concept of Depreciation, Causes of Depreciation, Basic features of depreciation, objectives of providing depreciation, methods of recording depreciation, Provisions, and Reserves.

**Recommended Books:**

1. Shukla M.C. & Grewal T. S- Advanced Accounting - S.Chand & Co.
2. Gupta R.L - Advanced Accounting - Sultan Chand & Sons, New Delhi.
3. Maheshwari and Maheshwari - Financial Accounting 5<sup>th</sup> edition- Vikas Publication

**BBA 107.1: BUSINESS STATISTICS & MATHEMATICS – I**

**Objectives:**

To acquaint the students with basic statistical techniques in managerial decision – making process.

**Contents:**

**1.0 Business Mathematics:** Use of formulae, including negative powers as in the formula for the learning curve. Percentages and ratios. Rounding of numbers. Basic algebraic techniques and solution of equations, including simultaneous equations and quadratic equations. Manipulation of inequalities.

**2.0 Summarizing and Analyzing Data:** Data and information. Tabulation of data. Graphs and diagrams: scatter diagrams, histograms, bar charts and Ogives.

**3.0 Probability:** The relationship between probability, proportion, and percent. Addition and multiplication rules in probability theory. Venn diagrams. Expected values and expected value tables. Risk and uncertainty.

**4.0 Measures of Central Tendency:** dispersion for both grouped and ungrouped data. Symmetric distribution & Skewness.

**5.0 Introduction to Index Numbers:** Types and application.

**Recommended Books:**

1. Gupta S P - Statistical Methods – Sultan Chand & Sons, 2002.
2. F. Graham Eaton - Fundamentals of Business Mathematics - CIMA Publishing.

**BBA 109: BUSINESS COMMUNICATION-I**

**Objectives:**

1. To familiarize the students with the need and importance of proper communication for effective and efficient management.
2. To provide basic inputs in communication relevant to day to day management functions.

**Contents:**

**1.0 Introduction to Communication:** Introduction to Communication, Process of effective communication, Significance of feedback, Attributes of communication, Importance of communication in corporate world. Barriers to communication.

**2.0 Listening & improving communication:** Nature & definition of Listening, Process of effective listening, types of effective listening. Barriers of effective listening, Guidelines for effective listening.

**3.0 Verbal Communication:** Nature & definition of Verbal Communication, Oral Communication- definition, advantages & disadvantages, Written communication- definition, features, advantages & disadvantages in business world.

**Recommended Books:**

1. Dr. V. K. Jain & Dr. Omprakash Biyani - Business Communication - S Chand Publisher
2. William J Seiler, Communication - Making Connection - Pearson; 9 edition.

**BBA 111: COMPUTER APPLICATIONS (T)**

**Objective:**

To familiarize the students with basic knowledge of computer software and hardware, create awareness, interest, and knowledge to further explore the growing potential of IT in business.

**Contents:**

**1.0 Introduction to Computers:** Overview of the Computer, Characteristics, Generations of computer- Classification of Computers, Input, Output and Memory devices, Operating systems.

**2.0 Database Systems:** Introduction, database oriented approach, Database views, Three Schema Architecture, Database Models.

**3.0 Computer Networks:** Introduction, Data Transmission Mode, Network Topologies, Types of Network, Networking Devices. Internet and Multimedia- History, Internet services – E mail, Chatting, Internet Conferencing, WWW, online shopping, search engine.

**Recommended Books:**

1. Reema Thareja - Fundamentals of Computers –Oxford Publication 2014
2. Peter Norton - Introduction to Computers -Tata McGraw Hill

**BBA 113: COMPUTER APPLICATIONS (L)**

**Objective:**

To become professional users of MS office tools: Performing non-trivial analysis of decision/management problems via electronic spreadsheets. Model building using MS Office tools (Excel) Information search, retrieval, presentation, documentation.

**Contents:**

**1.0. Microsoft Word & Excel – 2013:** Introduction to word 2013- Identifying new features of Word 2013, Working in the Word 2013 user interface, entering text in, and saving documents, Organize information in columns and tables, Add simple graphic elements, Preview, print, and distribute documents, Insert and modify diagrams and charts, Organize and arrange content, Link to information and content, Work with mail merge, Collaborate on documents, Word 2013 keyboard shortcuts ; Introduction to Excel 2013, Working in the Excel 2013 user interface, Working with data and Excel tables, Performing calculations on data, Changing workbook appearance, Focusing on specific data by using filters, Reordering and summarizing data, Combining data from multiple sources, Analyzing data and alternative data sets, Creating charts and graphics, Using PivotTables and Pivot Charts, Printing worksheets and charts, formula, sum, count, average functions, sum if, count if, max , min functions, If function

**2.0 Microsoft Access – 2013:** Introduction to Access 2013, Working in the Access 2013 user interface, Create databases and simple tables, Create simple forms, Display data, Create simple reports, Maintain data integrity, Create custom reports, Import and export data, Protect databases, Work in Access more efficiently, Access 2013 keyboard shortcuts.

**3.0 Microsoft Outlook & PowerPoint – 2013:** Introduction to Outlook 2013, Working in the Outlook 2013 user interface, Explore Outlook 2013, Send and receive email messages, Store and access contact information, Organize your Inbox, Manage your calendar, Manage contact records, Enhance message content, Manage email settings; Introduction to PowerPoint 2013, Working in the PowerPoint 2013 user interface, Create presentations, Work with slides, Work with slide text, Add simple visual enhancements, Present content in tables, Add animations, audio, and videos, Share and review presentations, Create custom presentation elements, PowerPoint 2013 keyboard shortcuts.

**Recommended Book:**

Joyce Cox and Joan Lambert - Microsoft Office Step by Step - Microsoft Press Books, 2013

**SEMESTER 2**

**BBA 102: ORGANIZATIONAL BEHAVIOUR**

**Objectives:**

1. To familiarize the students about the importance of Human Behavior
2. To understand its influence in the Organization

**Contents:**

**1.0 Basic concepts of Organizational Behaviour:** Meaning & Definition, Nature and Scope of OB, Challenges & opportunities contributing disciplines of OB, OB Model.

**2.0 Foundation of Individual Behaviour:** Values- Meaning, importance & types of values, Attitude- Meaning & Definition, Components of attitude, Measurement of attitude.

**3.0 Individual Influences on Behavior: Perception, Learning, Personality & Motivation:** - Meaning & Definition of Perception, Learning- Meaning & definition, Learning Theories. Personality- Meaning & definition, Personality determinants, MBTI, Big-five model, Personality attributes, Job-fit theory. Emotions, Emotional Labor, Emotional Intelligence, Motivation, importance, types, Effects on work behavior.

**4.0 Group Behavior & Conflict Management:** Meaning & Definition, Types of groups, Stages in group development, Group Structure, Group dynamics, Group decision making techniques. Conflicts, Transitions in conflict thought, stages in conflicts, conflict resolution.

**5.0 Organizational change & Stress Management:** Importance, Resistance to change, Managing Change, Organizational Development (OD), OD Intervention. Stress, Sources of stress, Managing Stress.

**Recommended Books:**

1. Stephen P. Robins, Prentice - Organizational Behaviour - Hall of India Pvt. Ltd.
2. Fred Luthans - Organizational Behaviour - Mc. Graw Hill International Edition.

## BBA 104: PRINCIPLES OF MACRO ECONOMICS

### Objectives:

1. To facilitate the students, understand the various concepts in Macroeconomics.
2. To develop the skills & Interest of the students with better comprehension of the real business related macro-economic problems.

### Contents:

**1.0 National Income Accounting:** Circular flow of income model, national income concepts and measures, limitations of methods of national income accounting.

**2.0 Aggregate Demand and Supply:** Aggregate demand, meaning, component and determinants of aggregate demand, Aggregate Supply, short run and long run aggregate supply.

**3.0 Inflation:** Meaning, types, causes and measures to control inflation. Effects of inflation on macro economy.

**4.0 Macro Policies:** Fiscal policy, meaning, types and components. Monetary policy, objectives and tools of monetary policy.

**5.0 Balance of Payments:** Meaning, types and structure of Balance of Payments. Foreign exchange meaning and types.

### Recommended Book:

S. K. Agarwal - Principles of Economics, Excel Publications

## BBA 106: COST & MANAGEMENT ACCOUNTING

### Objectives:

1. To familiarize students with fundamentals of Cost Accounting, preparation of Cost Sheets and understand the various developments in cost accounting.
2. To acquaint the students with the concepts of Management Accounting
3. To prepare the students apply various cost concepts and financial tools in decision making process

### Contents:

**1.0 Nature and Scope of Cost Accounting: Meaning** – Scope – objectives – Advantages – Distinction between Financial and Cost accounting – Elements of cost. - Purchasing, receiving and storage of material - pricing of material issues - material control – Unit costing. FIFO, LIFO and AVCO bases.

**2.0 Recording Labour Cost:** System of wage payments- Incentive Plans.

**3.0 Overhead Accounting:** Meaning of overhead, classifications allocation and apportionment of overheads- methods of absorption of overheads.

**4.0 Cost Sheet:** Basis of preparation, Components of cost sheet.

**5.0 Reconciliation of Cost and Financial Accounts:** Need for reconciliation, Methods, Reconciliation statement.

**6.0 Job, Batch, and Process Costing:** Meaning, Features, Advantages, Treatment of Normal and Abnormal process loss.

**7.0 Cost Determination:** Classification of costs and the treatment of direct costs (specifically attributable to a cost object) and indirect costs (not specifically attributable) in ascertaining the cost of a 'cost object' e.g. a product, service, activity, customer. Cost measurement: historical versus economic costs.

**8.0 Cost Behaviour and Break Even Analysis:** Fixed, variable and semi variable costs. Step costs and the importance of time-scale in analyzing cost behavior. High-low and graphical methods to establish fixed and variable elements of a semi-variable cost. Note: Regression analysis will not be examined. Contribution concept and CVP analysis. Breakeven charts, profit volume graphs, breakeven point, profit target, margin of safety, contribution/sales ratio. Limiting factor analysis.

**9.0 Standard Costing:** Principles of standard costing. Preparation of standards for the variable elements of cost: material, labour, variable overhead. Variances: materials – total, price and usage; labour – total, rate and efficiency; variable overhead – total, expenditure and efficiency; sales – sales price and sales volume contribution. Note: Students will be expected to calculate the sales volume contribution variance. Reconciliation of budgeted and actual contribution. Piecework and the principles of incentive schemes based on standard hours versus actual hours taken. Note: The details of a specific incentive scheme will be provided in the examination.

**10. Financial Planning and Control** - Budgeting for planning and control. Budget preparation; interpretation and use of the master budget. Reporting of actual against budget. Fixed and flexible budgeting. Budget variances. Interpretation and use of budget statements and budget variances.

**Recommended Books:**

1. Janet Walker - Fundamentals of Management Accounting - CIMA Publishing.
2. C M N Arora - Cost Accounting – Vikas publishers, New Delhi.
3. Lanen William N and Others - Fundamentals of cost accounting - T.M.G.H.

**BBA 108.1: BUSINESS STATISTICS & MATHEMATICS – II**

**Objective:**

To acquaint the students with additional mathematical concepts adopted in business practices and inferential statistical techniques in managerial decision – making process.

**Contents:**

**1.0 Correlation analysis:** Meaning, Uses of Correlation Coefficient, Types of Correlation, Methods of studying Correlation: Karl Pearson's Coefficient of Correlation, Rank Correlation Coefficient.

**2.0 Regression Analysis:** Meaning, Differences between Correlation and Regression Analysis, Regression equations: Regression equation of X on Y and Regression equation of Y on X.

**3.0 Business forecasting methods:** Time series: Uses of Time series Analysis, Components of Time series Analysis, Methods of measuring Trend: Methods of Moving Averages, limitation of Moving-Average Method. The method of Least squares, merits and limitations of the method of Least squares.

**4.0 Statistical Inference:** Random Variable, Probability distribution model- Binomial, Poisson and Normal distribution and their properties. Sampling- Population vs Sample, Meaning of parameter and statistics, Types of sampling – Probability and non-probability sampling. Difference between Population distribution, Sample distribution and Sampling distribution. Tools & Techniques of Hypothesis Testing.

**Recommended Books:**

1. Gupta S P - Statistical Methods – Sultan Chand & Sons, 2002.
2. Levin, Richard I, David S. Rubin - Statistics for Management - Ninth Edition, Pearson Publishers.

## **BBA 110: ENVIRONMENTAL STUDIES**

### **Objectives:**

1. To understand the major concepts in environmental science
2. To demonstrate an in-depth knowledge of the environment and issues concerning it.

### **Contents:**

**1.0 Introduction to environmental studies and Natural Resources:** Definition, scope and importance of environmental studies. Water resources – Use and over-utilization of surface and ground water, floods, droughts, conflicts over water sharing, dams - benefits and problems. Mineral Resources – Use and exploitation, effects on the environment of extracting and using mineral resources. Energy Resource – renewable and non-renewable sources of energy, alternative energy sources and its use.

**2.0 Ecosystems and Environmental Pollution:** Concept, structure, and function of ecosystem. Producers, consumers, and decomposers. Food chains, food webs. Forest ecosystem- introduction, types, features and structure. Grassland ecosystem- introduction, types, features and structure. Desert ecosystem – introduction, types, features and structure. Aquatic ecosystem. Environmental pollution.

**3.0 Social issues and the Environment:** From unsustainable to sustainable development. Urban problems and energy. Water conservation. Resettlement and rehabilitation of people. Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents, and holocaust. Reclamation of wastelands. Consumerism and waste products. Disaster management – floods, earthquake, cyclone, and landslides.

**4.0 Human Population and the Environment:** Population explosion – Family Welfare Programs. Environment and human health. Human rights. Women and child welfare. Role of IT in Environment and human health.

**5.0 Case Studies and Field Work:** Case studies on - urban pollution, public awareness on environmental legislation, human rights. Visit to a local area to document environmental assets like river, forest, grassland, hill, and mountain. Visit to a local polluted site – urban/rural/industrial/agricultural.

### **Recommended Books:**

1. K.C. Agarwal – Environmental Biology, PA (1999)
2. Erach Barucha- The Biodiversity of India- Mapin Publishing Pvt Ltd, 2002

## **BBA 112: BUSINESS COMMUNICATION – II**

### **Objectives:**

1. To familiarize the students with the dimensions of corporate communication.
2. To provide inputs on drafting business letters.

### **Contents:**

**1.0 Dimensions of corporate communication:** Introduction to Hierarchical structure. Downward- definition, merits & demerits, Upward- definition, advantages, and disadvantages, Horizontal- definition, strengths, and limitations. Crosswise communication. Grapevine communication.



**2.0 Non-Verbal Communication:** Features- Body Language, visible elements, personal appearance, postures & gestures, facial expression, eye contact etc.

**3.0 Drafting of business letters:** Enquiries and replies - Placing and fulfilling orders - Complaints and follow-up - Sales letters - Circular letters - Application for employment and resume - Report writing - Notices, Agenda and Minutes of the Meetings - Memos

**Recommended Books:**

1. Dr. V. K. Jain & Dr. Omprakash Biyani - Business Communication - S Chand Publisher
2. William J Seiler - Communication: Making Connection - Pearson; 9 edition (February 9, 2013)

**BBA 114.1: CALCULUS – I**

**Objectives:**

1. To know the concept of functions and geometrical meaning
2. To understand the notion of limits, continuity, and derivatives
3. To compute limits, derivatives and integrals involving various functions
4. To recognize the appropriate tools of calculus to solve applied problems

**Contents:**

**1.0 Functions:** Vertical line test, finding domain & range, linear functions, quadratic functions, composition of functions.

**2.0 Limits and Continuity:** Limits, Formulae and Problems, Applications, Continuity.

**3.0 Differentiation:** The derivatives, Some differentiation formulas, The  $d/dx$  notation; derivatives of higher order, Product rule, quotient rule, The derivative as a rate of change, The chain rule, Differentiating the trigonometric functions, Implicit differentiation, Applications (rate of change per unit time), Logarithmic and exponential differentiation, Exponential growth and decay, Increasing and decreasing functions, Local extreme values, Applications (Some max – min problems).

**Recommended Books:**

1. Shanthi Narayan - Differential Calculus - S chand and Company
2. Shanthi Narayan - Integral Calculus - S chand and Company

**SEMESTER 3**  
**BBA 201: HUMAN RESOURCE MANAGEMENT**

**Objective:**

1. To create an understanding of various policies and practices of HRM
2. To comprehend the emerging trends in HRM

**Contents:**

**1.0 Introduction to Human Resource Management:** Meaning – definition – importance  
Functions of HRM – Managerial – operational, new HR manager proficiencies, The Strategic Human Resource Management, HR, and competitive advantage.

**2.0 Human Resource Planning:** Define Human Resource Planning (HRP), relationship between HRP and organizational planning, different methods used for forecasting human resource needs, Steps in the HRP Process - Determining Organizational Objectives, Determining the skills and expertise required, determining additional human resource requirements, developing action plans, Synthesizing the HRP process - Tools and techniques of HRP, Skill inventories, Managerial inventories, Succession planning

**3.0 Recruitment & Placement:** Introduction to Job Analysis, nature of job analysis, Methods of collecting job analysis information Writing job descriptions, HR Planning and Recruiting, Internal and external sources of candidates, Employee Testing and Selection, Types of tests, Types of interviews.

**4.0 Training & Development:** Introduction to Training and Developing Employees, Orienting Employees, training process, strategic context of training, five-step training and development, training methods: On-the-job training - evaluating the training effort.

**5.0 Compensation, Performance Management & Appraisal:** Establishing Strategic Pay Plans, Competency-based pay, Pay for Performance and Financial Incentives, Money and motivation, Employee incentives and recognition programs, Incentives for managers and executives, Salary Slip and its components Basic Concepts in Performance Appraisal and Performance Management, Comparing Performance Appraisal and Performance Management, introduction to Appraising Performance, Realistic appraisals, Steps in appraising performance: Problems and Solutions, avoid appraisal problems.

**Recommended Books:**

1. V S P Rao – Human Resource Management, Excel Books (1 December 2010)
2. Robins D. Fisher, Lyle F Schoenfeldt, James B. Shawn – Human Resource Management

**BBA 203: MARKETING MANAGEMENT**

**Objective:**

The course aims at making students understand concepts, philosophies, processes and techniques involved in marketing activities of a firm.

**Contents:**

**1.0 Introduction to Marketing:** Meaning, Three Pillars of Marketing; Nature and Scope of Marketing; Marketing Philosophies; Marketing Management Process; Concept of Marketing Mix

**2.0 Market Analysis:** Understanding Marketing Environment; Consumer and Organization buying Behavior; Market Measurement

**3.0 Product Management:** Types of Products; Major Product Decisions; New Product Development Process; Product Life Cycle, Pricing Decisions: Determinants of Price - Pricing Process - Policies and Strategies

**4.0 Brand Management:** Market Segmentation, Targeting and Positioning; Communication Process; Promotion Tools-Advertising - Personal Selling - Publicity and Sales Promotion

**5.0 Customer Management:** Distribution Channel Decisions-Types and Functions of Intermediaries, Selection, and Management of Intermediaries. Customer Relationship Management – Elements, Process, CRM Models

**6.0 Emerging Trends and Issues in Marketing:** Rural Marketing, Societal Marketing; Conservation Marketing; Direct and Online Marketing; Green Consumerism

**Recommended Books:**

1. Philip Kotler. (2003) - Marketing Management: Analysis, Planning, Implementation & Control - Prentice Hall of India.
2. Michael, J. E., Bruce, J. W. and William, J. S. (13th Edition, 2004) - Marketing Management- Tata Mc-Graw Hill, New Delhi.

**BBA 205: LEGAL ASPECTS OF BUSINESS**

**Objectives:**

1. Identify the essential elements of the legal system including the main sources of law.
2. Recognize and apply the appropriate legal rules relating to the law of obligations.

**Contents:**

**1.0 Essential elements of the legal system:** Define law and distinguish types of law; Law and the legal system; Sources of law; Reasons for the knowledge of business law; Scope of Business law; Sources of English Law; operation of judicial precedent and tort of negligence; elements of tort of negligence with specific reference to Donoghue vs. Stevenson; Civil law and criminal law; Sharia Law; Law of delict and professional negligence, delict of passing off.

