

# **SCHEME OF EXAMINATION**

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## **SYLLABUS**

**of**

**BBA-MBA(INTEGRATED)**

**for**

**First to Tenth Semester (w.e.f. 2017 – 2022 Academic Session)**



**LINGAYA'S VIDYAPEETH**

**NACHAULI, JASANA ROAD, GREATER FARIDABAD, HARYANA**





**SCHEME OF EXAMINATIONS**  
**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**I. SUMMER TRAINING PROJECT**

Each student shall undergo practical training of eight weeks during the vacations after fourth semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Director / Principal of the Institution before the commencement of the end-term Examination. The Summer Training Report shall Carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the University and for the rest of the 50 marks by an Internal Examiner to be appointed by the Director / Principal of the Institution.

**II. FINAL YEAR MAJOR PROJECT REPORT**

During the sixth semester each student shall undertake a project to be pursued by him / her under the supervision of an Internal Supervisor to be appointed by the Director / Principal. The project should preferably be based on primary data. Both the subject and the name of the Supervisor will be approved by the Director / Principal of the Institution. The Project Report in duplicate along with one soft copy in a CD/DVD will be submitted at least three weeks prior to the commencement of the End Term Examination of the Sixth Semester. Project Report shall carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the University and for the rest of the 50 marks by an Internal Examiner to be appointed by the Director / Principal of the Institution.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**INSTRUCTIONS FOR PREPARATION OF THE PROJECT REPORTS**

Students are required to follow the mentioned pattern in preparing the project:

**Format of the report:**

1. Title page
2. Certificate
3. Acknowledgement
4. Table of Contents
5. Chapter Plan:
  - Chapter I: Introduction
    - Objectives of the study
    - Review of Literature
    - Research Methodology
    - Limitations of the study
  - Chapter II: Profile of the Organization
  - Chapter III: Analysis and Interpretation of Data
  - Chapter IV: Conclusions and Recommendations

***Format for Bibliography***

***Books***

Pandey, I.M.; Financial Management, Vikas Publishers, New Delhi; 2017.

***Articles***

Gupta, K; Durables: On a Fast Track; Harvard Business Review, No. 11; Vol. 8; pp 4-7.

***Websites:***

[www.google.com](http://www.google.com)

***Annexures***

Questionnaire (if applicable)

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME**  
**B.B.A. (Three-Years)**

***First Semester Examination***

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
BBA 101	Management Process & Organizational Behaviour	4	-	4
MA 107/MA-109	Business Mathematics	4	-	4
BBA 103	Financial Accounting	4	-	4
BBA 105	Business Economics	4	-	4
CS-1105	Computer Application	4	-	4
CS-1155	Computer Application Lab	-	4	2
PD-191A	Hobby Club	2	-	2
	<b>Total</b>	<b>22</b>	<b>4</b>	<b>24</b>

***Second Semester Examination***

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
BBA 102	Cost Accounting	4	-	4
BBA 104	Business Communication	4	-	4
BBA 106	Managerial Skill Development* (NUES)	2	-	2
MA 108	Quantitative Techniques	4	-	4
CS-1206	E-Commerce	4	-	4
CS-1256	E-Commerce-Lab	-	4	2
N	<b>Total</b>	<b>18</b>	<b>4</b>	<b>20</b>

\*NUES: Non University Examination System

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME**  
*Third Semester Examination*

Code No.	Paper	L	T/P	Credits
BBA 201	Marketing Management	4	-	4
BBA 203	Management Accounting	4	-	4
BBA 205	Business Laws	4	-	4
BBA 207	Business Ethics and Corporate Social Responsibility	4	-	4
BBA 209	Indian Economy	4		4
<b>CE-2303</b>	Environmental Science* (NUES)	2	-	2
PD	<b>PDP</b>	<b>2</b>	-	<b>2</b>
*	<b>Total</b>	<b>24</b>	-	<b>24</b>

\*NUES: Non University Examination System

*Fourth Semester Examination*

Code No.	Paper	L	T/P	Credits
BBA 202	Business Environment	4	-	4
BBA 204	Human Resource Management	4	-	4
BBA 206	Financial Management	4	-	4
BBA 208	Research Methodology	4	-	4
<b>CS-2202</b>	Information System Management	4	-	4
BBA 252	Research Methodology – Lab	-	2	2
BBA-001	Minor Project	-	2	2
PD-	<b>PDP</b>	<b>2</b>	-	<b>2</b>
	<b>Total</b>	<b>22</b>	<b>4</b>	<b>26</b>

**Note:** At the end of the Fourth Semester all the students shall have to undergo Summer Training for Eight Weeks.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME**

**Fifth Semester Examination**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
BBA 301	Income-tax Law and Practice	4	-	4
BBA 303	Service Marketing	4	-	4
BBA 305	Goods & Services Tax (GST)	4	-	4
BBA 307	Digital Marketing	4	-	4
BBA 313	Production & Operations Management	4	-	4
BBA 351	Summer Training Report & Viva Voice	-	<b>3</b>	6
PD	<b>PDP</b>	<b>2</b>	-	<b>2</b>
	<b>Total</b>	<b>22</b>	<b>3</b>	<b>28</b>

**Sixth Semester Examination**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
BBA 302	Project Management	4	-	4
BBA 304	Entrepreneurship Development	4	-	4
BBA 306	Sales & Distribution Management	4	-	4
BBA 310	International Business Management	4	-	4
BBA 308	Business Policy & Strategy	4	-	4
BBA 003	Project Report and Viva-Voce	-	<b>3</b>	6
PD-	<b>PDP</b>	<b>2</b>	-	<b>2</b>
	<b>Total</b>	<b>22</b>	<b>3</b>	<b>28</b>