**2.0 The law of obligations:** Formation of contract; Content of contracts Essentials of a simple valid contract; Misrepresentation & Fraud; Meaning and consequence of acceptance; offer and distinguish it from invitation to treat; Meaning of Breach; Conditions and Warranties; Performance of Contract and reasons for Non-Performance; Exceptions to the Rule; Specific Contracts and Injunction; doctrine of Privity of contract. Distinguish between terms and representations; define the various contractual terms; effect of exclusion clauses and their control.

**3.0 Agency law:** Definition of Agent and Principal; Creation of Agency; Classification of Agents; Duties and Rights of agents & Duties and rights of principal; Termination of Agency, role of agents as partners and directors.

**4.0 Law of Partnerships:** Definition of Partnership; Different types of partnerships in Roman-Dutch Law; Essential characteristics of partnership; Law of partnership- an extension to the law of agency; disputes in partnership; Authority of partners, termination of partnership.

**5.0 Breach of contract:** Types of Breach; effect of breach; Remedies to breach of contract; Discharge of Contract; Conditions and warranties.

**6.0 Reality or Free Consent:** Meaning of Misrepresentation and Fraud; Effects of duress in contracts.

**Recommended Book:**

N. D. Kapoor - Mercantile Law - Sultan Chand Publishers

**BBA 207: FINANCIAL MANAGEMENT**

**Objectives:**

1. To give base level of finance knowledge that BBA should possess
2. To give the ability and confidence to tackle common financial problems in practice
3. To provide adequate preparation for future finance classes

**Contents:**

**1.0 Introduction:** Meaning [Definition], Objectives [Profit Maximization vs Wealth Maximization] and Scope [Traditional Approach and Modern Approach] of Financial Management. Agency problems [Mangers' vs Shareholders' Goals]. Financial Manager's Role. Time Value of Money. Compounding and Discounting.

**2.0 Cost of Capital:** Sources of Long Term Capital – Equity Share Capital, Retained Earnings, Preference Share Capital, Debt Capital [Debentures and Term Loans]. Cost of Capital – Concept, Definition and Importance. Implicit and Explicit Cost. Measurement of Specific Costs - Cost of Equity, Cost of Retained Earnings, Cost of Preference Shares, and Cost of Debt. Computation of Overall Cost of Capital.

**3.0 Capital Budgeting/Investment Decision:** Nature of Investment Decisions, Types of Investment Decisions, Capital Budgeting – Meaning, Importance, Difficulties, Types and Rationale. Determination of cash flows for investment analysis. Cash Flows vs Accounting Profit. Capital Budgeting Techniques – Pay Back Method, Discounted Pay Back Method, Accounting Rate of Return, Net Present Value Method, Internal Rate of Return and Profitability Index. Risk Analysis in Capital Budgeting – Nature of risk, Statistical Techniques for risk analysis, Conventional techniques of risk analysis and Sensitivity Analysis. Capital Rationing.

**4.0 Leverage:** Meaning. Operating Leverage. Financial Leverage, EBIT-EPS Analysis. Combined Leverage.

**5.0 Capital Structure and Valuation:** Meaning of Capital Structure. Capital Structure Theories – Definitions, Net Income Approach, Net Operating Income Approach, Modigliani Miller Approach, and Traditional Approach. Practical Considerations in Determining Capital Structure.

**6.0 Working Capital Management:** Meaning, Need and Nature of Working Capital [Concept and Definitions]. Determinants of Working Capital. Trade-off between Profitability and Risk. Determining Financing Mix. Computation/Estimation of Working Capital.

**7.0 Management of Cash and Marketable Securities:** Motives for Holding Cash. Objectives of Cash Management. Factors Determining Cash Needs. Determining Cash Need. Cash Management: Basic Strategies. Cash Management Process. Marketable Securities.

**Recommended Books:**

1. Khan M. Y. and Jain P. K - Financial Management - Tata McGraw-Hill
2. Pandey I. M - Financial Management - Vikas Publishing House Pvt Ltd.
3. James C. Van Horne and John M. Wachowicz, Jr - Fundamentals of Financial Management- Pearson Education Limited

## **BBA 209: RESEARCH METHODS IN MANAGEMENT**

### **Objective:**

To enable the students to learn the importance of the research, various methods of analysis of data and its applications in the business management.

### **Contents:**

**1.0 Introduction to Research:** Introduction & Objectives, Meaning & purpose of research, Characteristics of good research, Types of research, Steps in the research process

**2.0 Problem Definition:** Introduction & Objectives, Meaning of research problem, Guidelines and criteria for selecting a problem, formulating a research problem, Techniques for formulating a research problem.

**3.0 Research Design:** Introduction & Objectives, Meaning of research design, Characteristics of good research design, Concepts related to research design, Types of research designs.

**4.0 Sample selection:** Introduction & Objectives, Importance and advantages of sampling, Characteristics of a good sample, sampling designs – advantages and disadvantages, Criteria for selection of a sampling technique.

**5.0 Data Collection & Questionnaire Design** Introduction & Objectives, Sources of data, Primary data – advantages and disadvantages, Primary data collection techniques, Secondary data – advantages and disadvantages, Secondary data collection techniques, Questionnaire Design Introduction & Objectives, Types of questionnaires, Guidelines for questionnaire design, Characteristics of a good questionnaire.

**6.0 Data processing & Statistical Analysis:** Introduction & Objectives, Editing, Coding and tabulation. Statistical analysis and interpretation, Quantitative and qualitative analysis. Techniques of interpretation, Report writing – step, Components and format of research reports, Guidelines for writing research reports

### **Recommended Books:**

1. Kothari C.R. - Research methodology - NEW AGE (1 September 2013)
2. Donald R. Cooper and Pamela S.Schindler - Business Research Methods -Tata McGraw Hill.

## **BBA 211.1: MANAGEMENT INFORMATION SYSTEM**

### **Objectives:**

1. To familiarize students with the fundamental concepts in Information Systems and their business applications.
2. To provide the students an overall perspective of the Information needs of an organization in the context of on-going information revolution.

### **Contents:**

**1.0 Introduction to Information Systems:** Definition, Purpose, dimensions in information system, role, capabilities, functions, Working of System and Subsystem, information system to achieve competitive advantage (Porter's Model).

**2.0 Information Technology Infrastructure:** Evolution, Definition, Classifications of computers Hardware's and Software's – Hardware Platforms, Software Platform, Enterprise applications. Cloud Computing, Data Base - Definition, Data Mining, Computer Networks and Internet Technology with wireless revolution.

**3.0 Application of Information System:** Application of operational, tactical, and strategic information systems to business. Transaction processing systems, office Automation Systems.

Executive Support Systems, Expert systems, and Enterprise Resources Planning Systems. Overview of Enterprise Applications, CRM, SCM, Knowledge Management system.

**4.0 Information System for Decision Making:** Introduction, various problems associated with decision making. Decision Support Systems – Introduction, working and stages, Role of information system in decision making.

**5.0 Securing of Information system:** Security issues, need for security, goals of information security, risks to information systems – tools for protecting offline and online operations.

**6.0 Global Information system:** Introduction to growth of international information systems, business challenge and strategies, technology issues and opportunities for global value chain.

**Recommended Books:**

1. Laudan and Laudan – Management Information systems, Pearson Publication, Twelfth Edition.
2. Uma Gupt - Management Information Systems – Galgotia Publications

### **BBA 213.1: PERSONAL TAXATION**

**Objective:**

On successful completion of this course, the student should be well versed in the basic Income Tax act related terms, provisions and sections.

**Contents:**

**1.0 Important definitions in the Income Tax act 1961:** Basis of Charge - Incidence of Taxations – Definitions of Deductions, Exempted income (Income not included in total income).

**2.0 Rates of tax applicable for different types of Assesse:** Cess – Service Tax – Additional Service tax (As per Finance Act 2015).

**3.0 Concept of Previous year and Assessment year:** Preceding Previous Years – PAN – TAN.

**4.0 Residential Status:** Ordinary – Not ordinary & Non-resident - Scope of total Income.

**5.0 Income deemed to be received or deemed to accrue or arise in India:** Income which does not form part of total Income.

**6.0 Five Heads of Income:** Provisions governing computation of income under different heads.

**Recommended Books:**

1. B.B. Lal - Direct Taxes - I K International Publishing House Pvt. Ltd; 30th revised edition
2. Gaur & Narang - Income Tax Law & Practice - Kalyani Publishers

### **BBA 213.2: CALCULUS – II**

**Objectives:** The student will be able to

1. Learn to solve integrals involving trigonometric functions
2. Understand the formation of first order differential equations
3. Solve the first order partial differential equations
4. Apply the optimization techniques to various practical problems involving economics and engineering.
5. To apply statistical techniques in managerial decision – making process.

**Contents:**

**1.0 Integration:** Evaluation of some simple integrals, Integration of trigonometric, functions, Integration by substitution, Integration of rational numbers

**2.0 Differential Equations:** Order and degree of differential equations, Formation of first order and first degree differential equations, Solution of first order differential equations – method of variation of separable.

**3.0 Partial Derivatives:** First-order partial derivatives – elimination of arbitrary constants, Second-order partial derivatives.

**Recommended Books:**

1. Shanthi Narayan - Differential Calculus - S Chand and Company
2. Shanthi Narayan - Integral Calculus, S Chand and Company

**SEMESTER 5**

**BBA 301: INTERNATIONAL BUSINESS MANAGEMENT**

**Objective:**

To enable understanding of International Business, its environment, and components with help of concepts and examples which demonstrate these concepts.

**Contents:**

**1.0 Globalization of markets and production:** Emergence of Global Institutions [GATT, WTO, IMF, United Nations]; drivers of Globalization, Changing Demographics of the Global Economy which includes World Output, World Trade, Foreign Direct Investment, Multinational Enterprise, Changing World Order, the global economy of the 21st century; The Globalization Debate [Anti-globalization Protests, Globalization, Jobs and Income, Labour Policies, and the Environment], Globalization and the World Poor. Managing in the Global Marketplace.

**2.0 Country Differences:** Political Systems, Economic Systems, Legal systems, Determinants of Economic Development, States in Transition, The nature of economic transformation, Focus on Managerial Implications. Differences in Culture; Social Structure, Religious and Ethical Systems, Language, Education, Culture and Workplace, Cultural Change, Focus on Managerial Implications. Ethics Issues in International Business; Ethical Dilemmas; Roots of Unethical behavior; Philosophical approaches to ethics. Focus on Managerial Implications.

**3.0 International Trade Theory – Overview:** Mercantilism, Absolute Advantage; Comparative Advantage; Heckscher-Ohlin Theory (The Leontif Paradox); The Product Life-Cycle Theory; New Trade Theory, National Competitive Advantage: Porter's Diamond; Focus on Managerial Implications. Political economy of International Trade; Instruments of trade policy; The case for Government Intervention; The revised Case for free trade; development of the World Trading System. Focus on Managerial Implications. Foreign Direct Investment in the World Economy; Theories of Foreign Direct Investment; Political ideology and Foreign Direct Investment; benefits and costs of FDI; Government Policy Instruments and FDI; Focus on Managerial Implications. Regional Economic Integration; Levels of Economic Integration; case for Regional Integration; Regional Economic Integration in Europe; Regional Economic Integration in the Americas; Regional Economic Integration Elsewhere (ASEAN, SAARC, BRIC, APEC etc.).

**4.0 The Foreign exchange Market;** Its Functions; Its nature; Economic Theories of exchange Change Rate Forecasting; Currency Convertibility; Focus on Managerial Implications. The International Monetary system. The Gold Standard. The collapse of the Fixed Exchange Rate System; The Floating Exchange Rate regime; Fixed versus Floating exchange Rates; exchange rate regimes in practice; crisis management by IMF; Focus on managerial implications.

**5.0 The strategy of International Business.** Strategy and the Firm. Global expansion, profitability and profit growth; Cost pressures and pressures for Local responsiveness. Choosing a strategy; strategic Alliances. Entering foreign market. Basic Entry decisions; Entry Modes;

Selecting an Entry Mode; Greenfield versus Acquisition. Exporting, Importing and Counter-trade. The promise and pitfalls of exporting. Improving export; Import and Export Financing; export Assistance; Countertrade. Global Production, outsourcing and logistics. Where to produce? Strategic role of foreign factories. Outsourcing Production. Make or Buy decisions. Managing a Global Supply Chain.

**Recommended Books:**

1. Hill Charles W. L - Global Business Today - Tata McGraw Hill, Edition 2011.
2. Hill, Charles W.L., Arun K. Jain - International Business, Competing in the Global Market Place - Fifth Edition, Tata McGraw Hill Publishing Company Limited

**BBA 303: TOTAL QUALITY MANAGEMENT**

**Objective:**

1. To acquaint students with basic concepts of quality management.
2. To develop capabilities in the application of TQM concepts in modern business environment.

**Contents:**

**1.0 Introduction to Quality Concepts:** Definitions of Quality; Benefits of Quality; Total Quality Management; Principles of TQM; Stages in the evolution of quality; Approaches to TQM; Manufacturing and service dimensions of quality; Traditional vs Modern Quality; Levels of TQM;

**2.0 Contributions of Quality Gurus:** Deming's contribution to quality; Deming's 14 points of quality management; Deming's Chain reaction; Ishikawa's fish bone diagram; Taguchi's loss function; Juran's Quality trilogy; Juran's contribution; future of TQM.

**3.0 Impact of Quality Management in business:** Costs of Quality; PZB model and Gaps in service Quality; Service recovery strategies; five key dimensions in the Servqual model.

**4.0 Quality Control Methodology:** Definition of Quality control; Objectives and benefits of quality control; control chart & Pareto chart; Quality function deployment; Process capability index; Statistical process control and its advantages; SPC methodology; Reliability and maintainability.

**5.0 Models and processes in achieving Total Quality:** Benchmarking- Merits and demerits; Stages of benchmarking; Types of benchmarking; phases of benchmarking; Process of benchmarking; Lean techniques; Kaizen philosophy; 5 S's in Kaizen quality philosophy; Six Sigma; DMAIC model; Barriers associated with six sigma implementation; benefits of six sigma implementation; six sigma applications; Kanban; Employee and management involvement in quality; Benefits of employee empowerment; Quality policy; Just in Time; elements of just in time; Advantages and limitations of JIT; Quality planning; Quality improvement.

**6.0 Quality standards and certification:** Quality circles; characteristics of quality circles; functioning of quality circles & problems in managing quality circles; benefits of quality circles; Requirements of ISO certification; Deming Prize; British & European Awards; Criteria in assessing MBNQA.

**Recommended Books:**

1. Sridhar Bhatta - Total Quality Management, concepts and cases-Himalaya Publishing House.
2. Enterprise Operations- CIMA publishing



**Specialization**  
**BBA (e-Banking)**  
**BBA 307: MODERN BANKING**

**Objective:**

To make the students understand about financial sector reforms, corporate governance and other latest developments in the banking domain

**Contents:**

**1.0 Financial/banking system reforms:** Narasimham committee I, economic reforms.

**2.0 II phase of financial sector reforms:** consolidation period in banking, autonomy for Commercial banks, Verma committee report on weak banks

**3.0 Corporate governance in banks:** organizational restructuring, constitution of the Board of directors, audit committee of the board, management committee of the board, inspection & vigilance

**4.0 Asset liability management in banks-directives of RBI:** liquidity pressure, impact on profitability, impact on solvency, impact of NPA, market borrowing, effective ALM

**5.0 Performance of public sector banks-size of the bank:** constraints and growth prospects, banking sector & Indian economy, healthy banks, weak banks, profit and profitability, NII & NIM

**Recommended Book:**

Indian Institute of Banking and Finance - Principles of Banking and Practices – Macmillan, Mumbai

**BBA 309: BANKING TECHNOLOGY**

**Objective:**

To make the students understand the evolution of technology in Banking, present trend in banking technology, risk concern areas therein and the remedial measures

**Contents:**

**1.0 Manual banking to technology backed banking:** Need for mechanization, Initiatives of RBI, CVC, GOI, - Impact on customer service, ALPM, stand-alone PC, networking, LAN & WAN

**2.0 Core banking solution - pre-migration audit:** creation of primary data center, central server for online transaction, back up and DRS sites, network monitoring, business process re-engineering, infrastructure-hardware and software, alternative delivery channel, post migration audit

**3.0 Electronic payment system:** payment system in the bank, objectives of EPS, role of RBI, requirement of a holistic approach, ATM, networking of ATMs, SFMS and NFS, teller system, credit cards, merchant acquiring, member card, debit card, smart card .

**4.0 Electronic funds transfer:** Introduction to EFT, data communication network, components of data communication, role of RBI, NEFT, RTGS, ECS, SWIFT

**5.0 Disaster recovery & computer crime management:** Introduction, impact of disaster on banks, DRP, BCP, steps in BCP, guideline of RBI, fall back options, nature of computer viruses, virus entry points, types of viruses, new trends, tips for banks, antivirus policies & techniques, computer crimes, preventive measures.

**Recommended Book:**

Indian Institute of Banking and Finance, Banking Technology- Macmillan, Mumbai

## BBA 311: BANKING PRODUCTS

### Objective:

To make the students understand about the traditional and innovative products made available by Indian banking system and operational efficiency of the Banks

### Contents:

**1.0 Liability products:** demand deposits, term deposits, deposit insurance, deposit interest rates in India, deposit receipts, premature payment of terms deposits, terms of payments in joint accounts-e or s, jointly, number one only, nominations, death claims

**2.0 Asset products:** Fund based, demand loans-working capital-OD/CC/KCC, bills finance, unsecured loans, domestic rupee loans, foreign currency loans, export finance, import finance, Term loans-short term loans, personal unsecured loans, secured loans, medium term loans, long term loans, project based loans, agricultural loans, infrastructure finance.

**3.0 Non-fund based products-guarantees:** financial guarantees, performance guarantees, export performance guarantees, deferred payment guarantees, co-acceptances, and letters of credit.

**4.0 Subsidiary services:** sale of mutual fund unit, life & non-life insurance, CMS, custodial services, merchant banking-technical consultancy, preparation of project reports, project appraisal, credit tie-up, debt restructuring, issue management-lead manager, co-manager,

**5.0 Income & expenditure:** interest income, interest expenditure, net interest income, non-interest income, non-interest expenditure, net interest margin

### Recommended Book:

Indian Institute of Banking and Finance, Principles of Banking and Practices – Macmillan, Mumbai

## BBA 313: CAPITAL MANAGEMENT BY BANKS

### Objective:

To explain the students about sources of capital for the Banks, capital management in terms of capital adequacy norms in keeping with the prescriptions of Basel norms.

### Contents:

**1.0 Share holding pattern:** sources of capital-public issue, ADR/CDR. follow on offer, controlling interest, government holding and market capitalization.

**2.0 Reserve:** general reserve, unencumbered reserve, capital reserve, share premium reserve, retained earnings.

**3.0 Capital adequacy:** Basel Norms-Basel-I, Basel-II, Basel-III.

**4.0 Capital to risk assets ratio:** CRAR-capital structure-Tier-I, Tier-II, Tier-III, risk assets and assigning risk weightage and computation of capital requirement.

**5.0 Financial Innovations:** Take out Finance, Securitization, Reverse Mortgage loans.

### Recommended Books:

1. P.N.Varshney - Banking Law & Practice - Sultan Chand & Sons Ltd.
2. Indian Institute of Banking & Finance - Commercial Banking - Vohra.

**BBA (Financial Markets)**  
**BBA 315: REGULATORY ASPECTS OF FINANCIAL SYSTEMS & CAPITAL  
MARKETS**

**Objective:**

To familiarize the students with Basics of the capital market, the role, and current capital market scenario in India. Also familiarize students with various regulatory aspects governing financial markets, to understand the role of SEBI in governing the same

**Contents:**

**1.0 Introduction** – Capital Market in India, Structure of Capital Market, the Historical Backdrop. Role of Capital Markets – Growth of Capital Market in India, Factors contributing to the growth of the capital market in India .Role of Capital Markets in India’s Industrial Growth.

**2.0 Primary and secondary market** - Introduction to equity market and debt market- problem – recent scenario-demat-IPOs. Strengthening measures.

**3.0 Securities and Exchange Board of India.**-Introduction, features and guidelines to investors. The Securities Contracts (Regulation) Act, 1956.Registering and regulating the working of collective investment schemes, including mutual funds.

**4.0 Prohibiting fraudulent and unfair trade practices** relating to securities markets Insider Trading in Securities – Relevant regulations.