**LINGAYA'S UNIVERSITY, FARIDABAD**  
**BBA-MBA (I)**

**Seventh Semester Examination**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
BA-201A	Strategic Management	3	-	3
BA-202A	Operations Research	3	-	3
BA-120A	International Business	3	-	3
	Specialization Elective 1 (Major)	3	-	3
	Specialization Elective 2 (Major)	3	-	3
	Specialization Elective 3 (Major)	3	-	3
	Specialization Elective 1 (Major)	3	-	3
	Specialization Elective 2 (Major)	3	-	3
	Specializations Elective 3 (Major)	3	-	3
PDP	PDP	-	2	2
BA-264A	Managerial Skills	-	2	1
BA-257A	Project	-	8	4



**LINGAYA'S UNIVERSITY, FARIDABAD**  
**BBA-MBA (I)**

**Eighth Semester Examination**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
EN-214A	Managerial Communication	3	-	3
BA212A	E-Commerce	3	-	3
	Specialization Elective 1 (Major)	3	-	3
	Specialization Elective 2 (Major)	3	-	3
	Specialization Elective 3 (Major)	3	-	3
	Specialization Elective 1 (Major)	3	-	3
	Specialization Elective 2 (Major)	3	-	3
	Specialization Elective 3 (Major)	3	-	3
	Specializations Elective 3 (Major)	3	-	3
PD	PDP	2	-	2
BA264 A	Managerial Skills	-	2	1
BA-256A	Project	12	-	6

**SPECIALISATION OFFERED IN 3<sup>RD</sup> AND 4<sup>TH</sup> SEMESTERS****HUMAN RESOURCE MANGEMENT: Third Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
BA305A	Performance Management	3-0-0	3
BA306A	Training and Development	3-0-0	3
BA307A	Organizational Change and Development	3-0-0	3
BA308A	Compensation Management	3-0-0	3

**Fourth Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
BA405A	Talent Management	3-0-0	3
BA406A	Industrial Relations and Labor Legislations	3-0-0	3
BA407A	Strategic Human Resource Management	3-0-0	3
BA408A	Cross Cultural Human Resource Management	3-0-0	3

**Note: The duration of the end term examination shall be 3 hours.**

**SPECIALISATION OFFERED IN 3<sup>RD</sup> AND 4<sup>TH</sup> SEMESTERS****FINANCE: Third Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
BA309A	Management of Financial Services and Institutions	3-0-0	3
BA310A	Project Management and Infrastructure Finance	3-0-0	3
BA311A	Strategic Cost Management and Control	3-0-0	3
BA312A	Multinational Financial Management	3-0-0	3

**Fourth Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
BA409A	Taxation Laws and Planning	3-0-0	3
BA410A	Management of Banking and Insurance	3-0-0	3
BA411A	Security Analysis and Portfolio Management	3-0-0	3
BA412A	Financial Derivatives	3-0-0	3

**Note: The duration of the end term examination shall be 3 hours.**

**SPECIALISATION OFFERED IN 3<sup>RD</sup> AND 4<sup>TH</sup> SEMESTERS****INTERNATIONAL BUSINESS: Third Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
BA317A	Foreign Exchange Management	3-0-0	3
BA318A	International Marketing	3-0-0	3
BA319A	Multinational Banking	3-0-0	3
BA320A	International Trade Theory and Practice	3-0-0	3

**Fourth Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
BA417A	Global Strategic Management	3-0-0	3
BA418A	International Financial Management	3-0-0	3
BA419A	International Logistics	3-0-0	3
BA420A	International Accounting	3-0-0	3

**Note: The duration of the end term examination shall be 3 hours.**

**SPECIALISATION OFFERED IN 3<sup>RD</sup> AND 4<sup>TH</sup> SEMESTERS****MARKETING: Third Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
BA321A	Brand Management	3-0-0	3
BA322A	Integrated Marketing Communication	3-0-0	3
BA323A	Service Marketing	3-0-0	3
BA324A	Consumer Behavior	3-0-0	3

**Fourth Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
BA421A	Customer Relationship Management	3-0-0	3
BA422A	Advertising Management	3-0-0	3
BA423A	Retail Management	3-0-0	3
BA424A	Sales & Distribution Management	3-0-0	3

**Note: The duration of the end term examination shall be 3 hours.**

# SEMESTER I

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA 101: Management Process & Organizational Behaviour**

**L-4, T-0**

**Credits –4**

**Max Marks: 75**

**Objectives:** The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

**Unit I**

**Lectures:- 10**

**Management:** Concept, Nature, Process, Significance; Managerial levels, skills, Functions and Roles; Management vs. Administration; Coordination as Essence of Management.

Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.

**Planning:** Nature, Scope and Objectives of Planning; Types of plans; Planning Process; Business Forecasting; MBO: Concept, Types, Process and Techniques of Decision-Making; Bounded Rationality. **Organising:** Concept, Principles of an Organization; Span of Control; Departmentation; Types of an Organization; Authority-Responsibility; Delegation and Decentralization;

**Unit II**

**Lectures: - 12**

**Staffing:** Concept, Nature and Importance of Staffing. Motivating and Leading: Nature and Importance of Motivation; Types of Motivation; Theories of Motivation: Maslow, Herzberg, X, Y and Z; Leadership: Meaning and Importance; Traits of a leader; Leadership Styles – Likert's Systems of Management, Tannenbaum & Schmidt Model and Managerial Grid.

**Controlling:** Nature and Scope of Control; Types of Control; Control Process; Control Techniques – Traditional and Modern; Effective Control System.

**Unit III**

**Lectures: - 12**

**Organisational Behaviour-1:** Concept and nature of Organizational behavior, O.B. Models, Importance, Challenges and Opportunities,

**Individual & Interpersonal Behaviour:** Personality – Determinants and Traits; Emotions; Learning-Theories, Perception –Process and Errors, Attitudes- Formation, Theories, Relationship between Attitude and Behavior; **Interpersonal Behaviour:** Johari Window; Transactional Analysis – Ego States, Types of Transactions, Life Positions, Applications of T.A

**Unit IV**

**Lectures: - 10**

**Group Behaviour & Team Development:** Concept of Group and Group Dynamics, Stages of Group Development, Theories of Group Formation; Concept of Team Vs. Group; Types of Teams; Building and Managing Effective Teams.