**5.0 Unfair Trade Practices:** Introduction, Types, and Live case studies. Insider Trading in Securities – Relevant regulations.

**Recommended Books:**

1. Tapash Ranjan - Capital Markets and SEBI Regulations – Excel, New Delhi.
2. K Natarajan - Capital Markets in India – Himalaya, Mumbai.

**BBA 317: CUSTOMER RELATIONSHIP MANAGEMENT**

**Objectives:**

1. To familiarize students with the concepts of CRM.
2. To understand the role, functions and importance in the field of financial markets

**Contents:**

**1.0 Introduction to CRM:** Introduction to CRM, Need and Importance of CRM, CRM Processes, CRM techniques, Challenges and Task Ahead in applying CRM Techniques, How to overcome challenges, CRM policies of leading Corporates – Case Studies.

**2.0 CRM & Marketing:** Sales Force Automation, CRM in e-Business, Analytical CRM and planning and managing CRM programs. CRM Process – Marketing, Sales, and Services. Salesforce Automation Systems – Problems and Challenges. CRM in e-business, Analytical CRM – Features and benefits.

**3.0 Emerging concepts in CRM:** Industry view of CRM, CRM Strategy, CRM implementation & various stages of implementation. CRM in B2B and Services. E-CRM.

**4.0 Segmentation and Selection:** Customer Segmentation, Market Segmentation, Creating Market Segments, CRM Data Base Management, Using CRM to promote Market Segments.

**5.0 Retention and Cross-sell Analysis:** Various methods of Customer Retention, Importance of Cross Selling, Role of CRM in Cross Selling.

**6.0 CRM in Practice:** Best Practices in CRM; Sector wise differentiation using case studies.

**Recommended Books:**

1. Jagadish Seth - Customer Relationship Management -Tata Mcgraw, New Delhi.
2. Roberts G P - Customer Relationship Management – Viva, New Delhi.

## **BBA 319: SECURITY ANALYSIS AND VALUATION**

### **Objective:**

To understand the fundamental concepts of Security Analysis and Valuation. To familiarize students with various tools of security analysis and the importance of Portfolio Management for better investment of savings.

### **Contents:**

**1.0 Fundamental Analysis:** Economic analysis.

**2.0 Fundamental Analysis:** a) Industry Analysis b) Company analysis.

**3.0 Technical Analysis:** Dow theory, Elliot Wave principle, Kondratev theory, types of charts and chart formations, Moving average analysis, Relative strength analysis, Technical indicators. Merits and demerits of technical analysis.

**4.0 Random Walk Hypothesis:** Efficient market theory, weak form, semi-strong form, strong form, Implications for investment analysis.

**5.0 Equity valuation:** Balance sheet valuation, Dividend discount model, Earnings multiplier approach, Earnings to price ratio, Expected return, and growth.

**6.0 Analysis and Valuation of debt:** Bond pricing, Bond yield, Risk in debt.

### **Recommended Book:**

1. Donald Fischer and Jordan - Security Analysis and Portfolio Management - PHI, New Delhi
2. VK Bhalla, S Chand - Security analysis and Portfolio Management - New Delhi

## **BBA 321: PORTFOLIO MANAGEMENT**

### **Objective:**

To familiarize the students with the concepts of diversification of Investment and to develop the skills required for portfolio management to be able to judge the competitive position of firms in capital market and review the related business decisions.

### **Contents:**

**1.0 Portfolio Analysis:** Risk and Return analysis, Markowitz Theory.

**2.0 Portfolio Theories** –CAPM. Markowitz Theory, Single Index Model, Two Factor Model Theory, Arbitrage Pricing Theory.

**3.0 Portfolio Management framework:** Specification of Investment objectives and constraints, choice of asset mix, optimal portfolio selection, Formulation of portfolio strategy, selection of securities, portfolio execution, portfolio rebalancing and revision

**4.0 Portfolio evaluation:** Sharpe, Treynor and Jensen index.

### **Recommended Books:**

1. S Kevin - Portfolio Management - PHI, New Delhi.
2. Fischer and Jordan: Security Analysis & Portfolio Management.
3. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.

**BBA (Professional)**  
**BBA 323: PROJECT MANAGEMENT**

**Objectives:**

1. To study how organizational strategy can be implemented through projects and managing change through projects.
2. To provide the basis for developing insights into formulating and implementing organizational strategy.

**Contents:**

**1.0 Characteristics phases of a Project:** Definition of project attributes, time, cost, and quality project objectives.

**2.0 Stages in project life-cycle:** Purpose and activities associated with the key stages in the project life-cycle. Examples of the role of project management methodologies in project control (PRINCEZ, PMI)

**3.0 Tools and techniques for project managers:** Break down schedule (WBS), Gantt Charts and Network analysis, Managing Project risk, PERT charts, scenario planning and buffering, the contribution of project management software.

**4.0 Managing change through projects:** Types of change, external and internal triggers for change, stage model of change management, principles of change management.

**5.0 Techniques to manage resistance to change:** Problem identification as a precursor to change, reasons for resistance to change, approaches to managing resistance to change.

**6.0 Project leadership:** Project structure including matrix structure and their impact on project achievement, the role and attributes of an effective project manager, the role of the chartered management account in projects, managing key project stakeholders, the life cycle of project teams, leading and motivating project teams.

**Recommended Books:**

1. Project Management – Kaplan publishers - CIMA
2. Clifford F. Gray, Erik W. Larson, Gautam V. Desai - Project Management - Tata McGraw Hill

**BBA 325: RISK MANAGEMENT**

**Objectives:**

1. To understand the nature of risk and the attitudes of decision makers towards decisions involving risks.
2. To assess and evaluate types of risks with appropriate responses.
3. To apply decision models to manage risk and uncertainty.

**Contents:**

**1.0 The Nature of risk and uncertainty:** The effect of risk attitudes of individuals on decisions- Analyzing risk using sensitivity analysis, expected values, standard deviations and probability tables. Expected value tables and the value of perfect and imperfect information- ethical social and environmental issues arising from risk management. Reputational risks arising out of social and environmental impacts.

**2.0 Analyzing risk and uncertainty:** Quantification of risk, probabilistic model and interpretation or distribution of project outcomes. Decision trees, Bayes theorem, decision making in conditions

of uncertainty. Decision models to deal with uncertainty in decision making-Maximin, maximax, and minimax regret criteria. Payoff tables.

**3.0 Managements responsibility with regards to risk:** Discuss risk management, upside and downside risk, the 'TARA' framework- transfer, avoid, reduce, and accept. Business risks, ethical implications, and the public's interest. Risk and collection and use of information, handling big data, cost and benefits associated with investing in information systems- Recommended techniques for the Boards discharge to manage risks- the control environment, risk register and internal control, risk reports and shareholders responses.

**4.0. Types of risks and appropriate responses:** Internal and external risks, risks arising from international operations, cultural differences and between different legal systems- Strategic and operational risks, Risk map representation of risk exposures, reporting and analyzing risks. Enterprise risk management and its components, gross and net risks, assurance mapping techniques.

**5.0 Internal controls to manage risk:** Application of control systems, theory related to control systems and information systems-Identification of control Centres, minimizing the risks of fraud, fraud policy statements, approval procedures and separation of functions, role of risk manager v.s the internal auditor, purposes of internal control, effectiveness and efficiency in operations, identifying and evaluating company weakness and company failures, costs and benefits of maintaining the internal control systems, disaster recovery.

**6.0 Managing financial risks:** Sources of financial risks associated with international operations, transaction, and translation, economic and political risk, exposure to interest rate risks, theory and forecasting of exchange rates, value at risk- managing interest rate risks, swaps, forward rate agreements, future and options- techniques for combating options in order to achieve a specific risk profile-caps, collars and floors internal hedging techniques.

**Recommended book:**

Risk Management - CIMA official study text, Kaplan Publishing

## **BBA 327: FINANCIAL REPORTING**

**Objective:**

To provide competencies required to produce financial statements for both individual entities and groups using appropriate international financial reporting standards.

**Contents:**

**1.0 Regulatory Environment for Financial Reporting:** The need for the regulation of financial information. Key elements of the regulatory environment, local and international conceptual framework, local and international financial standards and other regulatory bodies.

**2.0 Roles and Structure of Financial Reporting:** The IFRS foundation, The International Accounting Standards Board (IASB), The IFRS Advisory Council, The IFRS Interpretation Committee, International Organization of Securities Commissions ( IOSCO)

**3.0 Scope and Standard Setting Process of IFRS:** Interaction of local GAAP bodies with the ISAB, Scope of specific standards in specialized circumstances, IAS 41 - Agriculture, IFRS 4 – Insurance contracts, IFRS 6- exploration for and evaluation of Minerals Resources and IFRS and IFRS for SME's.

**4.0 Preparation of Financial Statements with IFRS:** IAS 1- Presentation of financial reporting. IAS 26- Accounting and reporting by retirement benefit plans.

**5.0 Policy Framework in IFRS:** IAS 8- Accounting policies, changes in accounting estimates and errors, IAS 34- Interim financial reporting, IFRS 8 Operating segments

**6.0 Consolidation in Financial Reporting:** Principles of full consolidation and equity accordance with IFRS 3- Business combinations and IAS 28 investments in associates. Production of consolidated statement of financial position and consolidated statement of comprehensive income.

**Recommended Book:**

Risk Management - CIMA official study text, Kaplan Publishing

## **BBA 329: STRATEGIC MANAGEMENT**

**Objectives:**

1. To understand the concept of strategy in organizations.
2. To provide the basis for developing insights into how to formulate and implement organizational strategy.

**Contents:**

**1.0 Concept of Strategy and Strategy Development:** Defining strategy and strategic management. Levels of strategy within organizations. Core areas of strategic management. Stages in rational approach to strategic management.

**2.0 Alternative approach to strategy development:** Intended, emergent, logical incrementalism and political approaches. Strategy development in different contexts like SME's, public sector, not-for-profit. Resource based views, resources and competencies, internal value and dynamic capabilities.

**3.0 Competitive advantage:** The concept of competitive advantage. Value, rarity, inimitability, non-substitutability as bases of competitive advantage, Generic competitive strategies. Achieving sustainable competitive advantage.

**4.0 Global competitive business environment:** The macro and micro environments. Globalization. Country and political risk factors. LONGPEST analysis and its derivatives.

**5.0 Analyzing the external environment:** Emerging markets, Porters diamond and its use for assessing the competitive advantage of nations. Porter's five forces models and its use for analyzing the external environment.

**6.0 Competitor analysis, collection, and analysis of trend data:** Key concepts in competitive analysis. The role of competitor analysis. Approaches to collecting competitor information. Sources, types, and quality of competitor data. Analysis and interpreting competitor data. The application of big data to competitor analysis.

**Recommended Book:**

Strategic Management - CIMA official study text, Kaplan Publishing

## **BBA (Logistics and Supply Chain)**

### **BBA 331: MANAGING BUSINESS PROCESS FLOWS - I**

**Objective:**

To give students a process orientation of the organization and enable the students to visualize how organizations can become more efficient and/or identify areas which can possibly be considered for developing competencies in.

**Contents:**

**1.0 Product, Processes and Performance:** The process view of organizations, Performance measures, Products and Product Attributes, Processes and Process Competence, Enabling process success, Some Basic Process Architecture.

**2.0 Operations Strategy and Management:** The Strategic Hierarchy, Strategic Fit, Focused Operations, Matching Products and Processes, The operations Frontier and Trade-off. The evolution of strategy and operations management. The opportunity today in service operations.

**3.0 Process Flow Metrics:** The essence of process flow, three key process measures, Flow time, Flow Rate and Inventory Dynamics; Throughput in a stable process, Little's Law: Relating Average Flow Time, Throughput, and Average Inventory – Material Flow Customer Flow-Job Flow – Cash Flow (Accounts Receivable) – Service Flow, Analyzing Financial Flows through Financial Statements, Two Related Process Measures (Takt time and inventory turns), Linking Operational to Financial Metrics: Valuing an improvement.

**4.0 Flow Time Analysis:** Introduction; Flow Time Measurement; The Process Flowchart; Flow Time and critical paths; Theoretical Flow Time and the Role of Waiting (Flow Time Efficiency); Levers for managing theoretical flowtime (moving work off critical path, reduce non-value adding activities, Reduce the amount of rework), Modifying the product mix, increase the speed of operations.

**5.0 Flow Rate and Capacity Analysis:** Flow Rate Measurements, Resources and Effective capacity (resources and resource pools, effective capacity, capacity utilization; Extensions – other factors affecting effective capacity; effect of product mix on effective capacity and profitability of a process; Capacity Waste and Theoretical Capacity; Levers for managing throughput (Through Improvement Mapping, Increasing resource levels, reducing resource capacity waste, shifting bottlenecks and improvements).

**Recommended Books:**

1. Anupindi, Ravi, Sunil Chopra, Sudhakar D. Deshmukh, Jan A. Van Mieghem, and Eitan Zeinel - Managing Business Process Flows - 1st ed. Prentice Hall.
2. Goldratt, Eliyahu M., and Jeff Cox - The Goal: A Process of Ongoing Improvement - 2nd revised ed. North River Press Publishing Corporation, 1992.

## **BBA 333: LOGISTICS SYSTEMS - I**

**Objective:**

To go into depth of the various logistics activities develop both qualitative and quantitative understanding of these activities. Develop capabilities of understanding/analyzing the logistics system of an organization and advice on how the system could be improved/optimized.

**Contents:**

**1.0 Course introduction and objectives:** Concepts and approaches to supply chain uncertainty; Supply chain fundamentals and segmentation analysis.

**2.0 Demand forecasting:** Time series analysis, Causal analysis.

**3.0 Inventory Management I:** Level demand, EOQ, sensitivity, EOQ extensions, discounts, exchange curves, etc.

**4.0 Supply chain network design:** Supply chain contracts, Auctions in supply chain management.

**5.0 Transportation:** Fundamental concepts, strategic networks, connection to inventory planning; Operational network analysis.

**6. 0 Review of probability and statistics**

**Recommended Book:**

Silver, Edward, David Pyke, and Rein Peterson - Inventory Management and Production Planning and Scheduling. 3rd edition, John Wiley & Sons, 1998.



## BBA 335: SUPPLY CHAIN PLANNING

### Objective:

To expose students to supply chain planning concepts and principles which will enable them design and manage a supply chain.

### Contents:

**1.0 Introduction and course overview:** What is supply chain management? The development chain, global optimization, managing uncertainty and risk, evolution of supply chain management, Complexity and key issues in supply chain management.

**2.0 Inventory Management and risk pooling:** Single stage Inventory control – economic lot size model, effect of demand uncertainty, single period models, initial inventory, multiple order opportunities, continuous review policy, variable lead times, periodic review policy, service level optimization, centralized versus decentralized system, managing inventory in supply chain, Practical Issues, Forecasting, supply chain inventory models.

**3.0 Supply chain and postponement:** The value of information, introduction, the Bullwhip effect, Information sharing and incentives, effective forecasts, information for the coordination of systems, locating desired products, lead-time reduction, Information and Supply Chain Trade-off.

**4.0 Supply contracts – I:** Introduction, strategic components, contracts for make to stock/make to order supply chain, contracts for asymmetric information, contract for non-strategic components.

**5.0 Supply contracts – II:** Procurement and outsourcing strategies – Introduction, Outsourcing benefits and risks, framework for make and buy decisions, procurement strategies, and e-procurement.

**6.0 Supply chain integration:** Introduction; push, pull and push-pull systems, Impact of lead time, demand driven strategies, impact of the internet on supply chain strategies.

### Recommended Book:

Simchi-Levi, David, Philip Kaminsky, and Edith Simchi-Levi - Designing and Managing the Supply Chain - McGraw Hill/Irwin, 2007. ISBN: 9780073341521.

## BBA 337: OPTIMIZATION METHODS IN MANAGEMENT SCIENCE – I

### Objective:

To provide an in-depth knowledge of operational research tools which will help the students optimize the logistics activities and processes.

### Contents:

**1.0 Optimization:** definition, introduction to optimization methods, art of modeling, steps in formulating the model, Modeling and mathematics. Type of models and their characteristics.

**2.0 Linear programming:** Formulation of Linear Models. Graphical Method for solving two variable linear programming problems. Maximization and Minimization objectives. Sensitivity Analysis using the graphical method.

**3.0. Introduction of surplus, slack variables:** Artificial variables, Unrestricted Variables – how are they used, moving from graphical to algebraic method. Algebraic method for solving linear programming models. Special Linear Models – Alternative Optima, Unbounded Solution, Non-Feasible etc.

**4.0 Sensitivity:** Analysis using Simplex Method – Concept of Primal and Dual. Forming the Dual from the primal, solving the dual to get the solution to the primal.

**5.0 Transportation Model – I:** Transportation Model as special case of LPP. Initial Feasible Solution to the Transportation Model – Northwest Corner Method, Least Cost method, and Vogel

Approximation method. Feasibility and non-feasibility of the basic or initial solution using the three methods.

**6.0 Transportation Model:** Final Solution from the basic or initial feasible solution using the stepping stone method. Concept of alternative optima or alternative optimum solution. Assignment Problem – Demonstrating it as a special case of Transportation model. Solving using the Hungarian Method.

**Recommended Book:**

Taha, Hamdy A - Operations Research, An Introduction - Ninth Edition, Pearson Education Inc., 2011

**BBA (Human Resources)**

**BBA 339: RECRUITMENT AND SELECTION**

**Objective:**

To enable students to understand the decisions to be taken in selection of candidates and the different practices in recruitment process.

**Contents:**

**1.0 The human resource planning process:** Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.

**2.0 Job analysis and design:** Job analysis information and use. Collection of job analysis information. Application of job analysis information. Factors influencing job design methods. Job analysis techniques. Assessing job analysis methods.

**3.0 Organizational and external factors affecting recruitment:** Sources of methods of recruitment. Assessing recruitment methods. Ethical issues in recruitment, e.g. unfair discrimination, data protection.

**4.0 Influences on recruitment and selection. Selection as a process:** Validity and reliability of selection methods. Ethical issues in the selection process, e.g. equal opportunity. Methods for using information in selection decisions.

**5.0 Orientation programmes and orientation follow-up:** Employee placement: promotions, transfers, and demotions. Separations: attrition, layoffs and termination.

**Recommended books:**

1. Heneman, Herbert G., III, & Judge, Timothy A. (2009). Staffing Organizations. McGraw-Hill Irwin.
2. Stewart, C.J. and Cash, C.J. Jr., Interviewing: Principles and Practices, McGraw-Hill, 2000.

**BBA 341: ORGANIZATIONAL PERFORMANCE MANAGEMENT**

**Objective:**

To enable the students to learn the importance of organizational Performance Management in current context and acquire an in-depth knowledge of effective tools which are used in organizational performance management.

**Contents:**

**1.0 Organization:** Nature and scope – Definitions – Overview of various components and structure – Evolution of organization theory – Organizational theories. Organizational

Effectiveness - Definition – Importance and approaches to organizational effectiveness – Goal attainment approach.

**2.0 Organizational Processes:** Organizational work flow processes/business processes – Process re-engineering – Work flow as the basis for organizational design Organizational Design - Determinants of organizational design – Components of organizational design – Complexity – Formulization – Centralization – Types of organizational structures – Technological determinants of organizational design – Nature of technological influences – Technology and organizational structure.

**3.0 Organizational Power, Conflict and Politics:** Significance of Power and politics in organizations – Structural determinants of organizational power – Power imbalances – Sources of organizational conflicts. Labor – Management conflicts – Low formalization – Dependence on common scarce resources – Differences in evaluation criteria and reward systems – Participative decision making. Role dissatisfaction – Communication distortions – Managing organizational conflicts – Formal authority – Increasing interaction.

**4.0 Organizational decision making and strategy formulation:** Organizational decisions – Operating decisions – Strategic decisions – Administrative decisions – Influences on organizational decisions.

**5.0 Managing Organizational Culture & Evolution:** The Essence of Organizational Culture – Definition – Functions – Types – Characteristics – Creating – Organizational culture and strategy – When cultures collide – Mergers and acquisitions. - Growth and decline of organizations – Changing environment – Information / communication technology – Globalization and competition – Customer and quality – Managing growth and decline – Organizing for the future.