**Organization Culture and Change Management:** Concept of Organizational Culture, Managing Conflict, Managing Change; Resistance to Change, Managing cross Cultures.

**Text Books**

1. Robbins, (2011). Fundamentals of Management: Essentials Concepts and Applications, Pearson Education.
2. Robbins, S.P. and Sanghi, S., (2009), Organizational Behaviour; 13th edition, Pearson Education.
3. Stoner, Freeman and Gilbert Jr. ((2010)) Management, 8th Edition, Pearson Education.

**Reference Books**

1. Koontz, H.( 2014), Essentials of Management, McGraw Hill Education.
2. Ghillyer, A, W., (2008) Management- A Real World Approach, McGraw Hill Education.
3. Mukherjee, K, (2009), Principles of Management, 2nd Edition, McGraw Hill Education.
4. Luthans, Fred, (2008), Organizational Behavior, 11th Edition, McGraw Hill Education.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**MA-107 Business Mathematics**

**L-4, T-0**

**Credits –4**

**Max Marks: 75**

**Objectives:** This course aims at equipping student with a broad based knowledge of mathematics with emphasis on business applications.

**Course Contents**

**Unit I**

**Hours: - 10**

**Principle of Counting:** Concept of Factorial, Principle of Counting, Mathematical Induction: Principle, Arithmetic Progression & Geometric Progression, Concepts of function.

**Unit II**

**Hours: - 14**

**Matrix Algebra:** Definition of a matrix, Types of Matrices, Equality of Matrices, Matrix Operations, Transpose of a matrix, Determinants, System of Linear equations, Cramer's rule, Inverse of a Matrix. Properties of the Inverse Solution to a System of Equations by:

(i) The Ad-joint Matrix Methods.

(ii) The Gaussian Elimination method, Rank of a Matrix, Rank of a System of Equations.

The Echelon Matrix; Application of Matrices to Business Problems Input Output Analysis, Preparation of Depreciation Lapse Schedule, Leontiff I/O Model.

**Unit III**

**Hours: - 10**

**Differential Calculus:** Derivative of a Parametric Function, Logarithmic Differentiation Derivative of an Inverse Function, Optimization Using Calculus, Point of Inflexion Absolute and Local-Maxima and Minima, Optimization in case of Multi Variate Function. Lagrangian multipliers, Derivative as a Rate Measure, Applications in Business.

**Unit IV**

**Hours: - 10**

**Integral Calculus:** Indefinite Integrals, Techniques of Integration, Definite Integrals, Business application, Consumer's or Producer's surplus, Learning Curve.

**Text Books**

1. Trivedi, (2012), Business Mathematics, Pearson Education.
2. Bhardwaj, R.S. (2013). Mathematics and Statistics for Business, Excel Books.

**References**

1. Khan, Shadab, (2012) A Text Book of Business Mathematics, Anmol Publications.
2. Raghavachari, M, (2011), Mathematics for Management, McGraw Hill Education.
3. Tuttle, Michael, D., (2012) Practical Business Math: An Applications Approach, Prentice Hall.
4. Hazarika, P. (2010), A textbook of Business Mathematics, S. Chand Publication.

**Note: Latest edition of text books may be used.**



**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**MA 109: Business Mathematics**

**L-4 T-0**

**Credit-4**

**Max Marks: 75**

**Objective:** The objective of this course is to familiarize the students with the basic mathematical tools, with an emphasis on applications to business and economic situations.

**Unit-1 Sequence and Series.** Arithmetic Progression (A.P.), Arithmetic Mean (A.M.), Geometric Progression (G.P.), general term of a G.P., sum of n terms of a G.P. Arithmetic and geometric series, infinite G.P. and its sum, geometric mean (G.M.). Relation between A.M. and G.M. Sum to n terms of the special series :  $\sum n$ ,  $\sum n^2$  and  $\sum n^3$ ..

**Unit-2:: Matrices**

Concept, notation, order, equality, types of matrices, zero matrix, transpose of a matrix, symmetric and skew symmetric matrices. Addition, multiplication and scalar multiplication of matrices, simple properties of addition, multiplication and scalar multiplication. Non-commutativity of multiplication of matrices and existence of non-zero matrices whose product is the zero matrix (restrict to square matrices of order 2). (Here all matrices will have real entries).

**Unit 3: Determinants:** Determinant of a square matrix (up to  $3 \times 3$  matrices), properties of determinants, minors, cofactors and applications of determinants in finding the area of a triangle. Adjoint and inverse of a square matrix. Consistency, inconsistency and number of solutions of system of linear equations by examples, solving system of linear equations in two or three variables (having unique solution) using inverse of a matrix.

**Unit 4: Differentiation & Integration:** Differentiability, derivative of composite functions, chain rule, derivative of implicit function. Derivatives of exponential, logarithmic functions. Functions expressed in parametric forms. Second order derivatives. Integration as inverse process of differentiation. Integration of functions by substitution, by partial fractions and by parts. Definite integrals, Basic properties of definite integrals, Applications in finding the area under simple curves.

**Reference Books:**

1. R.D SHARMA FOR ELEMENTARY MATHEMATICS
2. R.S . AGRAWAL FOR FUNDAMENTALS OF MATHEMATICS
3. PRADEEP'S MATHEMATICS LOGICS & FUNDAMENTAL

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA 103: Financial Accounting**

**L-4 T-0**

**Credit-4**

**Max Marks: 75**

**Objectives:** The objective of this subject is to give understanding of the basic accounting principles and techniques of preparing the accounts for users of accounting information.

**Course Contents**

**Unit I**

**Hours: - 10**

**Meaning and Scope of Accounting:** Objectives and nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitation of Accounting, Accounting Principles and Standards: Accounting Principles, Accounting Concepts and Conventions, Meaning and relevance of GAAP, Introduction to Accounting Standards Issued by ICAI.