**Recommended books:**

1. P. G Aquinas - Organization Structure and Design - Excel Books New Delhi
2. Stephen Robbins - Organization Theory – Structure, Design and Applications – Pearson / PHI

### **BBA 343: PERFORMANCE APPRAISALS**

**Objective:**

To provide basic knowledge of Performance appraisals. To enable the students understand the various methods of Performance appraisals which are practiced in current scenario.

**Contents:**

**1.0 Performance:** Determinants of Performance - Performance dimensions - Performance Management – Characteristics - Contribution - Dangers of poorly implemented PM Systems – PM and PA - Performance management process - Performance management and strategic planning Performance Appraisals - Approaches to measuring Performance - Diagnosing the causes of poor Performance - Differentiating task from contextual Performance - Choosing a Performance measurement approach - Measuring results and behaviours - Gathering Performance information - Implementing Performance management system Conducting Staff Appraisals: Introduction - Need - Skills required - The role of the appraiser - Job description & job specification - Appraisal methods - Raters errors - Data collection - Conducting an appraisal interview - Follow up & validation - Present thoughts & future directions.

**2.0 Performance Analysis:** Scope - Performance Coaching – Principles – Techniques - Self Development - Performance management & employee development - Personal Development plans - 360 degree feedback as a developmental tool - Performance management & reward systems: Performance linked remuneration system. Performance Counselling - Concept – Conditions - The

need for Performance counselling - Role of the Performance consulting – Stages – Mentoring – Benefits - Performance linked career planning & promotion policy.

**3.0 Competency method in Human Resource Management:** Competence – Competency – Competency Characteristics – Myths about Competency – History of competency – Competency framework – Levels – Limitations.

**4.0 Competency modelling procedures and steps:** Business strategies – Planning to develop Competency Modelling - Issues related to developing competency models. Developing competency models from raw data – Data gathering and preparation - Analysing the data - Content analysis of verbal expression - Validating the competency models.

**5.0 Methods of data collection for mapping:** Sources - Observation - Repertory grid - Critical incidence technique - Expert panels - Surveys - Automated expert system - Job task analysis - Behavioural event interview - Competency Modelling and Assessment centres.

**Recommended books:**

1. Herman Aguinis - Performance Management - Pearson Education, 2007.
2. Lance A. Berger & Dorothy R. Berger - The Talent Management Hand Book, Tata Mc-Graw Hill

**BBA 345: INDUSTRIAL RELATION AND LABOR LEGISLATION**

**Objectives:**

1. To provide basic knowledge in industrial relations and labour laws.
2. To impart knowledge on labour laws.
3. To enable the students understand the various provisions of Trade Union and to give the practical input on industry relations.

**Contents:**

**1.0 Industrial Relations Concepts,** Importance, Objectives, Scope, Framework of Industrial Relations, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations. Case Study.

**2.0 Safety, Causes of Accidents,** Prevention, Safety Provision, Industrial Health and Hygiene – importance, Problems, Occupational Hazards, Diseases. Case Study.

**3.0 Factories Act,** Contract Labour Act, Industrial Disputes Act, Employees State Insurance Act, Maternity Benefit Act. Case Study.

**4.0 Minimum Wages Act,** Employee Provident Fund Act, Payment of Gratuity Act, Workmen Compensation Act, Payment of Wages Act, Payment of Bonus Act. Case Study

**5.0 Trade Union Objectives,** Applicability, Evolution, Theories, Provisions of the Act, Registration of Trade Union, Duties and Liabilities of a Registered Trade Unions, Rights and Privileges of Registered Trade Unions. Case Study.

**Recommended book:**

1. R.S. Dwivedi - Human Relations & Organizational Behaviour - New Delhi: Macmillan India Ltd, 2007.
2. Ratna Sen - Industrial Relations in India, New Delhi: Shifting Paradigms - Macmillan India Ltd, 2007.

**BBA (Marketing)**  
**BBA 347: CONSUMER BEHAVIOR**

**Objectives:**

1. To allow the students learn the basics of consumer behavior and understand the relevance of the subject in the realm of contemporary business and marketing.
2. To explain the buying patterns in both the consumer and the organizational markets and analyze their applicability in the diverse real world buying situations.

**Contents:**

**1.0 Introduction to Consumer Behavior:** Importance, Scope, Need, Consumer Research process.

**2.0 Consumer Models:** Economic Model, Psychoanalytic Model, Sociological Model, Howard and Sheth Model, Nicosia Model, Engel-kollat-Blackwell model

**3.0 Individual determinants:** Perceptual process, Consumer Learning Process, Consumer attitude formation, attitude measurement, meaning and nature of personality, Self-concept.

**4.0 Influences and Consumer Decision Making:** Family, Reference Group, Personal, Social and Cultural influence on Consumer Behavior, Consumer Decision Making process, Consumer Communication Process, Consumer satisfaction.

**5.0 Industrial Buying Behavior:** Participants, Characteristics of Industrial market, factors influencing industrial markets, stages of industrial buying process, Customer and Marketing of Services.

**Recommended Books:**

1. Blyth, J – Consumer Behavior, London
2. Lantos, G.P. – Consumer Behavior in action - Real Life Applications for Marketing Managers

**BBA 349: RETAIL MANAGEMENT**

**Objective:**

The course is designed to provide an in-depth understanding of retail marketing, building sustainable relationships, buyer's behavior, pricing strategies and delivery channels to the end users, and providing cutting edge coverage on the latest topics and developments in retailing.

**Contents:**

**1.0 Introduction to retailing:** Definition – functions of retailing - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective.

**2.0 Retail consumer behavior:** Buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behavior - Customer Service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

**3.0 Retail operations:** Choice of Store location – Influencing Factors, Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – Space planning, Retail Operations - Inventory management – Merchandise Management – Category Management.

**4.0 Retail marketing mix:** Retail marketing mix –Introduction. **Product** – Decisions related to selection of goods (Merchandise Management revisited) –Decisions related to delivery of service. **Pricing** – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. **Place** – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. **Promotion** – Setting objectives – communication effects - promotional mix. Human Resource Management in Retailing – Manpower planning – recruitment and training – compensation – performance appraisal.

**5.0 Impact of IT in retailing:** Non store retailing (E tailing) The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system. Legal aspects in retailing. Social issues in retailing. Ethical issues in retailing.

**Recommended Books:**

1. Gilbert, D – Retail Marketing management - Financial Times/ Prentice Hall; 2<sup>nd</sup> edition
2. Nair, S – Retail management- Himalaya Publishing House

**BBA 351: RURAL MARKETING**

**Objectives:**

1. To familiarize students with the untapped potential market in Rural India & the growing market driven strategies to explore it.
2. To acquaint the students to the rising economy, the changing consumption habits & preferences of rural consumers
3. To equip the students to overcome the challenges of communicating to media-dark rural audience of lower literacy rates & poor infrastructure.

**Contents:**

**1.0 Introduction:** Importance of rural management, Agricultural and Non-Agricultural Section of Economy.

**2.0 Rural Development:** Issues in rural development, Major problems of rural India, Schemes and policies for rural development.

**3.0 Rural Finance:** Rural Financial environment, Organization of rural credit supply, credit planning and implementation of credit programs for rural development, Saving and deposits mobilization in rural India, Financing of working capital and fixed capital, Monitoring, control and recovery of rural credit.

**4.0 Co-operative Management:** Co-operatives: meaning and objectives, Development of Co-operatives in rural areas, Co-operative credit societies, Co-operative marketing, Evolution of some successful cooperative organizations.

**5.0 Marketing of Agricultural Produce:** Formation of Cooperative marketing and processing societies, marketing of rural/ cottage industry/ artisan products; Rural Marketing Strategies: Rural Market Segmentation, Strategies on product, price, promotion, and distribution.

**Recommended Book:**

1. Sadhu & Singh - Fundamentals of Agricultural Economics - Himalaya Publishing House.
2. Desai R.G - Agricultural Economics - Himalaya Publishing House.

**BBA 353: DISTRIBUTION AND SALESMANSHIP**

**Objectives:**

1. To familiarize students with the activities in Distribution and Salesmanship.
2. To help provide students with the knowledge and skills necessary to manage corporate logistics and retail activities.

**Contents:**

**1.0 Introduction to Sales Management:** Meaning- Evaluation- Importance- Personal Selling- Emerging Trends in Sales Management- Elementary Study of Sales Organizations- Qualities and Responsibilities of Sales Manager- Types of Sales Organizations.

**2.0 Selling Skills & Selling Strategies:** Selling and Business Styles- Selling Skills- Situations- Selling Process- Sales Presentation- Handling Customer Objections- Follow-Up-Action.

**3.0 Management of Sales Territory & Sales Quota:** Sales Territory- Meaning- Size- Designing- Sales Quota- Procedure for Sales Quota- Types of Sales Quota- Methods of Setting Sales Quota- Recruitment and Selection of Sales Force- Training of Sales Force.

**4.0 Distribution Management:** Nature of Marketing Channels- Importance- Functions and Number of Channel Levels for Consumer Markets and Business Markets-Channel Dynamics- Vertical Marketing System- Horizontal Marketing Systems- Hybrid Marketing Systems-Factors Affecting the Selection of Channel Members- Major Channel Alternatives- Channel Conflicts.- Channel Design-Retailing & Wholesaling- Meaning, Functions and Types.

**5.0 Identifying and Selecting Market:** Meaning of Buyer Behavior- Buying Motives- Buying Roles- Buying Behavior Models- Consumer Behavior- Factors Affecting Consumer Behavior- Cultural Factors- Social Factors- Personal Factors and Psychological Factors-Buying Decision Process- Types of Buying Behavior- Complex Buying Behavior- Dissonance Buying Behavior- Habitual Buying Behavior- Variety Seeking Behavior -Analyzing Industrial Markets- Characteristics of Industrial Markets- Characteristics of Industrial Markets- Industrial Markets Vs Consumer Markets- Mass Marketing- Niche Marketing- Local Marketing- Mini Marketing- Market Segmentation- Market Segmentation Procedure- Bases for Segmenting Consumer Markets

and Business Markets-Market Targeting- Evaluating Market Segments- Selecting Market Segments-Market Positioning-Meaning, Positioning Strategies.

**Recommended Books:**

1. Thomson - Principles of Marketing - SAGE Publications Ltd; Third edition
2. Philip Kotler - Marketing Management - Pearson Education India; Fifteenth edition (2015)

**BBA (Insurance and Risk Management)  
BBA 355: INTRODUCTION TO INSURANCE**

**Objective:**

To provide the basic knowledge about the Insurance sector and their services

**Contents:**

**1.0 Operation of Insurance Market:** Introduction; Role of financial services and insurance; History of Insurance; Insurance distribution; Role and functions of Agents; Structure of Life and Non-Life Insurance Companies.

**2.0 Identifying Client's Needs:** Introduction; Typical life stages of a client; Factors; Real and Perceived Needs; Gathering Client Information; Understanding priorities; Fact Findings; Assessments and Analysis; Benefits to a client situation; Making Recommendation.

**3.0 Human Life Value:** Introduction: Human life value calculation methods.

**4.0 Understanding Economic Value:** Introduction; computing economic value.

**5.0 Good Client Practices - I:** Requirements of Clients; Agents Remuneration; recommending suitable policies; Persistency.

**6.0 Good Client Practices –II:** Clients rights and complaint procedure; Building long term relations with clients.

**Recommended books:**

1. IC-33 – Insurance Institute of India publication
2. E Dharmaraj - Financial services – S Chand & Co Ltd.

**BBA 357: LEGAL ASPECTS OF INSURANCE BUSINESS**

**Objectives:**

1. To help the student understand the legal principles and provisions of the life insurance contract.
2. To understand the rights and obligations of both parties to the contract and the legal environment within which life insurance practice is carried out.

**Contents:**

**1.0 Sources of Law:** Definition of law - statute law and common law. Administration of Justice in India: The Supreme Court and other Courts – Arbitration and consumer forums – various laws and acts like shops and establishments act – Right to Information act – Cyber laws and prevention of money laundering act.

**2.0 Law of contract:** Elements of a contract, Salient features of the life insurance contract like the principles of indemnity, insurable interest and Utmost Good Faith. Provisions of Life Insurance Contract: Proposal and policy – Policy conditions and privileges – like days of grace – lapse and revival – surrender and loans – accident benefits.



**3.0 Legal status of individuals and life insurance:** Nationality – Domicile and Citizenship – Exchange control regulations – Life insurance transactions involving foreign currency, like premium collection and settlement of claims. Rights under Life Insurance Policies: Assignment, Nomination and MWP Act provisions – loss of policies. Life Insurance policies as property: Life insurance as actionable claim and mortgage – Policy loans – Stamp Act provisions.

**4.0 Claim Settlements:** Claims settlement process – Maturity claims – death claims – Presumption of death for missing persons – evidence of title and succession – Minors, Lunatics and Insolvents – Garnishee Orders – Attachment and Prohibitory orders. Protection of consumer's interests: The consumer Protection Act 1986 – defining 'Consumer', 'Service Deficiency', Unfair and Restrictive Trade Practices – System for Redressal of Complaints – Implications of Consumer Protection act – Consumer Protection Councils and Ombudsman.

**5.0 Group life Insurance and other schemes:** Group life insurance – Superannuation and Gratuity schemes – Reinsurance – Key man and Property Insurance. : Insurance Intermediaries: The Contract of Agency – Appointment of agents – IRDA regulations with regard to Licensing of Agents, Brokers and Corporate Agents – authority of Agent – Rights and responsibilities of agents and Principal – Termination of agency and Renewal / Hereditary Commission.

**6.0 Nationalization of life insurance:** LIC Act 1956. Tax Laws and Life Insurance: Tax on Income and wealth and life insurance – Service Tax. Life Insurance Legislation abroad and Policy Initiatives in India: Life Insurance laws in UK. USA and the European Community – Insurance initiatives in India – formation of Malhotra Committee on Reforms in Insurance sector – Formation of IRDA. Provisions of IRDA Act 1999.

**Recommended Books:**

1. N D Kapoor - Mercantile Law - Sultan Chand & Sons; Thirty Fourth edition (2014)
2. Legal Aspects of Insurance Business – Insurance Institute of India

**BBA 359: MATHEMATICAL BASIS OF LIFE ASSURANCE**

**Objective:**

To understand and implement the practical aspects of Mathematics in Life Assurance

**Contents:**

**1.0 Life Insurance Products:** Introduction – Term Assurance Products – Whole Life Products – Pure Endowment Products – Endowment Assurance Products – Without profit (Non-participating) Endowment Assurance – With profit (Participating) Endowment Assurance – Money Back Products – Unit Linked Products – Accumulating with Profit Products – Annuity Products.

**2.0 Office Premiums and Policy Values:** Introduction – Effects of Interest Rates – Loading in Premium Rates for Expenses – Expression for Office Premiums – Bonus Loading in Premium Rates – Adequacy in premiums – Consistency in Premiums – Select Premiums – Selection Against The Insurer. Policy Values: Introduction – Policy Value – Symbols – Calculation of policy Value for Unit Sum Assured – Retrospective Method and Comparison with Prospective Value – Derivation of Theoretical Expressions – Other Expressions for Policy Value – Surrender Values – Paid-up Policies – Alteration of Policy Contracts. Further Life Contingencies: Introduction – Premiums – Complete Annuities – Relationship between Policy Values – Extra Risks – Examples.

**3.0 Reinsurance:** Introduction – Need for Reinsurance – Risk – Financing New Business Strain – Technical Assistance – Diversification of business - Reinsurance Contracts – Types of Reinsurance – Proportional Reinsurance Contracts – Proportional Reinsurance Contracts – Non-proportional Reinsurance Contracts – General Considerations – Regulatory provisions

**4.0 Data for Valuation:** Introduction – Valuation Process – Functions of Valuation – Policy wise Data - Valuation of Non Standard Plans – Investigation – Reconciliation of data. Methods of Valuation: Introduction – Valuation of Liabilities – Premiums – Prospective Methods of Valuation – Methods of Valuation – Net Premium – Effects of Net premium – Business Strain – Modified Net Premium Method – Gross Premium Method – Gross Premium Method for With Profit Policies – Gross Premium Bonus Reserve Method – Concepts of Estate and Trading Profit – Special Use of Retrospective Method – Valuation of Unit-Linked Policies – Regulatory Provisions.

**5.0 Special Reserve & Adjustments:** Introduction – Allowance for actual incidence in premium income – Adjustment for outstanding premiums – Reserve for payment of claims – Revival of Lapsed Policies – Provision for expenses of reduce paid up policies – Reserve for Elimination of negative values – Exchange Fluctuation reserve. **Surplus & Its Distribution:** Introduction – Profit – Surplus – Sources of Surplus – Effects of Reduction – Contribution Method – Reversionary Bonus System – Uniform Compound Reversionary Bonus System – Bonus in Reduction of Premiums – Tontine Bonus – Discount Bonus – Interim Bonus – Guaranteed Additions – Valuation.

**6.0 Asset Share:** Introduction – Surrender profits on with profits business – Profits from without profit business – Allocation from the estate – Initial and renewal expenses including commissions – Cost of providing life cover and other policy benefits – Tax – Profit to Shareholders – Cost of capital to support new business strain – Free Assets – Mathematical determination of Asset Share – Asset Share – Application of Asset share - Surrenders & Alterations: Introduction – Various Consideration in Allowing Surrender of a policy – Product types where surrenders are not allowed – Determination of Surrender Terms – Effect of Surrenders on Future Profits and Policy Reserves – Paid up Values – Alteration of Policy Contracts.

**Recommended book:**

Mathematical Basis of Life Insurance – Insurance Institute of India publication

## **BBA 361: INSURANCE RISK MANAGEMENT**

**Objective:**

The objective of this study course is to familiarize with concepts, approaches, methodologies and measures taken by organizations and individuals to identify analyses & reduce the risk of damage to physical assets, exposure to legal liability, or injury to employees or customers.

**Contents:**

**1.0 Scope and Objectives of Risk Management:** Formal system of risk threats – Contributory factors – Measures for economic control – Basic components of the risk management system – definitions – process & administration – Possible contributions & Potential benefits of risk management to a business; **Risks:** Introduction – Various Risks and Mitigation – Economic Risks – Market Risk – Interest Rate Risk – Market Value Risk – Currency Risk – Liquidity Risk – Insurance Risks – Mortality Risk – Expense Risk – Withdrawal Risk – Life Insurance Product Designs – Mix of New Business – Size of Contract – Mix by Source – Volume of New Business – Reinsurance Arrangement – Management Actions – Operational Risks.

**2.0 Building up an Effective Risk Management Programme:** Deciding the programme objectives – pre & post loss objectives – Defining role, functions and duties of a Risk manager – Risk management policy – Objectives & Implementation strategies – Risks profiling & risk audits – Organizing & putting the programme in place – Controlling the programme – Formulating a risk management policy. Identifying & analyzing loss exposures: Risk identification purpose & details

– Types of risk identification techniques – Hazard identification & risk assessment – Statistical and other methods of assessing risk exposures – Prioritizing and mapping of risks.

**3.0 Alternate risk management techniques:** Risk control – Loss control management – Risk financing & Transfer mechanisms – Risk control – Risk financing & insurance – Risk retention & transfer strategy – Selecting the best technique – Managerial & technical decisions in implementation the selected technique – Monitoring & improving the risk management programme – Objectives, Timings & methodology, Inter-relationship of risk analysis, control and financing, Alternative Risk Transfer (ART) Mechanisms: Finite risk reinsurance – Risk transfer to capital markets as source of capacity – Global trends – Integrated risk management – Capital market products – Traditional & non-traditional options, Self-insurance, captives, risk retention groups and pools.

**4.0 Enterprise risk management (ERM):** Importance, definitions and regulatory developments – Four categories of ERM objectives viz. Strategic, Operations, Reporting and Compliance – Eight important components of ERM in achieving the objectives – Limitations – Impact on management practices – Contributions towards value creation.

**5.0 Business Continuity Management and Disaster/emergency/recovery planning:** Definitions – Threats that can lead to emergency, disaster or catastrophe – Possible combination of disaster phases – Features of Business Continuity Planning (BCP) – process, impact analysis methods, cost effectiveness, international standards, Assessing Loss Exposures: Types of loss exposures – Concepts and approaches for assessing Property, Liability, Personnel and Net Income losses – Basic elements like values exposed to loss, perils causing loss and financial consequences of a loss – Property losses types, causes, monetary effects and valuation methods – Loss of profits and consequential loss analysis – Liability loss exposures – definitions, legal aspects and financial consequences – Personal loss exposures – categories, examples and financial effects.