**Unit II**

**Hours: - 10**

**Journalizing Transactions:** Journal Entries, compound Journal entries, Opening Entry.

**Ledger Posting and Trial Balance:** Preparation of Ledger, Posting, Cash book, Sales and Purchase book and Trial Balance.

**Company Final Accounts:** Preparation of Final Accounts with adjustments, Trading Account, Profit & Loss Account, Balance Sheet.

**Unit III**

**Hours: - 12**

**Depreciation Provisions and Reserves:** Concept of Depreciation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, AS-6 (Revised) Provisions and Reserves, Change of method of Depreciation (by both current and retrospective effect).

**Contemporary Issues & Challenges in Accounting:** Human Resource Accounting, Green Accounting, Inflation Accounting, Price level Accounting, Social Responsibility Accounting

**Unit IV**

**Hours: - 12**

**Shares and Share Capital:** Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Right Shares.

**Issue and Listing of Securities:** Stock Exchange of India, Control of SEBI, Regulating business in stock exchange (Elementary Knowledge only).

**Text Books**

1. Tulsian, P.C., (2012) Financial Accountancy, Pearson Education.

2. Maheshwari, S.N. and Maheshwari, S. K., (2012) An Introduction to Accountancy, Vikas Publishing House

**Reference Books**

1. Bhattacharyya, Asish K., (2010) Essentials of Financial Accounting, Prentice Hall of India.

2. Rajasekran, (2012), Financial Accounting, Pearson Education.

3. Bhattacharya, S.K. and Dearden, J., (2010) Accounting for Manager – Text and Cases. VKP

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA 105: Business Economics**

**L-4, T-0**

**Credit-4**

**Max Marks: 75**

**Objectives:** The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

**Course Contents**

**Unit I**

**Hours: - 10**

**Introduction to Business Economics and Fundamental concepts:** Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics. Opportunity Costs, Time Value of Money, Marginalism, Incrementalism, Market Forces and Equilibrium, Risk, Return and Profits.

**Unit II**

**Hours: - 12**

**Consumer Behavior and Demand Analysis:**

Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. Theory of Demand, Law of Demand, Movement along vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods (Brief)

**Unit III**

**Hours: - 12**

**Theory of Production:** Meaning and Concept of Production, Factors of Production and Production function, Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISO QUANTS.

**Unit IV**

**Hours: - 10**

**Cost Analysis & Price Output Decisions:** Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale, Explicit Cost and Implicit Cost, Private and Social Cost. Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.

**Text Books:**

1. Samuelson, P & Nordhaus, W. (2010) Economics, McGraw Hill Education.
2. Dwivedi, D.N. (2010) Managerial Economics, Vikas Publishing House.

**Reference Books:**

1. Salvatore, D. (2014) Managerial Economics in a Global Economy, Oxford University Press.
2. Kreps, D. (2010) Microeconomics for Managers, Viva Books Pvt. Ltd.
3. Mankiw, NG, (2011), Principles of Economics, Cengage Learning.
4. Peterson, L. and Jain (2012), Managerial Economics, Pearson Education.

**Note:** Latest edition of text books may be used.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**CS-1105 Computer Application**

**L-4, T -0**

**Credit-4**

**Max Marks: 75**

**Objectives:** This is a basic paper for students to familiarize with computer and its applications in the relevant fields and exposes them to other related papers of IT.

**Course Contents**

**Unit I**

**Hours: - 08**

**Basics of Computer:** Characteristics of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware), Function of Different Units of Computer, Classification of Computers. Computer Memory: Primary Memory, Secondary memory.

**Unit II**

**Hours: - 10**

**Computer Software:** Types of Software, Introduction to Operating System; Function of OS, Types of Operating Systems, Booting Procedure, Start-up Sequence, Details of Basic System Configuration, Important Terms like Directory, File, Volume, Label, Drive Name, etc; Introduction to GUI using Windows Operating System, Compiler, Interpreter and assembler, Types of languages; word processor and software.

**Unit III**

**Hours: - 14**

**Operating System Concept:** Introduction to MS-Word, MS-Excel / Spread Sheets.

**Advanced Excel:** Introduction, features, applications and advanced functions of Excel.

All Directory Manipulations, Operating system commands. Introduction to DBMS, Structure of a DBMS and Advantages of DBMS.

**Protection & Security:** Indian IT Act, Goals of Protection and Security, Concept of Encryption & Decryption, Virus, Worm, Antivirus, Firewall.

**Information Technology and Society:** Application of information Technology in Railways, Airlines, Banking, Online Banking System, Insurance, Inventory Control, Financial systems, Hotel management, Education, entertainment and health, security issues in information technology.

**Unit IV**

**Hours: - 12**

**Computer Networks and IT applications:** Data communication concepts, types of communication media, Concepts of Computer Networks, Network topologies, Networking devices, OSI model.

**Concepts of Web Technology:** Internet, Intranet and Extranets; Applications of internet, Basics services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain Names, Web Browsers, Internet Protocols, Search Engines, e-mail.

**Text Books**

1. Leon and Leon, (2012), Introduction to Information Technology, Vikas Publishing House.
2. Sinha, Pradeep K. Foundations of Computing, (2012), BPB Publisher

**Reference Books**

1. Joseph A.Brady and Ellen F Monk, (2012), Problem Solving Cases in Microsoft and Excel, Thomson Learning.
2. Tanenbaum, A. S., (2011), Computer Networks, Pearson Education.
3. Goyal, Anita, (2012) Computer Fundamentals, Pearson Education.
4. ITL, ESL, (2008) Introduction to Infotech, Pearson Education..

**Note: Latest edition of text books may be used.**

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**CS-1155 Computer Application Lab**

**L-0, T-04**

**Credit-2**

**Max Marks: 60**

**Lab would be based on the following topics:**

**1. All commands specified in unit III using Windows**

**2. Introduction to MS-Word:**

Introduction to Word Processing, it's Features, Formatting Documents, Paragraph Formatting, Indents, Page Formatting, Header and Footer, Bullets and Numbering, Tabs, Tables, Formatting the Tables, Finding and Replacing Text, Mail Merging etc.

**3. Introduction to MS-Excel:**

Introduction to Electronic Spreadsheets, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto Sum, Copying Formula, Formatting Data, Creating Tables, Graphs and charts, Creating Database, Sorting Data, Filtering etc.  
Advanced Excel: Advanced Functions of MS-Excel.

**4. Introduction to MS PowerPoint:**

PowerPoint, Features of MS PowerPoint Clipping, Slide Animation, Slide Shows, Formatting etc.

**5. Computerized Accounting Software:**

The students must be familiar with preparation of computerized accounts (By using Tally Software or any other popular accounting software): including creation of company, vouchers and recording transactions, preparing reports – cash book and bank book, ledger accounts, trial balance, profit and loss account (income statement) and balance sheets.

# SEMESTER -II

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA 102: Cost Accounting**

**L-4, T/P-0,**

**Credits: 04**

**Max Marks: 75**

**Objectives:** The primary objective of the course is to familiarize the students with the basic cost concepts, allocation and control of various costs and methods of costing.

**Course Contents**

**Unit I**

**Hours: 12**

**Meaning and Scope of Cost Accounting:** Basic Cost Objectives and scope of cost accounting, Cost centres and cost units, Difference between financial, cost and management accounting. Basic Cost concepts - Cost classification and elements of cost.

**Materials Control:** Meaning, Steps Involved, Materials and Inventory, Techniques of Material/Inventory Control (EOQ, FSND, ABC, Stock Levels, JIT, VED), Valuation of Inventory (FIFO, LIFO, Weighted average); Practical's of EOQ, stock levels, FIFO, LIFO

**Unit II**

**Hours: 12**

**Labour Cost:** Attendance and payroll procedures, overtime, idle time and incentives, direct and indirect labour, remuneration systems and incentive schemes (Halsey, Rowan, Taylor, Merrick, Bedaux, Emerson plans practical).

**Overheads: Functional analysis** – factory, administration, selling, distribution, research and development, fixed, variable, semi variable and step cost; Factory overheads, Administration overheads and Selling and distribution overheads (in brief about types of overheads). (Overhead rate, Machine rate, under & over absorption practical).

**Unit III**

**Hours: 10**

**Cost Sheet** – Preparation of Cost Sheet (simple problems).

**Process Costing** - Meaning and computation of normal profits, abnormal effectives and abnormal loss.

**Unit IV**

**Hours: 10**

**Contract Costing:** Progress payments, retention money, escalation clause, contract accounts, accounting for material, accounting for plant used in a contract, contract profit and balance sheet entries.

Operating Costing (basic problems related to transport only).

**Text Books**

1. Maheshwari, S. N. and Mittal, S. N. (2015), Cost Accounting – Theory and Problems, Shri Mahavir Book Depot.
2. Arora, M.N., (2012), Cost Accounting, Vikas Publishing House.

**Reference Books**

1. Lal, Jawahar and Srivastava, Seema, (2013), Cost Accounting, McGraw Hill Education.
2. Pandey, I.M., (2014), Management Accounting, Vikas Publishing House, Delhi.
3. R.Palaniappn & Hariharan;(2012),Cost Accounting Theory& Practices,I.K. International Publishing House,Delh

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA 104: Business Communication**

**L-4, T-0,**

**Credits: 04**

**Max Marks: 75**

**Objectives:** To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

**Course Contents**

**Unit I**

**Hours: - 10**

**Fundamental of Communication English and Career Management:** Meaning and significance of communication, Process of Communication, Principles of Effective Business Communication, 7Cs; How To Improve Command Over Spoken and Written English, Self Appraisal, Selection of Job to match your potential, Challenges of 21st Century managing carrier, Art of Effective Listening.

**Unit II**

**Hours: - 10**

**Communicating in a Multicultural World:** idea of a global world, Impact of globalization on organizational and multicultural communication, understanding culture for global communication; Etic and Emic approaches to culture, The Cross Cultural Dimensions of Business Communication, Technology and Communication, Ethical & Legal Issues in Business Communication, overcoming cross cultural communication.

**UNIT III**

**Hours: - 12**

**Business letter writing and Presentation Tools: Business letters-** Need, Functions and Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters and Complaints; **Employment related letters** Interview Letters, Promotion. Letters, Resignation Letters,

**UNIT IV**

**Hours: - 12**

**Departmental Communication:** Barriers of Communication, Meaning, Need and Types, News Letters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Minutes of the meeting. Project and Report writing, How to Make a Presentation, the Various Presentation Tools, along with Guidelines of Effective Presentation,

**Text Books:**

1. Lesikar et al (2014). Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2014). Business Communication Today, Pearson.
3. Effective Business Communication. Centre for Education Growth and Research.

**Reference Books:**

1. Krizan et al (2014). Effective Business Communication, Cengage Learning.
2. Scot, O. (2012). Contemporary Business Communication, Biztantra, New Delhi.
3. Chaney & Martin (2012). Intercultural Business Communication, Pearson Education



**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**MA 108 – Quantitative Techniques**

**L-4, T-0**

**Credits -4**

**Max Marks: 75**

**Objectives:** The objective of this paper is to develop student's familiarity with the basic concept and tools in statistics and operations research. These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

**Course Contents**

**Unit I**

**Hours: - 10**

**Statistics:** Definition, Importance & Limitation, Collection of data and formation of frequency distribution, Graphic presentation of Frequency distribution – Graphics, Bars, Histogram, Diagrammatic.

**Unit II**

**Hours: - 10**

Measures of Central Tendency – Mean Median and Mode, Partition values – quartiles, deciles and percentiles; Measures of variation – Range, IQR, quartile, deciles and percentiles, quartile deviation and standard deviation and Lorenz Curve.

**Unit III**

**Hours: - 10**

**Correlation Analysis:** Correlation Coefficient; Assumptions of Correlation Analysis; Coefficients of Determination and Correlation; Measurement of Correlation- Karl Person's Methods; Spearman's Rank correlation; Concurrent Deviation the Correlation Coefficient; Pitfalls and Limitations Associated with Regression and Correlation Analysis.