**6.0 Risk Management Checklists, Charts & emergency management plan examples:** Security & safety checklist – Property protection checklist – Checklist to assess vulnerability of Data Systems – Liability – Product liability and risk control audit checklist – Sexual harassment and discrimination checklist – Safety analysis chart – Emergency management plan through frequently asked questions & answers for staff members of Chicago university.

#### **Recommended Books:**

1. Jim Bannister - Managing Risks –LLP Professional Publishing; 2nd edition
2. C A Williams & R M Heins - Risk Management & Insurance – McGraw-Hill

### **BBA (Family Business Management)**

#### **BBA 363: ENTREPRENEURIAL MARKETING AND NEGOTIATION**

##### **Objectives:**

1. To develop a deeper understanding of segmentation, pricing, sales and distribution, developing value propositions, and discovering new entrepreneurial opportunities.
2. To describe the marketing concept and to understand various aspects of negotiation and its implications on marketing activities of new ventures.

##### **Contents:**

**1.0 Marketing and Entrepreneurship:** fundamentals of marketing, guerrilla marketing, marketing mix, segmentation – targeting – positioning. WoM marketing.

**2.0 Identifying Market Opportunities:** perspective on marketing research, market research in the Pre-Start-up Phase. Implications of Market research and Competitive analyses, Research after start-up, market intelligence.

**3.0 Entrepreneurial Pricing & Distribution Strategy:** Channels of distribution, functions and importance of marketing channels. Types of distribution channels. Channel decision. Pricing objectives, pricing strategies and tactics.

**4.0 Building Customer Relationships:** Define CRM; understand the importance of CRM, Explain the role of entrepreneur as relationship developers, explain the determinants of CRM and the key stages in its development.

**5.0 Introduction to Negotiation:** Definition, Importance of Negotiation, Stages in Negotiation, Negotiation Strategies.

**6.0 Role of negotiator:** Roles and responsibilities of negotiator, issues in negotiation, Negotiation skills.

**Recommended Books:**

1. David H Holt – Entrepreneurship, New venture creation - Eastern Economy Edition.
2. Vasant Desai - The Dynamics of Entrepreneurial Development and Management - Himalaya Publishing House.

**BBA 365: ENTREPRENEURIAL FINANCE**

**Objective:**

To familiarize the students with the concepts of development, growth strategy, cost implementation, risks and management of entrepreneurship.

**Contents:**

**1.0 Entrepreneurship:** Conceptual framework, development, process. Entrepreneurship in India. Various financial schemes.

**2.0 Business Opportunity:** Identification, scanning of opportunities, evaluation objectives and factors affecting identification of business opportunities.

**3.0 Feasibility study:** Market, Technical, Financial feasibility.

**4.0 Financial Appraisal:** Methods of financial appraisal under certainty, working capital estimations.

**5.0 Project financing:** Sources of long term finance and short term finance. Optimum capital structure. Venture capital financing.

**6.0 Financial analysis:** Ratio analysis. Techniques of capital budgeting. Time value of money. Selection of capital budgeting technique.

**Recommended Books:**

1. Vasant Desai - Entrepreneurship Management - Himalaya publishing house, Latest edition.
2. Rajeev M. Gupta - Project Management - Eastern economy edition. 2013.

## **BCM367: BUSINESS ANALYSIS**

### **Objectives:**

1. To apply relevant knowledge, skills, and exercise professional judgment in assessing strategic, position, determining strategic choice, and implementing strategic action through beneficial business process and structural change.
2. To coordinate knowledge systems and information technology and by effectively managing processes, projects, and people within financial and other resource constraints.

### **Contents:**

**1.0 Strategic Position:** The need for, and purpose of, strategic and business analysis Environmental issues affecting the strategic position of, and future outlook for, organization Competitive forces affecting an organization, Marketing and the value of goods and services. The internal resources, capabilities and competences of an organization. The expectations of stakeholders and the influence of ethics and culture.

**2.0 Strategic Choices & Action:** The influence of corporate strategy on an organization. Alternative approaches to achieving competitive advantage. Alternative directions and methods of development. Organizing and enabling success. Managing strategic change. Understanding strategy development.

**3.0 Business and Process Change:** Business change. The role of process and process change initiatives. Improving the processes of the organization. Software solutions.

**4.0 Information Technology:** Principles of information technology. Principles of e-business. E-business application: upstream supply chain management. E-business application: downstream supply chain management. E-business application: customer relationship management.

**5.0 Project Management & People Management:** The nature of projects, Building a business case, Managing and leading projects. Planning, monitoring and controlling projects. Concluding a project. Strategy and people: leadership, Strategy and people: job design. Strategy and people: staff development.

**6.0 Financial Analysis:** The link between strategy and finance. Finance decisions to formulate and support business strategy. The role of cost and management accounting in strategic planning and implementation. Financial implications of making strategic choices and of implementing strategic actions.

### **Recommended Book:**

ACCA P3- Business Analysis- Kaplan's publishing.

## **BBA 369: TECHNOLOGY SELECTION AND MANAGEMENT**

### **Objective:**

To familiarize students with the fundamental concepts in Information Systems and their business applications. To provide the students an overall perspective of the Information needs of an organization in the context of ongoing information revolution

### **Contents:**

**1.0 Information Systems for Business:** Need for Information Systems – Business in the Information age, Information systems Concepts, Computer Based Information Systems – Categories of Information Systems- Operational Support Systems- Management Support Systems- Strategic Information Systems. Functional Information Systems – IS support to Business Functions – Accounting & Finance, Marketing & Sales, Production & Logistics, and Human Resources Management Systems.

**2.0 Information Technology Infrastructure:** Computer Hardware-I/O Devices, Memory Devices, Processor -Software-Application & System, Software- Multimedia– Definition, Characteristics, Elements of Multimedia, Multimedia Applications. Data Communication & Computer Network – Definition, Types –Network Topologies Network, Devices, Wireless Networking. The Internet, Intranet.

**3.0 Information Systems Planning and Development:** Systems Planning - Traditional system development lifecycle (SDLC) - alternate methods for system development data flow analysis-system development outside the system- Data Base Concepts- Definition-Advantages, Disadvantages – Normalization – Types of Data Bases – Definition of Distributed Databases.

**4.0 Information Systems Application:** Inter organizational- Global information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT) – Extranets, E-Commerce Overview- E-commerce Applications, M-Commerce, Services & Applications, E-Governance-Emerging Trends in Computing – Cloud Computing, Grid Computing (Definitions only).

**5.0 Decision Making and Support Systems:** Introduction, various problems associated with decision making. Decision Support Systems – Introduction, working of DSS, components of DSS.

**6.0 Computer Security - Need For Security:** Security Threat & Attack- Malicious Software, Hacking, Security Services Security, Mechanisms - Cryptography, Digital Signature, Firewall-Types of Firewall-Identification & Authentication–Biometric Techniques–Other Security Measures- Security Policy.

**Recommended Books:**

1. Turban, Rainer and Potter -Introduction to Information Technology - John & Wiley Sons.
2. Anita Goel - Computer Fundamentals - Pearson.

**BBA (Hospitality and Tourism)**

**BBA 371: FOOD & BEVERAGE MANAGEMENT I**

**Objectives:**

1. To enable the student with sufficient accuracy for the calculation of the food cost.
2. To enable the students to make sales analysis and methods of F & B Cost Controls.

**Contents:**

**1.0 Menus and recipes:** Understand the importance of menu, various types of menu, concept of balancing a menu, Measuring Ingredients, Standard recipe, Recipe calculation.

**2.0 Kitchen ergonomics:** Understanding various categories of kitchen equipment, Uses, Safety procedure in handling equipment, Standard operating procedure.

**3.0 Basic principles of cooking:** Heat and Food, Heat Transfer, Heat Management, Moist Heat Methods, Dry Heat Methods, Dry Heat Methods Using Fat, Microwave Cooking, Sous Vide cooking, Building flavour profiles, Seasoning and flavouring ingredients, Herbs and Spices.

**4.0 Kitchen organization:** Basis of Modern kitchen organization, Classical brigade, Standard of professionalism, Kitchen layout, Role and function of Kitchen Professional, Co- ordination with other Departments.

**5.0 Food commodities:** Introduction to Perishables and Non-perishables, Uses, Standard Purchase Specification, Purchase, Storing, Issuing.

**6.0 Determining food & beverage standards:** Standard Purchase Specification, standard recipes, standard yield – determining standard yields, cost per servable unit, the cost factor, adjusting standard recipe, yield, trim and cooking loss, standard portion sizes. Non Alcoholic Beverages: Classification of Beverages – Refreshing, Nourishing, Stimulating - Tea - Various Types Of Tea,

Processing, Manufacturing, Service Standards, Storage, Brands. Preparation of Tea & Coffee - Types, Processing & Production, Service Standards, Storage, Brands and methods of making Tea & Coffee. Nourishing Beverages - Examples with types, brands. Refreshing beverages - Examples with types, brands & composition. Types of waters with examples of each.

**Recommended Books:**

1. Jack E Miller, David K Hayes, Ph.D. - Basic Food and Beverage Cost Control
2. Lewis J. Minor, Ronald F Cichy - Food Service systems Management

**BBA 373: TRAVEL AGENCY AND TOUR OPERATIONS**

**Objective:**

This course provides an outlook on the way in which tourism products and services are sold to the consumer. The role of the tour operator and the travel agent are evaluated in terms of their respective roles in the supply chain. The modules provide an understanding of the distribution operation in tourism, use of information communication technology in travel retailing and the managerial aspects required to manage a travel agency and to present holiday products to consumers.

**Contents:**

**1.0 The distribution mix in tourism:** Distribution's role in the Marketing mix; the Tourism Distribution system; Integration and Classification of channels; Distribution mix strategies; Tour wholesaler and Retailer – basic; Corporate travel departments; Incentive travel houses; Electronic distribution system.

**2.0 Tourism and travel product:** Tourism and travel market, the travel agency and its product, International travel requirements; travel agency organizations.

**3.0 Organization and working of a travel agency:** Classification of travel agents; organizational structure and functions of travel agency; Approval and requirement to set up a travel agency; organizing package Tours; Tour reference tools; Factors affecting Tour design and selection.

**4.0 Travel retailing and operations:** Agency commissions; Itinerary planning; Guides, literature and manual for travel agency business; Consumer issues in tour operating; consumer trends affecting the future of tour operating; Travel retailing and ICT – issues and challenges; social networking and Tourism.

**5.0 Air travel policies and procedures:** Airlines Policies and practices; Basic elements of Air Fare; Fare rules and Taxes; Basic principles of International Ticketing and Fares; Air Ticketing Techniques and Procedures.

**6.0 Tour operators and tour operations:** Types of Tour operators; Role of tour operators in Tourism Market; Tour operational Techniques – hotel procedures, transportation delays, non-performance of a supplier, handling expense funds clients refunds; **Financial Planning And Control:** Finance and Accounting records, sales report and summary, Financial reports and Management, Cash flow analysis, Budgets and forecasts; Travel agency automation system.

**Recommended Books:**

1. Dennis L Foster - An Introduction to Travel and Tourism - Glencoe/Mcgraw-Hill
2. Stephan J Page - Tourism Management-managing for change - A Butterworth-Heinemann Title

## BBA 375: ACCOMMODATION MANAGEMENT

### Objectives:

1. To understand the nature of Hospitality Industry, Front Office & Housekeeping functions.
2. To assess and evaluate Contemporary Hospitality issues.
3. To apply decision models to Yield Management issues.

### Contents:

**1.0 Introduction to Hospitality Industry:** The term 'Hotel', Evolution & development of hospitality industry and tourism, Famous hotels worldwide, Classification of hotels (based on various categories like size, location, clientele, length of stay, facilities, ownership), Organizational chart of hotels (Large, Medium, Small).

**2.0 Front Office Department:** Sections and layout of Front Office department, Coordination of front office with other departments of the hotel, Equipment used at the Front desk (Manual and Automated), Guest Types: FIT, VIP, Business Travelers, GIT, Special Interest Tours, Domestic, and International, Types of rooms, concept of Executive/ Club floors, Food / Meal plans, Types of room rates (Rack, FIT, crew, group, corporate, weekend etc.), Role of Front Office, Key control and key handling procedures, Rules of the house (for guest and staff), Black list, Bell Desk and Concierge-role & functions performed, Role of lobby manager. Hospitality Desk : role & functions, Valet service.

**3.0 House Keeping:** Role of housekeeping industry, definition, importance & functions of housekeeping, types of rooms & the significance, personal attributes of housekeeping staff, Organization chart of small hotels, medium hotels, large hotels, layout of housekeeping department, current rooms, guest room amenities, job description and job satisfaction, identifying housekeeping responsibilities, duties and responsibilities of housekeeping staff, personal traits of housekeeping staffs, interdepartmental relationship with front office, with maintenance department, with security department, with store department, with account department, with other departments.

**4.0: Contemporary Hospitality issues:** Hospitality in today's economics scenario, Upcoming hospitality units Impact of Socio-Economics and Technology on Hospitality, future of hospitality sector, operations of revenue producing department, lounge disc & nightclub casinos, logistics in accommodation for guest, new reservation system, concierge, rooming of guest, handling specially abled guest, opening of new properties, pre-opening of hotels, new property operations, starting up rooms division safety & security in rooms division, work environment safety, room tariff basis, establishing room rates, designing of tariff cards, front accounting, front office as revenue generating center, various financial records and document prepared and used at billing section, guest accounting cycle, auditing in front office. Case study.

**5.0 Communication and Soft Skills:** Meaning, Definition, Nature and Scope of Communication, Importance of Communication, Process of Communication, Barriers to Effective Communication, Overcoming the Barriers. Non-Verbal Communication, Body Language, Elements of a Good Personality, Introduction to Corporate Culture, Professionalism in Service Industry, Group discussions – structure and types, Mock GD using video samples, Personal grooming and business etiquettes, corporate etiquette, social etiquette and telephone etiquette, role play and body language, impression management.

**6.0 Fundamentals of Yield Management:** Budgeting, forecasting, pricing, necessary conditions and information for revenue management, rate, and availability controls, overbooking, groups, markets and OTAs, marketing and management implications of revenue management implementation.



**Recommended Books:**

1. Dr. R.K. Singh - Guest management - Aman Publications
2. Dr. D.K. Agarwal - Banquet Management and Room Divisions - Aman Publications

**BBA 377: TOURISM AND HOSPITALITY MANAGEMENT****Objectives:**

1. Students are expected to understand the basic concepts of hospitality and tourism sector and their interrelationship and the various components and products of tourism industry
2. To understand the impact of economic environment on hospitality and tourism sector
3. To understand the principles of entrepreneurship management in hospitality and tourism sector and the basic concepts of hospitality for leisure and tourism sectors

**Contents:**

**1.0 Introduction to hospitality for the tourism sectors:** Introduction to the basic concepts of hospitality industry applicable to the tourism sector; It enables the students to understand the correlation between hospitality and tourism sector and the influence of hospitality in the development of tourism sector.

**2.0 The tourism system:** This module introduces the scope and nature of the tourism industry products and destinations. It examines the components of the tourism system involved in supply of tourism products across public, private and voluntary sectors and considers the consequences and management implications resulting from tourism supply.

**3.0 Tourism and economic environment:** Introduces the theories, concepts, principles, and practices from generic economic environment areas as well as the changing business environment in which tourism and hospitality sectors operate.

**4.0 Tourism and hospitality entrepreneurship management:** This module will comprehend and evaluate the changing business environment in which the tourism and hospitality industry operates. It examines the structure, operation and organization of the public, private, and not for profit sectors in hospitality and tourism.

**5.0 Hospitality foundation for the leisure and tourism sectors:** This module will introduce the diversity of hospitality operations which supply the leisure and tourism industries. This will give an understanding on the practical considerations underpinning decisions made by lodging and food service managers supplying leisure and tourism sectors. It also helps in identifying the utilization and management of resources in leisure tourism events

**6.0 Future tourism and hospitality trends:** This module deals with the essence of transformation of hospitality industry – product focused approach to customer focused and brand intensive one. The module also deals with the future markets, travel technology, innovation of the future, design and dining trends, technology.

**Recommended book:**

Entrepreneurship in the hospitality, tourism and leisure industries - Oxford: Butterworth Heinemann Moments of Truth. Carlzon, J. (1987) Cambridge Ballinger Publishing

**SEMESTER 6**  
**BBA 302: CORPORATE GOVERNANCE & BUSINESS ETHICS**

**Objectives:**

1. To provide the students basic inputs on Corporate Governance
2. To acquaint the students with moral and ethical issues in Business

**Contents:**

**1.0 Governance and Responsibility:** The scope of governance, Agency relationships and theories, the board of directors - Board committees, Directors' remuneration. Different approaches to corporate governance. Corporate Governance and Corporate Social Responsibility. Governance: reporting and disclosure. Public sector governance.

**2.0 Internal Control and Review:** Management control systems in corporate governance. Internal control, audit and compliance in corporate governance. Internal control and reporting. Management information in audit and internal control.

**3.0 Identifying and Assessing Risk:** Risk and its Management Process. Categories of Risk, Identification, Assessment and Measurement of Risk.

**4.0 Controlling Risk:** Targeting and monitoring risk. Methods of controlling and reducing risk. Risk avoidance, retention and modelling.

**5.0 Professional Values, Ethics and Social Responsibility:** Ethical theories, different approaches to ethics and social responsibility. Professions and the public interest. Professional practice and codes of ethics. Conflicts of interest and the consequences of unethical behavior. Ethical characteristics of professionalism. Social and environmental issues in the conduct of business and of ethical behaviour.

**6.0 Corporate Governance:** Current Trends and Issues – Case Study Analysis.

**Recommended Books:**

1. Swami Parthasarathy - Corporate Governance – principles and mechanisms.
2. Richard De George - Business Ethics and management by values.

**BBA 304: BUSINESS ANALYTICS**

**Objective:**

To enable understanding of International Business, its environment and components with help of concepts and examples which demonstrate these concepts.

**Contents:**

**1.0 Business Analytics:** Introduction, Analytics on Spread Sheets, Visualizing and exploring data.

**2.0 Descriptive Analytics – I:** Visualizing and Exploring Data, Review of Statistical Measures, and Review of Probability.

**3.0 Descriptive Analytics – II:** Probability Distributions and Data Modeling, Sampling and Estimation, Statistical Inference.

**4.0 Predictive Analysis:** Predictive Modeling and Analysis, Regression Analysis, Forecasting Techniques, Introduction to Data Mining.

**5.0 Prescriptive Analytics:** Linear Optimization, Applications of Linear Optimization, Integer Optimization.

**6.0 Making Decisions:** Decision Analysis.

**Recommended Books:**

1. Levin, Richard I; David S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui – Statistics for Management – 7th Edition, Pearson Education.
2. Taha, Hamdy A - Operations Research, An Introduction - Seventh Edition, Pearson Education.

## Specialization

### BBA (e-banking and Finance)

#### BBA 308: CREDIT OPERATIONS

**Objective:**

To make the students conversant with credit and monetary policy directives of RBI, management of lendable resources and credit dispensation techniques.

**Contents:**

**1.0 Credit policy of RBI:** monetary & credit policy, money supply & money growth, priority sector & sectorial flow of credit, prudential exposure norms.

**2.0 Credit policy of individual banks:** ALM, secured/unsecured loans, pricing of loan products, strategies to increase agricultural loans & priority lending, ANBC, credit committees, restricted/prohibited sectors, due diligence, computation of lendable resources.

**3.0 Identification of borrower:** pre-sanction appraisal, documentation and disbursal, post sanction follow-up-due diligence.

**4.0 Approach to lending:** methods of lending, analysis & interpretation of financial statements, risk rating format, risk adjusted pricing.

**5.0 Working capital finance:** term lending, consortium lending.

**Recommended Book:**

Indian Institute of Banking and Finance - Principles of Banking and Practices – Macmillan, Mumbai

#### BBA 310: RECOVERY MANAGEMENT

**Objective:**

To make the students understand the importance of recovering the debt due to banks by adopting various methods of recovery.