**Unit IV**

**Hours: - 14**

**Linear Programming:** Concept and Assumptions Usage in Business Decision Making, Linear Programming Problem: Formulation, Methods of Solving: Graphical and Simplex, problems with mixed constraints: Duality; Concept, Significance.

**Transportation and Assignment problems:** General Structure of Transportation Problem, Different Types Methods for Finding Initial Solution by North-West Corner Rule, Least Cost Method and Vogel Approximation Method and Testing for Optimality. Assignment Problem: Different Methods Operations, Scheduling: Scheduling Problems, Shop Floor Control, Gantt Charts, Principles of Work Center Scheduling, Principles of Job Shop Scheduling, Personnel Scheduling.

**Text Books:**

1. Vohra, N.D., (2011) Quantitative Techniques in Management, McGraw Hill Education.
2. Gupta, SP and Gupta, P.K. (2013), Quantative Techniques and Operation Research, Sultan Chand.

**Reference Books**

1. Rajagopalan, S. & Sattanathan, R., (2011) Business Statistics & Operations Research, McGraw Hill.
2. Sharma, J.K., (2010) Operations Research: Problems & Solutions, Macmillan India Ltd.
3. Render, Barry, Stair, R.M., Hanna, M.E., Badri, (2012) Quantitative Analysis for Management, Pearson Education.
4. Vishwanathan, P.K., (2010) Business Statistics and Applied Orientation, Pearson Education.

**Note: Latest edition of text books may be used**

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**CS-1206 E-Commerce**

**L-4, T-0,**

**Credits: 04**

**Max Marks: 75**

**Objectives:** The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

**Course Contents**

**Unit I**

**Hours: - 12**

**Introduction to E-Commerce:** Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India., Web Based Tools for Electronic Commerce, e-Marketing, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

**Unit II**

**Hours: - 12**

**Security Issues in e-business:** Basic E-Commerce Security issues, Electronic Commerce Threats, E-Commerce Security Strategy, Encryption, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

**Unit III**

**Hours: - 10**

**Electronic Payment System:**

Concept of e-Money, Internet Banking, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Infrastructure Issues in EPS, Electronic Fund Transfer.

**Unit IV**

**Hours: - 10**

**e-Business Applications & Strategies:** Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce, Basics of Internet Enabled SCM-e Supply Chain, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.

**Text Books**

1. Efraim Turban, David King, Dennis Viehland, Jae Lee, (2012): Electronic Commerce – A Managerial Perspective, Pearson Education.
2. Bharat Bhaskar (2013). Electronic Commerce- Framework, Technologies and Applications, Tata McGraw Hill.

**Reference Books**

1. Elias M. Awad (2010). Electronic Commerce-From Vision to Fulfillment, PHI Learning.
2. Dave Chaffey (2013). E-Business and E-Commerce Management- Strategy, Implementation and Practice, Pearson Education.
3. Joseph, P.T. and S.J. (2012). E-Commerce – An Indian Perspective, PHI.
4. Schneider Gary, (2014). Electronic Commerce, Cengage Learning.

**Note: Latest edition of text books may be used.**

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**CS- 1256 E-Commerce Lab**

**L-0, T/P-4**

**Credits: 02**

**Max Marks: 60**

Lab would be based on the Paper 106. The objective of this lab is to understand the various application of e-business like Internet infrastructure, security over internet, payment systems, online transactions and online strategies for e-business.

# Semester III

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA-201: Marketing Management**

**L-4, T-0**

**Credits -4**

**Max Marks: 75**

**Objectives:** The objective of this paper is to identify the foundation terms and concepts that are commonly used in marketing. This course will give complete relationship between marketing and other management functions.

**Course Contents**

**Unit I**

**Hours: -10**

**Introduction to Marketing:** Nature, Scope and Importance of Marketing, Basic concepts, Marketing Environment, Consumer Behavior, Market Segmentation, Targeting and Positioning.

**Unit II**

**Hours: -10**

**Product:** Product Levels, Product Mix, Product Strategy, Product Development, Product Lifecycle and Product Mix.

**Pricing Decisions:** Designing Pricing Strategies and Programmes, Pricing Techniques.

**Unit III**

**Hours: -12**

**Place:** Meaning & importance, Types of Channels, Channels Strategies, Designing and Managing Marketing Channel, Retailing, Physical Distribution, Marketing Logistics and Supply Chain Management.

**Unit IV**

**Hours: -12**

**Promotion:** Promotion Mix, Push vs. Pull Strategy; Promotional Objectives, Advertising-Meaning and Importance, Types, Media Decisions, Promotion Mix, Personal Selling-Nature, Importance and Process, Sales Promotion – Purpose and Types; Publicity and Public Relations-Definition, Importance and Methods.

**Emerging Issues in Marketing:** Integrated Marketing, Online Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

**Text Books**

1. Kotler, Armstrong, Agnihotri and Haque, (2012), Principles of Marketing- A South Asian Perspective, Pearson Education.
2. Ramaswamy and Namkumar, S., (2013), Marketing Management Global Perspective: Indian Context, McMillan, Delhi.

**References**

1. Saxena, Rajan, (2012), Marketing Management, McGraw Hill Education.
2. Lamb, Charles W, (2012), MKTG: a South Asian Perspective, Cengage Learning.
3. Russel, Winer, (2012), Marketing Management, Pearson Education.
4. Kotler, Koshi Jha, (2014), Marketing Management, Pearson Education.

## **BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

### **BBA 203: Management Accounting**

**L-4 T-0**

**Credits –4**

**Max Marks: 75**

**Objectives:** The objective of the course is to familiarize the students with the basic management accounting concepts and their applications in managerial decision making.

#### **Course Contents**

##### **Unit I**

**Lectures:-6**

**Management Accounting:** Nature and Scope, Financial Accounting, Cost Accounting and Management Accounting, Advantages and Limitations of Management Accounting, Role of Management Accountant.

##### **Unit II**

**Lectures:-14**

**Financial Analysis:** Financial Statements and their Limitations, Concepts of Financial Analysis, Tools of Financial Analysis: Comparative Financial Statements, Common Size Financial Statements, Trend Percentages.

**Ratio Analysis:** Nature and Interpretation, Classification of Ratios, Profitability Ratios, Turnover Ratios, Financial Ratios, Utility and Limitations of Ratios.

**Cash Flow Analysis:** Distribution of Cash from Funds, Utility of Cash Flow Statement, Accounting Standard 3 (AS 3: Revised), Construction of Cash Flow Statement.

##### **Unit III**

**Lectures:-10**

**Budgets and Budgetary Control:** Concept of Budgets and Budgetary Control, Advantages and Limitations of Budgetary Control, Establishing a System of Budgetary Control, Preparation of Different Budgets, Fixed and Flexible Budgeting, Performance Budgeting and Zero Base Budgeting, Concept of Responsibility Accounting – Types of Responsibility Centres.

**Standard Costing and Variance Analysis:** Meaning of Standard Cost, Relevance of Standard Cost for Variance Analysis, Significance of Variance Analysis, Computation of Material, Labour Variances.

##### **Unit IV**

**Lectures:-14**

**Marginal Costing and Profit Planning:** Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing.

**Decisions Involving Alternative Choices:** Concept of Relevant Costs, Steps in Decision Making, Decisions Regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-Down or Continue.

#### **Text Books**

1. Maheshwari, S. N. and Mittal, S. N. (2015), Cost Accounting – Theory and Problems, Shri Mahavir Book Depot.
2. Maheshwari, S.N., (2014), Principles of Management Accounting, Sultan Chand & Sons.

#### **Reference Books**

3. Arora, M.N., (2012), Cost Accounting, Vikas Publishing House.
4. Lal, Jawahar and Srivastava, Seema, (2013), Cost Accounting, McGraw Hill Education.
5. Bhattacharya, (2010), Management Accounting, Pearson Education.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA 205: Business Law**

**L-4, T -0**

**Credit-4**

**Max Marks: 75**

**Objective:** The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

**Contents**

**Unit I:**

**Hours: - 10**

**The Indian Contract Act, 1872: General Principle of Law of Contract**

- a) Contract – meaning, characteristics and kinds
- b) Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.
- c) Contract of Indemnity and Guarantee
- d) Contract of Bailment & Pledge.

**Unit II: The Sale of Goods Act, 1930**

**Hours: - 12**

- a) Contract of sale, meaning and difference between sale and agreement to sell.
- b) Conditions and warranties
- c) Transfer of ownership in goods including sale by non-owners
- d) Performance of contract of sale
- e) Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

**Unit III:**

**Hours: - 12**

**The Companies Act 1956 with up-to-date Amendments** (Basic elementary knowledge): Essential characteristics of a Company, Types of Companies, Memorandum and Articles of Association, Prospectus, Shares – Kinds, Allotment and Transfer, Debentures, Essential conditions for a valid Meeting, Kinds of Meetings and Resolutions; Directors and Remuneration, Directors, Managing Directors-their Appointment, Qualifications, Powers and Limits on their Remuneration, Prevention of Oppression and Mismanagement.

**Unit IV: The Negotiable Instruments Act 1881**

**Hours: - 10**

- a) Meaning and Characteristics of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque, Crossing of Cheque, Bouncing of Cheques
- b) Holder and Holder in due Course, Privileges of Holder in Due Course.
- c) Negotiation: Types of Endorsements

**Text Books**

- 1. Kuchhal, M.C. and Vivek Kuchhal, (2014) *Business Law*, Vikas Publishing House, New Delhi.
- 2. Maheshwari & Maheshwari, *Principles of Business Law* (2013), Himalaya Pub.House-New Delhi.

**Reference Books**

- 1. Ravinder Kumar, *Legal Aspects of Business*, (2013), Cengage Learning
- 2. Singh, Avtar, *Business Law*, (2014), Eastern Book Company, Lucknow.
- 3. N.D.Kapoor, (2010) *Sultan Chand*, New Delhi
- 4. Bulchandani K R, *Business Law for Management*, (2014), Himalaya Pub.House-New Delhi.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA 207: Business Ethics and Corporate Social Responsibility**

**L-4, T/P-0,**

**Credits: 04**

**Max Marks: 75**

**Objectives:** The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

**Course Contents**

**Unit-I**

**Hours: -10**

**Introduction:** Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers, Ethical Decision Making.

**Ethics:** Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business

**Unit-II**

**Hours: -12**

**Knowledge and Wisdom:** Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker, Concept of Knowledge Management and Wisdom management.

**Stress Management:** Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement.

**Concept of Dharma & Karma Yoga:** Concept of Karama and Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.

**Unit-III**

**Hours: -12**

**Understanding Progress, and Success - Results & Managing Transformation:** Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation.

**Understanding Success:** Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.

**Unit-IV**

**Hours: -10**

**Corporate Social Responsibility & Corporate Governance:** Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business

**Text Books**

1. Fernando, A.C., (2010), Business Ethics, Pearson education.
2. Hartman, Laura and Chatterjee, Abha, (2010), Perspectives in Business Ethics, McGraw Hill Education.

**Reference Books:**

1. Govindarajan.M, Natarajan.S, Senthilkumar, V.S., (2013) Professional Ethics and Human Values, PHI
2. Rao, A.B., (2012), Business Ethics and Professional Values, Excel Book.
3. Manuel G.Velasquez, (2012), Business Ethics Concepts, Printice Hall of India.
4. Sison, Alejo G. Corporate Governance and Ethics, (2010) Edward Elgar Publishing Ltd.



**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA 209- Indian Economy**

**L-4 T/P-0**

**Credits-4**

**Objectives:** To help the students to understand the basics of Indian economy and to catch up with economic changes occurring at national and international levels.