**Contents:**

**1.0 Recovery policy of banks:** RBI directives on health of financial system, recovery agents, mandatory disclosures

**2.0 Prudential accounting standard:** IRAC norms of asset classification, income recognition & provisioning

**3.0 Asset quality maintenance:** satisfactory & irregular accounts, special mention accounts, MCMR/QCMR reporting standards, reviewing authorities & delegated power, restructuring of debts, corporate debt restructuring, BIFR/SICA

**4.0 Non judicial recovery:** recovery by normal follow up, compromise settlement, one time settlement, exercising right to set off, invocation of charges of hypothecation, pledge, role of guarantor

**5.0 Judicial process of recovery-lok adalat:** SARFAESI Act, DRT, civil courts-money suit, summary suits, mortgage suits, company court proceedings-filing winding up petition, filing insolvency petition.

**Recommended Book:**

Dr. R G Chaturvedi, Debt Recovery Law with Debt Recovery Cases –Western Publishers, Jaipur

### **BBA 312: INTERNATIONAL BANKING**

**Objective:**

To provide an exposure of foreign exchange transactions, external trade and management of external economy within the ambit of relevant international laws in consonance with domestic laws.

**Contents:**

**1.0 Foreign exchange:** exchange rate, direct/indirect rate, cross rate, cover deals, arbitrage operations, fixed & floating rates, forex market, international monetary fund, international monetary cooperation, balance of payment, foreign exchange reserve, reserve management.

**2.0 Exchange rate arithmetic:** forex cash flow-cash, tom, spot & forward, buying & selling rates, forex dealing rooms, forex trading, exchange risk management.

**3.0 Accounts with overseas banks-nostro:** vostro & loro accounts, non-resident accounts-nro/nrnrrd/nre/fcnr accounts, EEFC & RFC and repatriates foreign currency accounts

**4.0 Exports-export procedure:** export documentation, export finance-pre shipment & post shipment, ECGCI Ltd, export Lc.

**5.0 Imports-imports procedure:** imports documentation, import finance, import Lc.

**Recommended Books:**

1. Jeevanandan C - Foreign Exchange- Sultan Chand and Sons
2. K.V Prabhu - Finance of Foreign Trade & Foreign Exchange

### **BBA 314: BANKING LAW & PRACTICE**

**Objective:**

To enable the students to understand the growth of banking system in India and banking operations including systems and procedures within the framework of law.

**Contents:**

**1.0 Introduction:** evolution of banks, social control bill, evolution of banking law, bankers books of evidence act.

**2.0 Banking regulation act constitution of the board:** shareholders, fractional reserve banking, restrictions on loans and advances, powers of RBI, unclaimed deposits, accounts and balance sheets, audit, inspection, acquisition & transfer of banking undertakings, suspension of business, moratorium, liquidation, winding up/amalgamation, act as applicable to cooperative banks.

**3.0 Banker and customer:** contractual relationship of a customer, rights and privileges of a customer, denial of services and redressal mechanism, types of customers, banker's obligations, special features of relationship-depositor/borrower, bankers general lien.

**4.0 Payment & settlement:** payment by cheques, negotiable instruments act, electronic payment system & electronic funds transfer.

**5.0 Law of limitation and stamp act:** validity period of documents, expiry of documents, legal recourse, revalidation, and acknowledgement of debt.

**Recommended Books:**

1. Indian Institute of Banking and Finance - Principles of Banking and Practices – Macmillan, Mumbai
2. PN Varshney - Banking Law and Practice - Sultan Chand and Sons Ltd

**BBA (Financial Markets)**  
**BBA 316: FINANCIAL DERIVATIVES**

**Objective:**

To familiarize students with the fundamentals of Derivatives, Role and functioning of derivatives segment in the financial markets.

**Contents:**

- 1.0 Derivatives:** Introduction, Forward, and future contracts. Options contracts and trading strategies.
- 2.0 Futures on stock indices and individual stocks:** Valuation of futures price of indices and individual stocks.
- 3.0 Options 2:** Factors determining option pricing, Valuation of options, options on stock indices and future options, spreads and combinations.
- 4.0 Future and options in India:** Trading risks and regulations, SEBI, Dematerialization, Mutual funds, Trading mechanism, Indian securities market,
- 5.0 Introduction to Swaps:** Meaning and introduction, Interest rate swap, Currency swap.

**Recommended Books:**

1. B Mishra - Financial Derivatives –Excel, New Delhi.
2. N Namrata - Financial Derivatives – Himalaya publications, Mumbai.

**BBA 318: COMMODITIES MARKET**

**Objective:**

To provide basic insight into the role and functioning of Commodities market with particular reference to India.

**Contents:**

- 1.0 Evolution of Commodity Exchanges:** Meaning, Role of Commodity Exchanges, Commodity Derivatives Market in India. Indian Commodity Exchanges. Global Commodity Derivative Exchanges. FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India.
- 2.0 Commodities Traded on NCDEX Platform:** Commodity Options on Futures and its mechanism Role of intermediaries in Commodities Markets.
- 3.0 Instrument available for Trading:** Forward contracts, Limitations of forward contracts. Option Terminology.
- 4.0 Pricing Commodity Futures:** Issues related to Spot price and present practices of commodities exchanges.
- 5.0 Regulatory Framework –** Rules governing commodity derivative Exchanges participants. Rules governing investor grievances, Arbitration. Essential Commodities Act and role of state governments.

**Recommended Books:**

1. Rajesh Chakraborty - Capital Markets in India – Response Books, New Delhi.
2. Ankit Gala - Indian Commodity Market – Himalaya Publications, New Delhi.

## **BBA 320: MUTUAL FUNDS & RISK MANAGEMENT**

### **Objective:**

To enable the students to understand the evolution of Mutual Funds, functioning in our country and their role in our economy. Also equip the students to understand the presence of various types of Risks involved in business and acquainting them with the various techniques and tools available to mitigate Risks.

### **Contents:**

**1.0 Introduction:** Concept, History, Types of Mutual Funds. Fund Structure and Constituents: Constitution of Mutual Fund and Working.

**2.0 Legal and Regulatory Framework:** Introduction and Rules and Regulation governing the same. Initial Build-up and Launching: Offer Document, Mutual Fund distribution and Sales Practices.

**3.0 Working of Mutual Fund:** Return, Risk, Performance, and Fund Selection. Sales and Servicing aspects of Mutual Funds: Business Ethics for Mutual Funds.

**4.0 Overview of risk:** Risk Identification, Risk evaluation. Risk assessment and management, Risk analysis and exposure, Exposure of physical assets, financial assets, human assets, Exposure to legal liability.

**5.0 Risk Measurement:** basics concepts of probability used in risk measurement, Risk control, Risk retention and risk reduction. Risk management and Shareholder wealth, financial reporting, Tax and Regulatory factors affecting corporate risk management, Alternative risk transfer, Analysis of tools used in corporate risk management.

### **Recommended Book:**

1. Sunita Abraham, Uma S - Understanding Mutual Funds - Mumbai
2. S Sankaran - Vision, Introduction to Mutual Funds, New Delhi.

## **BBA 322: FOREX MANAGEMENT & WORLD FINANCIAL INSTITUTIONS**

### **Objective:**

To equip the students with the intricacies involved in the Forex Domain to take advantage of the market movements and to familiarize students with understanding of World Financial Markets.

### **Contents:**

**1.0 Nature and Scope of International Finance:** International Business Methods.

**2.0 Function and Structure of Forex Market:** Forex Market participants. Spot Market, Spot Rate Quotations, Direct, Inverse, Synthetic quotes. Bid Ask Rates Cross Exchange rate quotation. Swap Transactions.

**3.0 International Banking & Money Markets:** Reasons for International Banking, Types of International Banking offices, Offshore Banking Centers. International Money Markets.

**4.0 International Bond Market:** Foreign Bonds and Eurobonds. National Security Regulations. Global Bonds – Zero Coupon Bonds, Dual Currency Bonds, Composite Currency Bonds. International Bond Markets Credit Ratings. Eurobond Market Structure and Practices.

**5.0 International Equity Markets:** International Equity Markets Benchmarks. Market Structure and Trading Practices, trading in International Equities, American Depository Receipts, and factors affecting International Equity Returns.

### **Recommended Books:**

1. P G Apte - International Financial Management –Tata Mcgraw, New Delhi.
2. Rebarier G - Theory of International Trade.

**BBA (Professional)**  
**BBA 324: CORPORATE FINANCIAL STRATEGY**

**Objective:**

To focus on the formulation and implementation of financial strategy to support the overall strategy of the organization.

**Contents:**

**1.0 Strategic financial and non-financial objectives:** Financial objectives (value for money, maximizing shareholders wealth, providing surplus) of different type of entities, (e.g. incorporated, unincorporated, quoted, unquoted, private sector, public sector, for-profit and not-for profit. Non-financial objectives (human, intellectual, natural and social and relationship) financial strategy in the context of international operations.

**2.0 Financial Objectives for profit entities:** Financial objectives (earnings growth, dividend growth, gearing) and assessment of attainment. Sensitivity and the attainment of financial objectives to changes in underlying economic (interest rates, exchange rates, inflation) and business variables (e.g. margins, volumes).

**3.0 Financing, investment and dividend decisions:** Investment, financing and dividend decisions and the interrelationship between them in meeting the cash needs of the entity. Sensitivity or forecast financial statements and future cash position to investment, financing and dividend decisions. Consideration of interest of shareholders and other stakeholders in investment, financing and dividend decisions.

**4.0 Development of financial strategy:** Lenders assessment of credit worthiness (e.g. business plans, liquidity ratios, cash forecasts, credit rating and quality of management. Financial strategy in the context of regulatory requirements (e.g. price and service controls exercised by industry regulators). Consideration of taxation regulations (domestic and international in setting financial strategy).

**5.0 Changes in Capital Structure:** Capital Structure theories (Traditional theories, Modigliani and Millers theories (MM), Calculation of cost or equity or weighted average cost of capital (WACC), Structuring the debt-equity profile of group companies.

**6.0 Alternative methods of raising long term debt:** Criteria for selecting appropriate debt instruments (Banks borrowings, bonds, convertible bonds, commercial paper), Cross currency swaps and interest rate swaps, procedures for issuing debt securities, debt covenants, lease or buy decision.

**Recommended Book:**

Corporate Financial Strategy - CIMA official study text, Kaplan Publishing

**BBA 326: ADVANCED FINANCIAL REPORTING**

**Objectives:**

1. To study the regulation and preparation of financial statements.
2. To provide an insight on how to effectively source and manage cash and working capital.
3. To develop competencies required to produce financial statements for individuals and groups.

**Contents:**

**1.0 Main Elements of Financial Statements:** Contents of financial statements as specified in Preface of IFRS, IAS – Presentation of Financial Reporting, IAS-8 Accounting policies, changes in Accounting estimates and errors, IAS 34- Interim Financial Reporting, IFRS 8-Operating Segments.

**2.0. Ethics in IFRS and Investment in Associates:** Ethics in Financial Reporting in respect of selection and adoption of accounting policies and estimates. Provision of IFRS 10 consolidated financial statements and IFRS 28 Investments in Associates in respect of power to control and significant influence.

**3.0 IASB's Conceptual Framework and Primary Financial Statements:** Key principles of the conceptual framework for financial reporting, IFRS 13 Fair value measurement- Broad principles of accounting for fair value, Production of statement of financial position, statement of comprehensive income, statement of changes in equity, statement of cash flows.

**4.0 IFRS and Reporting Performance:** IFRS 5- Noncurrent assets held for sale and discontinued operations, IAS 21- The effects of changes in foreign exchange rates (individual transactions only) IAS 12- Income taxes, IAS 19 Employee benefits.

**5.0 Reporting of Current and Intangible Assets:** IAS 16- Property, plant and equipment, IAS 23 borrowing costs, IAS 38 intangible assets, IAS 40- investment property, IAS 20- Accounting for Government grants and disclosure of Government Assistance. Impairment IAS 36- impairment of assets, IAS 2 – Inventories, IAS 10 Events after the reporting period.

**6.0 Exemptions and Disclosure of Consolidated Financial Statements:** Exemptions – IFRS 10, Separate Financial Statements IAS 27 Principles of full consolidation and equity, IAS-1 Presentation of financial statements, IAS 28- Investments in Business Associates, Tests of Non-controlling interests and fair value.

**Recommended book:**

Advance Financial Accounting – Kaplan, CIMA Publishing House

## **BBA 328: RELATIONSHIP MANAGEMENT**

**Objectives:**

1. To understand the significance of working in teams and building relationships.
2. To evaluate the effectiveness of organizational relationships.

**Contents:**

**1.0 Managing effective teams:** Building effective and high performing teams, leading and managing teams, factors associated with effective team work, motivating team members, resolving problems and conflicts in teams.

**2.0 Effectiveness of handling relationships:** Managing relationships between finance function and other parts of the team, the concept of the chartered financial accountant as a business partner in creating value.

**3.0 The Role of relationships in creating value:** Management of relationships with professional advisors, accounting, tax and legal, auditors and financial stakeholders such as shareholders and other investors to meet organizational objectives and governance responsibilities.

**4.0 Effective Contractual Relationships:** Transaction cost theory in the context of shared service Centers and outsourcing including contractual relationships, service level agreements (SLA's), bounded rationality and co-creation with customers.

**5.0 Tools and techniques in managing relations:** The communication process, the types of communication tools and their use, ways of managing communication problems, the importance of effective communication skills for the chartered management accountant, the importance of non-verbal communication and feedback, developing effective strategies for influence/persuasion/negotiation, the process of negotiation, negotiation skills.

**6.0 Role of communication in the management process: 6.0 Approaches to managing conflicts:** The sources and causes of conflicts in organizations, the different forms and types of



conflict, strategies for managing conflict to ensure working relationships are productive and effective.

**Recommended book:**

Relationship Management – Kaplan, CIMA Publishing House

**BBA 330: ADVANCED MANAGEMENT ACCOUNTING**

**Objectives:**

1. To understand the management and control of performance of various units of the organization in line with both short term budgets and long term strategy.
2. To provide the basis for the understanding of investment decision making and different types of risks affecting the strategy and operations of organizations.

**Contents:**

**1.0 Working Capital and sources of short term finance:** Types of short term finance including trade payables, overdrafts, short term loans and debt factoring. Types of cash investing including interest-bearing deposits, short term treasury bills and other securities- Working capital cycle, policies for the management of the total level of investment in working capital, aggressive, moderate and conservative.

**2.0 Analyzing information for Long Term Decision Making:** Cash flows taking account of tax, inflation and other factors and the use of perpetuities to derive ‘final’ project value where appropriate- integration of non-financial factors in long term decisions. The process of investment decision making including, including origination of proposals- discounting, including the use of annuities in comparing projects with unequal lives and the probability index in capital rationing situations- Capital investment real options.

**3.0 Investment appraisal techniques:** The strengths and weaknesses of payback, discounted payback, accounting rate of return (ARR), net present value (NPV), internal rate of return (IRR) and modified internal rate of return (based on projects terminal value). Prioritization of projects that are mutually exclusive, and/or are subject to single-period capital rationing, and/or have unequal lives.

**4.0 Sensitivity analysis to assess impact of long term decision making:** Sensitivity analysis to identify the input variables the affect the chosen measure of project worth (Pay back, ARR, NPV or IRR).

**5.0 Cost Planning and analysis for competitive advantage:** Activity based costing to derive ‘long-run’ costs appropriate for use in decision making. Activity based management and its use in improving the efficiency of repetitive overhead activities.

**6.0 Techniques for enhancing long term profits:** Target costing and the determination of target costs from target pricing. Value analysis, Value chain management of contribution/profit generated through the chain, Life style costing, learning curves and their use in predicting product/service costs including derivation of the learning rate and the learning index.

**Recommended Books:**

1. Advance Management Accounting - CIMA Publishing House
2. M Y Khan, P K Jain - Management Accounting text, problems and cases- fifth edition, 2010, Tata McGraw Hill.

**BBA (Logistics and Supply Chain)**  
**BBA 332: MANAGING BUSINESS PROCESS FLOWS - II**

**Objective:**

To give students a process orientation of the organization and enable the students to visualize how organizations can become more efficient and/or identify areas which can possibly be considered for developing competencies in.

**Contents:**

**1.0 Inventory Analysis:** Inventory Classification, Inventory Benefits (economies of scale, Production and Capacity Smoothing, stock out production, price speculation); Inventory costs; Inventory Dynamics of batch purchasing; Economies of Scale and optimal cycle inventory; Effect of Lead times on ordering decisions; Periodic Ordering; Levers for managing inventories.

**2.0 Managing Flow Variability:** Safety Inventory. Demand Forecast and Forecast Errors; Safety Inventory and Service Level; Optimal Service Level; Lead time Demand Variability; Pool efficiency through aggregation; Shortening of forecasting horizon through postponement; Periodic Review policy; Levers for reducing safety inventory.

**3.0 Managing the Flow Variability: Safety Capacity:** Service Process and Its performance; Effect of Variability on Process Performance; Drivers of process performance; Process Capacity Decisions; Buffer Capacity (effect of buffer capacity on process performance, buffer capacity decision, Joint Buffer Capacity and Buffer Capacity Decisions); Performance deliverability and promise; Customer pooling and segregation; Performance Improvement Levers (Capacity utilization Levers, Variability Reduction levers, Capacity synchronization levers, buffer capacity levers etc.)

**4.0 Managing Flow Variability:** Process Control and Capability. Performance Variability; Analysis of Variability (Check Sheets, pareto charts, histograms; run charts, multi-vari charts); Process Control; Process Capability; Process Capability Improvement; Product and Process Design.

**5.0 Lean operations: Process Synchronization and Improvement.** Processing Networks; The Process Ideal: Synchronization and Efficiency; Waste and its sources; Improving flows in a plant: Basic Principles of Lean operations; Maintenance, and safety capacity; visibility of performance; managing human resources (employee involvement).

**6.0 Supplier management:** Partnerships; Improving flows in a supply chain (lack of synchronization: The Bull Whip Effect its causes, levers to counteract); the improvement process (process stabilization, levers to counteract the bullwhip effect); the improvement Process (continuous improvement, business process reengineering: Process Innovation, Benchmarking, managing change).

**Recommended Book:**

Anupindi, Ravi, Sunil Chopra, Sudhakar D. Deshmukh, Jan A. Van Mieghem, and Eitan Zeinel-  
Managing Business Process Flows - 1st ed. Prentice Hall PTR, 1999. ISBN: 0-13-907775-8.

**BBA 334: LOGISTICS SYSTEM – II**

**Objective:**

To go into depth of the various logistics activities and develop both qualitative and quantitative understanding of these activities. Develop capabilities of understanding/analyzing the logistics system of an organization and advice on how the system could be improved/optimized.

**Contents:**

**1.0 Demand Forecasting:** New product forecasting. Connections to planning and Management.

**2.0 Inventory management-II:** Time varying demand (fixed horizon); Probabilistic demand, safety stock; Inventory Cost: Backorder costs, implied costs, extensions, A and C items. Special products fashion, style, and perishable goods.

**3.0 Inventory Management III:** MRP and DRP systems; Inventory management and optimization in practice.

**4.0 Transportation II:** Routing and scheduling approaches and algorithms; Shipper perspective strategies and approaches for design and management;

**5.0 Transportation III:** Procurement and use of combinatorial auctions; Carrier operations and yield management.

**Recommended book:**

Silver, Edward, David Pyke, and Rein Peterson - Inventory Management and Production Planning and Scheduling - 3rd ed. New York, NY: John Wiley & Sons, 1998. ISBN: 9780471119470.

**BBA 336: Optimization Methods in Management Science – II**

**Objective:**

To provide an in-depth knowledge of operational research tools which will help the students optimize the logistics activities and processes.

**Contents:**

**1. Non-Traditional Transportation Problems:** Production-Inventory Control Model, Tool Sharpening Model.

**2. Network Model:** Scope and definition; Minimal spanning tree algorithm; shortest route problem with applications such as equipment replacement, most reliable route, and three jug problem; Floyd's algorithm; maximal flow model

**3. Travelling Salesman Problem:** Exact TSP Algorithms – Branch & Bound

**4. Queuing Systems:** Elements of queuing systems, Role of exponential distribution, Pure Death and Birth Models, General Poisson and Queuing Model; Specialized poisson queues; steady-state measures of performance, single server and multiple server queuing models

**5. Game theory:** optimal solution of Two-person Zero sum games, Solution to Mixed Strategy games using graphical solution.

**6. Pert and CPM models of networking.**

**Recommended Book:**

Taha, Hamdy A - Operations Research, An Introduction - Ninth Edition, Pearson Education Inc., 2011

**BBA 338: EXPORT AND IMPORT LOGISTICS**

**Objective:**

To provide an understanding of Institutional Framework and Basics of Foreign trade. Familiarize the students with export-import documentation and steps, custom clearance of import and export cargo; methods and instruments of payment and pricing; Export Procedures and documents; Inco terms

**Contents:**

**1.0 Foreign Trade:** Institutional Framework and Basics: WTO and Trade Liberalization. Exporting as an Entrepreneur; Role of government and semi government agencies.

**2.0 Export-Import Documentation and Steps:** Steps for successful exporting; Export-Import documentation.

**3.0 Methods and Instruments of Payment and Pricing:** Methods of payment; Financing Exporters and Importers; Instruments of Payment; EXIM Incoterms.

**4.0 Custom Clearance of Import and Export Cargo:** Clearance of import cargo, clearance of export cargo, Customs Valuation, Harmonized System.

**5.0 Methods of Financing Exporters:** Pre-shipment finance, Post-shipment export advance, Factoring and Insurance.

**6.0 Export Procedures and Documents:** Processing an exports order. Negotiations of documents, Role of Banks in export-import, Incoterms – terminology, incoterms groups, Incoterms 2010.

**Recommended Book:**

Justin Paul & Rajiv Aserkar,- Export Import Management - 2/e, Oxford University Press, India.

**BBA (Human Resources)**

**BBA 340: HUMAN RESOURCE DEVELOPMENT**

**Objective:**

To enable the student to learn more about the concepts, techniques and practices of human resource development. This course is projected to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

**Contents:**

**1.0 Outline to Human Resource Development:** Theory; Relationship between human resource management and human resource development; HRD tools, processes and outcomes; Roles and proficiencies of HRD professionals; Challenges in HRD.

**2.0 HRD Procedure:** Assessing need for HRD: Planning and developing effective HRD programs; Implementing HRD programs; assessing efficiency of HRD Programs; HRD audit; HRD philosophy and climate.

**3.0 HRD Activities:** Employee development activities- Methods to employee development, leadership development, action learning, assessment and expansion centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial dealings and HRD.

**4.0 HRD Applications and Styles:** Training and mentoring; Career management and development; Employee counselling; Competency mapping; Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

**5.0 HRD in Organizations:** Designated cases covering HRD practices in government organizations, Manufacturing and service industries and MNCs; Global experiences of human resource development.

**Recommended books:**

1. Nadler, L - Corporate Human Resources Development - Van Nostrand Reinhold.
2. Mankin, D - Human Resource Development - Oxford University Press.

## **BBA 342: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

### **Objective:**

To enable the students to learn the importance of International Human Resource Management in-depth and to adapt the knowledge to manage real problems in an organization.

### **Contents:**

**1.0 Introduction to IHRM:** Introduction: International Human Resource Management: Managing people in an international context. Hofstede's Approach. Concept, Approaches, Linking HR to international expansion strategies; Recruitment and selection of international managers, concept, criteria for recruitment and selection, sources, advantages and disadvantages of employing PCNs, TCNs, HCN; Comparative HRM: Flexibility and work life balance.

**2.0 International Recruitment, Staffing and Compensation:** Executive nationality staffing policies- Recruit & Selection, Issues in staff selection-Expatriate Selection- Selection Criteria-Use of selection Tests-Selecting TCNs and HCNs— Objectives of International Compensation-Key Components of a Potential Compensation program- Approaches to International Compensation.

**3.0 Training and Performance Management:** Training and development, Need - Cross cultural training - Expatriate training - Basis, Issues and approaches in International performance management- Criterion used for performance appraisal of International employees-appraisal of HCNs.

**4.0 Industrial Relations, Expatriation:** Industrial relations, Key issues in International Industrial Relations - Trade Unions and International Industrial relations - Regional integration, EU, NAFTA - Expatriation, Expatriation adjustment model, Success in expatriate assignments - Role of non-expatriates

**5.0 Cross Culture and People Management Practices:** Multi Culture in Organizations - Cross cultural communication, negotiations and organization - IHRM trends and future challenges - Asian, Japanese, American perspectives in managing HR.

### **Recommended books:**

1. Aswathappa K. & Dash Sadhna. (2008) - International HRM – Text and Cases (2nd Ed.).New Delhi. Tata McGraw Hills.
2. Jackson, T - International Dimensions of Human Resource Management - London, 2002.

## **BBA 344: INTERPERSONAL EFFECTIVENESS & EMPLOYEE ENGAGEMENT**

### **Objective:**

To enable the students to learn the importance of Interpersonal effectiveness in current organization context. Also, students will understand the effective tools for employee engagement.

### **Contents:**

**1.0 Importance of Self & Interpersonal Skills:** Introduction to self - Being Open with and to Other People - Self-Disclosure, Self-Awareness, Self-Acceptance & Self- Presentation - Self-Awareness Through Feedback from Others - Interpersonal Skills and Relationships - Difficulties in Forming Relationships -Learning Interpersonal Skills. Managing Fear and Anxiety -Managing Shyness - Managing Failure.

**2.0 Developing and Maintaining Interpersonal Skills:** Introduction- Mistakes and Self- Talk - Reducing Stereotyping and Prejudice - Overcoming the Barriers: Being Optimistic - Building Interpersonal Trust- Being Trusting and Trustworthy - Trust and Communication - Destroying Trust - Reestablishing Trust After It Has Been Broken - Trusting Appropriately - Personal Proclivity to Trust.

**3.0 Communicating Feelings Verbally & Non-Verbally:** Introduction - Effective Communication versus Misunderstandings - Theory on Listening and Responding -The Power of Feeling - Saying What You Feel - Responding to Another Person's Problems - Helping People Solve Their Problems - Listening and Responding Alternatives

**4.0 Conflict, Anger, Stress, and Managing Feelings:** Introduction - Inevitability of Conflicts - Understanding Conflicts of Interest - The Nature of Stress - Managing Stress Through Social Support Systems - The Nature and Value of Anger - Rules for Managing Anger Constructively - Dealing with an Angry Person - Working and well- being, The working woman and the stress on working women

**5.0 Employee Engagement & Retention:** Definition, Importance of engagement, Factors of engagement, Job attitude & engagement, Job demand & engagement, Leadership & engagement, Motivational constructs of engagement, Engaging HR Strategies Measuring employee engagement, Techniques. Engagement & Retention.

**Recommended books:**

1. Udai Pareek, T.V.Rao and D.M.Prestonjee - Behavioral Processes in Organizations - Oxford & IBH Publishing Co. Pvt. Ltd.

2. T.A. Harris - I'm O.K. -You're O.K - London, Pan Books Ltd.

## **BBA 346: CONTEMPORARY HUMAN RESOURCE PRACTICES**

**Objective:**

It enables students to integrate the subject Knowledge to solve organizational problems from a contemporary HRM perspective. Also, allow the students to think and help an organization to withstand its HR competitive advantage.

**Contents:**

**1.0 HR Accounting:** HR Accounting- Design, preparation and implementation, Responsibility accounting and management control, Management control structure and process, Design of HR Accounting process and procedures for each of the HR Sub-system including Recruitment, Induction, PA and training, Classification of Costs in HR Accounting, Behavioral Aspects of Management Control- Social Control.

**2.0 HR Audit:** Definition - Need for HR audit, Objectives of HRA, Models of HRA, HR Audits and Strategic Planning. Role of HR auditor, importance of identifying HR Audit Teams, Record for HR audit, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing Capability for Change, Post- Audit.

**3.0 HR Balance Scorecard:** Integrating HR into business performance deliverables-seven step process - creating HR scorecard -implementing HR score card E-HRM - HRM in the knowledge economy, Human capital Steward, e-Recruiting.

**4.0 Career & Talent Management:** Career Definition, Career Planning, Career Decision, Career Development and Advancement, Protean career & Boundary less career, Role of Employees, Role of employer, Career Programmes. Talent Management system, Four steps for creating talent Management System, 360 degree feedback in the talent management system, Talent as a source of Competitive Advantage; Strategies for "war for talent", Succession planning

**5.0. Work-life Integration & Corporate Citizenship:** Work-life Balance & Integration, Flexible Working Practices; Family Friendly Policies, Components of an effective Ethics Programme;

**Recommended books:**

1. Rakesh Chandra Katiyar - Accounting for Human Resources - UK Publishing house

2. T.V. Rao - HRD Audit - Response Books; Latest

**BBA (Marketing)**  
**BBA 348: ADVERTISING AND BRANDING**

**Objectives:**

1. To understand the reasons for the increasing importance of the Integrated Marketing Communication perspective in planning and executing advertising and promotional programs.
2. To bridge the gap between theoretical aspects of brand management and the reality.

**Contents:**

- 1.0 Fundamentals of advertising:** Definition, Benefits of advertising; types of advertising, advertising as career, scope of advertising.
- 2.0 Media Strategy:** Basics of consumer behavior, Advertising message design and development, Media planning, media selection, scheduling & strategy.
- 3.0 Integrated marketing communication:** advertising and the marketing process, identifying target market, segmentation, positioning.
- 4.0 Introduction to Branding:** significance of branding, difference between a Product and a Brand, Types of Brands, branding challenges, Brand identity
- 5.0 Brand Equity:** Definition and need for brand Equity, value of brand, brand association, brand awareness, brand loyalty, measuring brand equity.

**Recommended Books:**

1. Kriti Dutta - Brand Management: Principles and practices-Oxford University Press
2. William F. Arens - Contemporary Advertising- McGraw-Hill/Irwin; 10<sup>th</sup> edition

**BBA 350: INTERNATIONAL MARKETING**

**Objectives:**

1. To understand the complex and constantly evolving realities of global marketing.
2. To develop and understanding of globalization and how it is shaping the economic, political, technological, and cultural realities of the global business environment.

**Contents:**

- 1.0 Understanding the Global Marketing Environment:** International Marketing vs Domestic Marketing; objectives of international business; Globalization; international orientation; various types of global marketing environments.
- 2.0 Foreign market entry strategy:** Global Marketing research; the concept of International Market Entry; Modes of International Market Entry; licensing and franchising; determinants of market selection.
- 3.0 Product strategy and pricing decision :** standardization vs adaptation; packaging and labelling; product launch; PLC; Pricing methods/ approaches for International Markets; factors influencing pricing decision; dumping, grey marketing
- 4.0 Global cultures and buying behavior:** understanding consumer behavior; culture and consumer behavior; managing cultural differences; conducting cross-cultural analysis; culture and ethics
- 5.0 Managing Global Market:** Emerging issues in International Marketing; issues in global organizational structures; social responsibility; Customer Relationship Marketing.

**Recommended Books:**

1. Rakesh Mohan Joshi - International Marketing- Oxford University Press
2. Francis Cherunilam - International Trade and Export management - Himalayan Books

## **BBA 352: SERVICES MARKETING**

### **Objectives:**

1. Identify the unique characteristics of services which make them different from goods.
2. Develop the marketing implications for each of the characteristics.

### **Contents:**

- 1. Understanding Services Phenomenon:** goods and service, distinctive characteristics of services, categories of services, factors influencing growth of services, emergence of e-service.
- 2. Consumer behavior in services:** understanding differences among consumers, customer expectations of service, consumer decision process, post experience evaluation, Marketing Mix in services.
- 3. Service delivery process:** flowcharting customer service processes, service failures, setting service standards, service processes redesign, service mapping, self-service.
- 4. Demand management and productivity:** defining productive capacity, managing capacity, demand patterns, strategies for matching capacity and demand. Customer perception of waiting time.
- 5. Managing employees and consumer:** customer loyalty, CRM, complaint handling and service recovery, importance of service employees, sources of conflict, service profit chain, strategies for delivering service quality through people.

### **Recommended Books:**

1. R.Srinivasan - Services Marketing- Prentice-Hall of India Pvt.Ltd
2. Valarie A Zeithaml, Mary Jo Bitner - Services Marketing- McGraw-Hill Education; 6<sup>th</sup> edition

## **BBA354: VISUAL MERCHANDISING**

### **Objectives:**

1. Obtain a broad understanding of display and be able to employ strategies for making timely and attractive, profitable display decisions within retailing.
2. Learn processes, techniques used in the retail industry and to understand, define and grasp key terms and principals involved in the components of Visual Merchandising.

### **Contents:**

- 1.0 Introduction to Visual merchandising:** meaning, objectives and importance of VM, Visual Merchandising in Indian retail context. Challenges & scope of VM.
- 2.0 Merchandise mix:** Assortment of products, role of merchandiser, Store Atmospherics.
- 3.0 Store Management & Design facilities:** Types of stores, types of store layout, store design, Exteriors, storefronts and window structures, interiors. Tools used for successful display.
- 4.0 Execution of a visual presentation:** Steps involved in execution of VM plan. Display sketches, graphic plan.
- 5.0 Areas of visual merchandising and display:** merchandising selling area, point-of-purchase display, exhibit and tradeshow design.

### **Recommended Books:**

1. Joel R. Evans - Retail Management- Barry Berman, Pearson; 12<sup>th</sup> edition
2. Chetan Bajaj, Rajnish Tuli, Nidhi Srivastava - Retail Management, Oxford; 2<sup>nd</sup> edition



**BBA (Insurance and Risk Management)**  
**BBA 356: LIFE ASSURANCE UNDERWRITING**

**Objective:**

To acquaint the students with the principles and concepts of underwriting, providing them an overview of financial underwriting, impact of occupation, residence and avocations on decision making in underwriting, the current trends, processes and practices adopted in underwriting by life insurance companies today.

**Contents:**

**1.0 Life Underwriting - Principles & Concepts (Part-1) :** Concepts of underwriting – Risk assessment – Mortality and morbidity – Assessing individual risks – Selection of lives – Classification of risks – Types of extra risks: Increasing, decreasing and constant extra risks – Sub – standard and other extra risks – Level premium – Temporary extra premium – Diminishing Lien – Exclusions – Postponement of acceptance of risk – Declinature of the acceptance of risk.

**Life Underwriting Principles & Concepts (Part-2):** Numerical Rating in underwriting – Standard, substandard and highly sub – standard risk – Limitations of the numerical rating system – Impact of nature of occupation on underwriting – Financial Aspects & Moral Hazard – Methods of rating sub – standard risks – Exclusions – Postponement or deferment of risk – Declinature of risk – Rider Benefits – Waiver of premium benefit – ADB (Accidental Death Benefit) – TPD (Total permanent Disability) – Term rider – Critical Illness rider – Premium Loading – Terms of acceptance – Dating – back of policies.

**2.0 Underwriting: Structure and process:** Processing of the Proposal ( Application form) – Policy issuance process – Non-medical and Medical Underwriting – Medical Examination process – Underwriting the Life Insurance process – Issuance of the Policy Document ( Policy Bond) – Structure of an underwriting function in a life insurance office – Chief Medical officer (CMO) – Underwriting – Support Team – Underwriting Authorities – Underwriting Philosophy & Risk management – Genetic testing in Life Insurance – Its advantages & disadvantages – Challenges faced in Underwriting.

**3.0 Financial Underwriting:** Purpose of financial underwriting – Objectives of financial underwriting – Concept of Insurable interest & Insurable value – Personal Insurance Cover – Human Life Value – Insurance on Housewives & Women with no earned income – Insurance on Minors – Key Person Insurance – Partnership Insurance – “Employer-Employee” Insurance – Hindu Undivided Family ( HUF) – Insurance under Married Women’s Property Act – Sources of financial data ( documentation) – Standard Income Documents.

**4.0 Occupational, Avocational and Residential risks:** Sources of information to assess Occupational, Avocational & Residential risks – Basic risk factors for occupation – Armed Forces, Aviation & Merchant Navy – Chemical Industry – Mining – Nuclear Power Industry – Oil & Natural Gas Industry – Basic Risk factors for Avocation – Aviation risks – Car – racing – Mountaineering – Residential Risks.

**5.0 Reinsurance:** Need for reinsurance – Types of reinsurance – Facultative reinsurance – Automatic reinsurance – Catastrophe reinsurance – Advantages of reinsurance arrangements – Reinsurance treaty – Underwriting Audits by reinsurers.

**6.0 Blood Disorders:** Nervous System; Diabetes Mellitus; Thyroid diseases; Urinary system; The Respiratory System; Gastrointestinal (Digestive) System; Cardiovascular system; Special Senses: Disorders of the eyes, ears, and nose

**Recommended Books:**

1. Joseph F Mangan / Connor M Harrison - Underwriting Principles
2. Joseph F Mangan/Connor M Harrison - Advanced Underwriting Techniques

## BBA 358: FOUNDATION OF ACTUARIAL SCIENCE

### Objective:

To demonstrate an understanding of the fundamental probability tools for quantitatively assessing risk and demonstrate an ability to apply these tools to problems encountered in actuarial science.

### Contents:

#### **1.0 Compound Interest, Accumulated Value, Present Value, Investment Returns:**

Introduction – Simple and Compound Interest – Compound Interest Table – Present Value – Nominal and Effective Rates of Interest – Discount and Discounted Value – Varying Rates of Interest – Equation of Value – Equated Time of Payment – The Binomial Theorem.

**2.0 Level Annuities:** Introduction – Present Value of Immediate Annuity – Accumulated Value of Annuity – Present Value and Accumulated Value of Deferred Annuity Certain – Perpetuity. Variable Annuities: Introduction – Increasing Annuity – Varying Rate of Interest – Decreasing Annuity, Life Annuities and Temporary Annuities: Introduction – Commutation Function – Deferred Life Annuities – Temporary Immediate Life Annuity – Deferred Temporary Life Annuity – Variable Life Annuity – Increasing Life Annuity.

**3.0 Redemption of Loans:** Introduction – Repayment of Loan by uniform installments – Redemption of Loan by Sinking Funds – Lender's Sinking Fund – Redemption of Loan – Capital Redemption Policies – Office Premium – Surrender Value. Further Compound Interest and Investment yields: Introduction – Nominal and Effective rate of Interest – Average Interest Yield – Money Weighted rate of return, time weighted rate of return, Linked internal rate of return.

**4.0 Probability:** Introduction – General Definitions of Probability – Properties – Permutations and Combinations.

**5.0 Mortality Table:** Introduction – Different Mortality Functions – Probabilities of Survival and Death – Curtate Expectation of Life – Complete Expectation of Life – Central Death Rate – Selection and Select Rates – Ultimate table – Aggregate Table. Construction of Mortality Table: Introduction – General Procedure – Stages in constructing Mortality Table – The data to be used – Period of investigation – Unit of Investigation – Methods of Investigation – Application of Census Method – Determination of Exposed to risk and deaths – Mortality Rates – Graduation – Construction of mortality Tables. Well Known Mortality Tables and Indices for comparison of different mortality tables: Introduction – Mortality Investigation – Different British Tables – Assured Lives – Comparison of Mortality Tables – Comparison of Actual Deaths and Expected Deaths – Comparison between Mortality Tables – Recent Development.

**6.0 Life Assurance Premiums:** General Considerations. Assurance Benefits: Introduction – Pure Endowment Assurance – Endowment Assurance – Term Assurance – Whole Life Assurance. Net Premium for Assurance Plans: Natural Premiums – Level Annual Premium – Symbols for Level Annual Premium – Net Premium – Consequences of Charging Level Premium – Consequences of Withdrawals. Net Premium for Annuity Plans: Introduction – Immediate Annuities – Deferred Annuities. Premium Conversion Tables: Single Premium Conversion Tables – Annual Premium Conversion Tables.

### Recommended Book:

Foundation of Actuarial Science – Insurance Institute of India publication

## **BBA 360: INSURANCE ACCOUNTING**

### **Objective:**

1. To acquaint the students with the basic concepts in Insurance Accounting.
2. To develop necessary skills among the students to combine accounting with analysis.

### **Contents:**

**1.0 Accounting Scope:** Contents – Principles and Standards – Financial Accounting – Meaning and Scope Introduction – Meaning of Accounting – Objectives of Accounting – Functions of Accounting – Limitations of Accounting – Books of Accounts – Accounting Concepts – Principles and Convention; Introduction – Accounting Concepts – Accounting Principles – Accounting Conventions – Accounting Assumptions – Financial Statements – Accounting Standards – Objectives and Interpretation; Introduction – Objectives – Applications & Limitations

**2.0 Indian Accounting Standard & International Accounting Standard** – GAAP and IFRS – Accounting Policies– Objectives of Accounting Policies – Selection of Accounting Policies – Change in Accounting Policies – Accounting Policies applicable to Non-life Insurance Business – Disclosure of Accounting Policies. Accounting Process – Methods & Control and Finalization of Accounts – Golden Rules of Accounting – Primary Books & Secondary Books – Capital & Revenue Expenditure and Receipts and treatment – Accounting Methods & Control – Journals – Cash Book – General Ledger – Trial Balance; Objectives – Rules & Process – Final Accounts.

**3.0 Depreciation Accounting:** Objectives of providing Depreciation – Methods of providing depreciation – Change in method of depreciation – Disposal of Depreciable Assets & Accounting Treatment – Revaluation & impairment of Depreciable Assets – Bank Reconciliation Statement: Introduction – Importance of BRS – Preparation of BRS – Analysis of BRS and Accounting Control – BRS and Accounting Adjustment Entry for rectification of errors.

**4.0 Introduction to Company Accounts** – Introduction – Meaning of Company – Financial Statements in Company – Accounting of Share Capital – Issue – Reissue & Forfeiture – Debenture – Non-life Insurance Business Accounting Methods – Techniques & Process – Accounting Process & Techniques of General Insurance Business; Functional Divisions & Books of Accounts – Premiums; Received – Received in Advance – Outstanding – Earned – Claims; Paid – Incurred & Provisioning (including IBNR & IBNER) – Investments – Un-expired Risk Reserves – Co-insurance – Solvency Margin – Accounting Regulations; Introduction – IRDA Regulations on Insurance Accounts – IRDA Regulations – Applications & Interpretations – IRDA Regulations & Accounting Principles – Preparation & Presentation of Financial Statements; Non-life Insurance Business. Preparation of Financial Statements – Revenue Accounts – Balance Sheets – Profit & Loss Accounts – Cash Flow Statements – Financial Statement Analysis and Disclosures – Management Report.

**5.0 Reinsurance Accounting:** Objectives: proportional & non-proportional arrangements – Requirements of Reinsurance Accounting – Reinsurance Portfolio Statement – Statement of Reinsurance Treaty – Reinsurance Accounting Techniques – Reinsurance Commission & Profit Commission Statement – Investment Accounting – Classification of Investments & exposure norms of investment – Valuation of Investments – Provisioning – Disclosures.

**6.0 Annual Reports:** Disclosures and Audit in General Insurance Business – Annual Reports; Basic Contents of Annual Reports – Contents of Directors Reports – Disclosure in Director' Report – Interpretation of Directors' Report – Annual Report & Director's Responsibility statement. Audit; Introduction; Scope – Concepts and Standards of Audits – Internal Audit & Internal Control – Internal Audit Techniques & procedures in Computerized Environment – Statutory Audit & the Companies Act 1956 (As amended) – Statutory Audit & Auditing and Assurance Standards – Govt. Audit & Statutory Provisions – Special Audit (tax audit - regulatory inspections)

**Recommended Book:**

Insurance Accounting – Insurance Institute of India publication

**BBA 362: PRACTICE OF GENERAL INSURANCE****Objective:**

To deal with practical aspects of General insurance within the framework of prevailing legislation and aims at familiarizing with the market structure, procedures and practices, coverage's under various insurance policies, underwriting practices, claims management, accounting, investments and customer service.

**Contents:**

**1.0 Insurance Legislation:** The Insurance Act 1938 – Insurance Regulatory & Development Authority (IRDA) Act 1999 – General Insurance Councils – Amendments to Life Insurance Corporation Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDA – Motor Vehicles Act 1988 – Other Acts – Exchange Control Regulations – Consumer Protection Act 1986 – Insurance Ombudsman, Market – Statutes & Regulations that affect conduct of business in India

**2.0 Fire & Marine Insurance Coverage's:** Fire insurance Coverage's – Marine insurance Coverages – Types of Marine insurance policies – Duty & increased value insurance. Motor Insurance & Personal Liability Insurance: Public & Product Liability insurances, Legal Liability insurance — Professional Indemnity insurance, Workmen's Compensation insurance, Motor insurance – Liability only policy – Package policy – Personal Accident insurance – health insurance, Insurance Forms: Proposal Forms – Cover Notes – Certificate of Insurance – Policy Forms – Endorsements – Interpretation of policies – Co-insurance – Standard policies.

**3.0 Engineering & other Insurances:** – Burglary insurance – Baggage insurance — Fidelity Guarantee insurance – Banker's Indemnity insurance – Carrier's Legal Liability insurance – Jeweller's Block insurance – Composite policies – Aviation insurance – Engineering insurance – Rural insurances – Micro insurance, Industrial All Risks insurance – Advance Loss of Profits insurance – Oil & Energy Risks insurance – Satellite insurance.

**4.0 Underwriting:** Objectives and approach – Underwriting policy – Class Rated Products – Individually Rated Products – Filing of products – Role of Actuary – Compliance officer – Underwriting Practice in different classes of insurance – Moral hazard – Underwriting of physical hazards – Declined risks – Risk inspections – Reinsurance – Risk Management – Insurer's role in risk management – Documentation procedure – Renewal procedure – Customer service – IRDA Regulation Protection of Policyholder's Interest.

**5.0 Ratings & Premium:** Classification of risks – Discrimination – Bonus/Malus – Claims cost – Acquisition cost – Management expenses – Classification of products – Premium – Short period scales – Failure of consideration – Refund / return of premium – Advance payment of premium. Claims: Preliminary procedure – Loss minimization – Procedure – Claims form – Investigation & assessment – Surveyors and loss assessors – Claims documents – Arbitration – Discharge vouchers – Post settlement actions – Recoveries – Salvage & loss minimization – In-house settlement – Practices in U K & USA.

**6.0 Insurance Reserves & Accounting:** IRDA Investment Regulations 2000 – Accounting – Reserves for outstanding claims – Unexpired risk reserves – Other reserves – Final accounts – Profit & Loss account – Balance Sheet – Returns – Returns for Management control – Claims, underwriting and general administration returns – Database on computer.

**Recommended Book:**

John Magee & David Bicklhaupt- General Insurance- American Risk and Insurance Association

## **BBA (Family Business Management)**

### **BBA 364: WORKING CAPITAL MANAGEMENT**

#### **Objective:**

The objective of this course is to appraise students with the importance of working capital and the techniques used for effective working capital management.

#### **Contents:**

**1.0 Introduction:** Concepts of working capital management, Assessment of average requirement of working capital; various sources of working capital and their comparative merits; controlling Working capital.

**2.0 Management of Cash:** Cash Planning, Cash forecasting and Budgeting, Cash system, Managing cash flows – designing of collection system, types of collection system, Cash concentration strategies, disbursement system.

**3.0 Managing Corporate Liquidity and Financial Flexibility:** Traditional measures of liquidity, Net working capital, financial flexibility, determining the optimum level of Cash Balance, Investment of Surplus Funds.

**4.0 Management of Receivables:** Determining receivables policy – Analysis of Credit standards, Analysis of Credit Terms, Evaluating the credit applicant; Credit Analysis and decision – Traditional Standards, Heuristic Approach; Monitoring the Accounts Receivable Policy. Documentary Credit and International finance.

**5.0 Inventory Management:** Introduction, various costs – (high and low), Behaviour of Procurement and carrying cost and their impact in optimum level of Inventory, Valuation of Inventories. Dealing with discounts.

**6.0 Inventory control Models:** Determining the type of control required; inventory management systems- Bin system, periodic review systems, reordering level system - EOQ and JIT (Just – in – Time).

#### **Recommended Books:**

1. V.K. Bhalla - Working capital management - Anmol Publications Pvt Ltd
2. Hirishikes Bhattacharya - Working capital management

### **BBA 366: NEW VENTURE CREATION**

#### **Objectives:**

1. Analyze fundamental issues related to the risks, challenges, and rewards involved in new venture creation
2. Evaluate the process of entrepreneurship and its components: discovering a market need, identify an opportunity, and create innovative solutions
3. Examine how innovation and competitive advantage contribute value to new business products and services
4. Explain the components of a preliminary assessment of a new venture

#### **Contents:**

**1.0 Introduction to New Ventures:** Evaluate the importance of new ventures, characterize the role of entrepreneurs, assess the advantages of new ventures, and evaluate the disadvantages of new ventures.

**2.0 New, Acquired, Franchised:** Evaluate creating a new venture, create a market analysis, Assess buying an ongoing venture, Analyze buying a franchise.

**3.0 Business Plans:** Examine the nature of a business plan, Assess the importance of a business plan, Differentiate the components of a business plan, Construct a business plan.

**4.0 Market Research and Pricing:** Distinguish and evaluate market niches, Design market research, Characterize pricing strategies, Assess how new ventures set prices.

**5.0 Structure and Capital:** Compare and contrast forms of business ownership, Characterize the legal and tax implications of forms of organization, Prioritize types of capital and Classify sources of capital. Financial Statements and Analysis - Construct a balance sheet, Build an income statement, Analyze financial statements, Develop a financial budget.

**6.0 Human Resource Management:** Prepare to manage Human Resources, Appraise the regulatory environment, Illustrate a staffing and performance plan, Assess critical human resource issues for the future. Growing Ventures - Classify the challenges of growing ventures, evaluate the key elements of growth, Describe the transition from entrepreneurship to business management, Assess the nature of ethics, quality, and global expansion.

**Recommended Books:**

1. Kuratko, D & Hornsby, J (2009) - New Venture Management: The Entrepreneur's Roadmap- Upper Saddle River, NJ: Prentice-Hall.

2. Tanner, J. & Raymond, M.A. (2010) - Principles of Marketing - Flatworld Knowledge.

## **BBA 368: ENTREPRENEURIAL BIOGRAPHIES**

**Objective:**

1. To learn to create an innovation based new venture
2. To apply the practical steps of organizational and legal issues associated with forming a brand-new company

**Contents:**

**1.0 Elements and Roles of a business plan:** Idea generation, Analyzing ideas and inspirations, team formation, idea refinement, market segment and primary customer research, identifying potential market to specific market, determine what you can do for your customer, define uniqueness of your organization.

**2.0 Starting a business:** Market plan, competitive advantage, cost of customer acquisition, value creation for the product, making business economically sustainable and attractive, Sales and distribution, design and build your product, preparation of financial statements, product definition, delivery, legal procedures to start a company, improving the business and making a business plan, entrepreneurial finance.

**3.0 Nature and development of entrepreneurship** – importance of entrepreneurship, entrepreneurial qualities and characteristics, environmental factors influencing entrepreneurship, innovation and entrepreneurship, innovation process, corporate entrepreneurship, social entrepreneurship, women entrepreneurship, self-help groups, technology based business, project formulation and feasibility analysis. Social cost benefits analysis, institutional support for the growth and development of entrepreneurship in India.

**4.0 Market place-** Analyze market research data, Design brands to appeal to different market segments, Plan and roll out a marketing campaign, Devise advertising campaigns, sales force incentives, and price option, Allocate scarce funds to R&D, manufacturing, quality, advertising, and distribution, Select and prioritize R&D projects, leading to new product features.

**5.0 Sustainable business:** Negotiate strategic partnerships with competitors for new technology, Schedule production and manage plant capacity, Manage cash, Obtain equity and debt financing

for new business development, Compete head-to-head with other business teams, Adjust strategy and tactics in response to financial performance, competitive tactics, and customer needs.

**6.0 Entrepreneurial Biographies:** Traits for entrepreneur, Family business in India, statistics of family business in India, success and failure stories, government and society towards family business, management, succession and conflict, Case studies: Reliance, Birla, V-Guard, Kasturi and Sons, Bajaj.

**Recommended Book:**

Aulet, Bill - Disciplined Entrepreneurship: 24 Steps to a Successful Startup - Wiley, 2013.

**BBA 370: OPERATIONS MANAGEMENT AND FAMILY BUSINESS SYNERGIES**

**Objective:**

The objective is to make students familiar with fundamental statistics and optimization Techniques relevant to business decision-making and inducing a sense of scientific outlook towards information collection and related issues covering different aspects of research.

**Contents:**

**1.0 Introduction to quantitative techniques for Business Management** – Measures of Central Tendency, Graphical Representation, Measures of Dispersion, Moments. Concept of Correlation – Karl Pearson’s and Spearman’s Rank Correlation Coefficient. Regression – Simple Linear Regression. Introduction to Multiple Regression Models.

**2.0 Business Forecasting Methods** – Quantitative Models for Forecasting – Time Series Analysis; Probability: Definitions, Properties of Probability, Conditional Probability and Bayes’ Theorem.

**3.0 Random Variables**, Moments of random Variables, Important Probability Distribution Models – Binomial, Poisson, Normal and exponential Distributions – Properties and Applications.

**4.0 Optimization techniques:** Basic Concepts and role of optimization techniques in decision making. Linear Programming Problem [LPP] – Graphical Solution – Simplex Algorithm. Sensitivity analysis and economic interpretation. Transportation and Assignment Models. Meaning, assumptions and problem formulation/model construction, solution methodology and applications.

**5.0 Queuing theory** – Single Poisson arrival with exponential service rate (M/M/1 Model), Multi-channel Queuing Models; Project Management: Phases of Project Management, Critical Path Method (CPM), Project Evaluation and Review Techniques (PERT), Crashing of Project Network.

**6.0 Introduction to MVA-Chi-square test, Analysis of Variance, Tests of Hypothesis (one and two tailed tests).**

**Recommended Books:**

1. Gupta S. P. and Gupta M. P - Business Statistics – Sultan Chand & Sons, 2006.

2. Richard I. Levin and David S. Rubin - Statistics for Management – Prentice Hall of India Ltd, 2004.

**BBA (Hospitality and Tourism)**  
**BBA 372: FOOD & BEVERAGE MANAGEMENT II**

**Objective:**

Students are expected to understand the basic concepts of food composition and properties; Food products and preparation; Food safety. Preparation of recipes, menus, and production schedules. Project to create menus, develop and standardize recipes, and complete a plan for a dining event.

**Contents:**

**1.0 Introduction** - The growth of the catering industry and its evolution. Hotel scenario in India. Types of catering establishments- Commercial and Welfare. Career opportunities in food service industry. Catering Cycle - Visit food and beverage areas of a 5 star hotel.

**2.0 Structure of the F&B Service Department** - Food & Beverage Department and its role in a Hotel. Organizational Structure of the F&B Service Department - Functional description of various ranks of Principal staff. Brief description of other Categories of staff - Essential Qualities of F&B Service staff. Practical scenario of designations in Indian hotels. Co-Ordination between F&B Service and other departments of the hotel.

**3.0 Operating Equipment** – Types of equipment. Crockery, Glassware, Hollowware, Cutlery, Flatware - Special Operating Equipment and their use - Maintenance and upkeep of equipment. Knowledge of suppliers /materials /price ranges - Equipment used by hotels in India (special reference to what is done in specialty restaurants).

**4.0 Types of Service** - American, English, French, Russian, Indian Service. Formal dining etiquette - Sequence of Indian Service from Different Regions - Mise-EnScene and Mise-En Place - Rules for Laying of A Cover And Waiting At A Cover - Restaurant Service Cycle.

**5.0 Purchasing** - Role of Purchasing Department, The Purchasing Cycle - Recognition need - Preparing specifications - Selection of supplier, centralized purchasing, chain operation advantages, problem of centralized purchasing, supplier reliability, number of suppliers. Ordering Goods: Distribution of purchase orders, how much to order, perpetual inventory cards, par stock, requisitions – who makes costing requisition. Most recent price method, First In / First Out, Weighted average.

**6.0 Storing & Inventory Control** - Storing Control – General procedures. Defining storage areas. Inventory control policy, separating directs from stores, security concerns in storage areas. Limited access. Lockable storage areas, behind –the –bar storage, storeroom key control, and maintaining quality during storage. Product Rotation, properly controlled environment, sanitation practices, proper storage, and inventory control procedures. Inventory turnover, inventory recordkeeping systems, physical inventory system, and perpetual inventory system. Computerized inventory management, Beverage Inventory, behind-the bar inventory costs, “Bin Card” System, Computerized scale.

**Recommended Books:**

1. Sudhir Andrews - Food and beverage service training manual - Tata McGraw Hill Education Private Limited
2. Lillicrap and Cousins - Food and beverage service- Hodder Education; 9 edition



## **BBA 374: EVENT MANAGEMENT**

### **Objectives:**

1. To Distinguish between different types of events and understand the role of an Event Manager.
2. To provide knowledge of what is required to plan and manage an event.

### **Contents:**

**1.0 Introduction to Event Management:** Defining Event Management, Event Management objectives, The Event Management Professional Model, Career in Event Management. Types of Events: The Arts, Entertainment and Culture, Festivals, local, regional, national or international, Destination Management, Conferences and Seminars, Meetings & Exhibitions, Receptions, Openings and Launches & Miscellaneous events.

**2.0 Managing the Human Resource:** Staff recruitment and training, Co-ordination Contract Employees, Organizational Chart.

**3.0 Research, Design, Planning, Co-ordination & Evaluation:** Research Methods Who, what, when, where, and how? SWOT Analysis, Creative process in Event Management, Needs assessment & Analysis, Time/Space/Tempo, Executing the Plan, Evaluation

**4.0 Understanding Client Needs:** Designing the Event environment, Identifying Guest Needs, Themed events & Trends. Marketing & Promotion: Image, Advertising, Public relation, Process of event marketing, Event Mix.

**5.0 Onsite Management:** Catering Management, Logistical Considerations, Audio Visual Effects Management, Sound Lighting & Entertainment Management.

**6.0 Safety, Security, Risk & Crowd Management:** Defining Risk Management, Process of risk management, Emergency Response Plans, First aid, Security- during preparation, arrival, during & after the event.

### **Recommended Books:**

1. Lynn Van Der Wagen (2001) - Event Management - Pearson Education Australia
2. Dr. Joe Goldblatt, CSEP- Special Events (Third Edition)

## **BBA 376: TOURISM MARKETING**

### **Objectives:**

To provide knowledge on tourism marketing and to acquaint students with current marketing activities happening in tourism sector.

### **Contents:**

**1.0 Introduction to Tourism Marketing:** Introduction to marketing, management orientations, traditional vs. hospitality marketing mix, characteristics of services marketing, marketing within organization, the marketing environment.

**2.0 Understanding and Targeting Hospitality Consumers:** Introduction to hospitality consumers' behavior, factors that influence consumer behavior, consumer decision making model, introduction to market segmentation, segmentation variables, market segmentation decisions and strategies, positioning the product service mix, perceptual mapping.

**3.0 Marketing Research and Information Systems:** Introduction to marketing information, sources of marketing information, marketing research process, ethical issues in marketing research.

**4.0 Product – Service Mix and Distribution Strategies:** Introduction, planning for new products, organizing for new product planning, new product development process, characteristics and strategies during different stages of product life cycle, hospitality distribution channels.

**5.0 Promotional Strategy:** Introduction, promotion mix, major decisions in advertising, sales promotion, sponsorship, merchandising, public relations, publicity, branding, the personal selling process, personal selling tools, ethical issues in personal selling, relationship marketing.

**6.0 Pricing:** Introduction, factors affecting pricing decisions, pricing strategies, pricing techniques and procedures.

**Recommended Book:**

Philip Kotler - Marketing for Hospitality and Tourism- Fourth Edition –John Bowen and James Makens

### **BBA 378: TOUR REPORT**

**Objectives:**

The primary objective of tour is to provide students with practical experience by exposing them to general systems of tour operations as well as the planning and execution. It includes:

1. Getting familiarized with the actual work environment using operational tools and systems.
2. Improving communication skills by learning from the hospitality staffs interacting with guests.
3. Being able to apply the knowledge and skills gained in the curriculum to real life issues and problems.
4. Understanding of the professional and ethical responsibilities of a staff / Supervisor.

**Course Description:** Students will plan, organize and execute a tour to a domestic/foreign location, get an observational platform in the operating departments of an actual work environment of Hospitality and Tourism Industry and to complement the theoretical inputs given in the classrooms by a practical exposure at the floor level.

**Methodology** The students would be assigned specific responsibilities in the tour in small groups and would be exposed to the different aspects of tour operations, at the end of which they would be required to report their learning in the form of a report. The report along with the data with interpretations of the exposure from the students would be evaluated for the required credit(s).