**Course Contents**

**Unit I**

**Hours: 10**

**Nature of Indian Economy:** The need for Economic Development, causes of under development, determinates of development, National Income of India-estimates, Interregional variations of national income, NITI Aayog (National Institution for Transforming India).

**Unit II**

**Hours: 12**

**Human Resources and Economic Development** – Demographic Features of Indian population, size and growth of population and economic development. Problem of over population. Human development Index. New Economy Policy; - Privatization, Liberalization, Globalization. Unemployment problem in India; Problem of Poverty.

**Unit III**

**Hours: 12**

**Industrialization-** Growth and problems of major industries-Iron and Steel, Cotton Textiles, Cement, Sugar and Petroleum. Industrial policy. Small scale industries-Problems and policy. Regional imbalances, Parallel Economy. India's foreign trade and balance of payment.

**Unit IV**

**Hours: 10**

**Indian Finance System:** Mobilization of resources for development, Fiscal policy. Economic Planning- Importance of planning for Economic development, Salient features of India's five years plans priorities-target achievements, failures, factors affecting successful implementations of plans.

**Text Books**

1. Datt, and Sundhram, R., (2013), Indian Economy, Sultan Chand & Sons.
2. Dhingra, I C., (2014), Indian Economy, Sultan Chand & Sons.

**Reference Books**

1. Singh Ramesh (2015), Indian Economy, McGraw Hill Education.
2. Mishra and Puri (2015), Indian economy, Himalaya Publishing House.
3. Banik Nilanjan (2015), The Indian Economy: A Macroeconomic Perspective, Sage India Publisher.
4. Kapila Uma (2015), Indian Economy: Performance and policies, Academic Foundation.
5. Economic survey 2017.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**CE-2303 Environmental Science\***

\*NUES: Non University Examination System

**L-2, T/P-0,**

**Credits: 02**

**Max Marks: 75**

**Objectives:** The basic objective of this paper is to understand the basic fundamental to environmental science, complexity of ecosystems, major environmental problems including their causes and consequences. This course endeavors to provide a background to current and controversial environmental issues and possible solutions to environmental problems.

**Course Contents**

**Unit I**

**Hours: - 06**

**Ecosystems and how they work:** Types of Eco-Systems, Geosphere – Biosphere and Hydrosphere introduction. Major issues of Biodiversity, Conservation of Bio-Diversity.

**Concept of sustainability and international efforts for environmental protection:** Concept of Sustainable Development, Emergence of Environmental Issues. International Protocols, WTO, Kyoto Protocol, International Agreement on Environmental Management.

**Unit II**

**Hours: - 06**

**Water Pollution:** Water Resources of India, Hydrological Cycle, Methods of Water Conservation and Management, Rain Water Harvesting and their legal aspects, River Action Plan, Ground and Surface Water Pollution; Waste Water Management.

**Air Pollution:** Air Pollution and Air Pollutants, Sources of Air Pollution and its Effect on Human Health and Vegetations. Green House Effect, Global Warming and Climate Change.

**Unit III**

**Hours: -06**

**Solid Waste:** Management – and Various Method Used, Composting, Land Fill Sites etc. Hazardous Waste Management, Biomedical Waste Management.

Environmental Impact Assessment and Environmental Management System - Introduction and its Impact.

**UNIT IV**

**Hours: -06**

**Introduction to Indian Environmental laws:** Legal framework, The Indian Penal Code, Role of Judiciary in Environmental Protection, Water (Prevention and Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981,

**Text Books**

1. Miller Tyler, G. Jr., (2011), Environmental Science: Working with the Earth, Cengage Learning India Pvt. Ltd.
2. Mishra, S.P., and Panday, S.N., (2014), Essential Environment Studies, Ane Books Pvt. Ltd.

**Reference Books**

1. Chhatwal, Rajni Johar (2012), Environmental Science, UDH Publishers & Distributers (P) Ltd.
2. Ghosh Roy, M.K. (2014), Sustainable Development, Ane Books Pvt. Ltd.
3. Asthana, D.K. and Meera. (2014), Textbook on Environmental Studies. S.Chand.
4. Arumugam.N, & Kumaresan.V, (2014) Environmental Science & Engineering, Saras Publication.

# Semester IV

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA 202: Business Environment**

**L-4, T-0,**

**Credits: 04**

**Max Marks: 75**

**Objectives:** To familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions and how the Indian Economy is influencing the business environment in India context.

**Course Contents**

**Unit I**

**Hours: - 10**

**An Overview of Business Environment:** Type of Environment-Internal, External, Micro and Macro Environment, Competitive Structure of Industries, Environmental Analysis and Strategic Management, Managing Diversity, Scope of Business, Characteristics of Business, Process and Limitations of Environmental Analysis.

**Structure of Indian Economy:** Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy, Trends in National Income in India.

**Unit II**

**Hours: - 10**

**Planning and Economic Development and Problems in Indian Economy:** Industrial Policy-1991, Disinvestments of Public Enterprises; Economic Problems: Poverty, Inequality, Unemployment, Concentration of Economic Power, Low Capital Formation and Industrial Sickness.

**Unit III**

**Hours: - 12**

**Concepts of Macro Economics and National Income Determination:** Definitions, Importance, Limitations of Macro-Economics, Macro-Economic Variables, circular flow in 2,3,4 sector and multiplier in 2,3,4 sector.

**National Income:** Concepts, Definition, Methods of Measurement, National Income in India, Problems in Measurement of National Income & Precautions in Estimation of National Income.

**Macro Economic Framework:** Theory of Full Employment and Income: Classical, Modern (Keynesian) Approach, Consumption Function, Relationship between saving and Consumption, Investment function.

**Unit IV**

**Hours: - 12**

**Economic Environment:** Nature of Economic Environment, Economic, Nature and Structure of the Economy, Monetary and Fiscal Policies, FEMA, FDI, WTO, GATT.

**Socio-Cultural Environment:** Nature and Impact of Culture on Business, Culture and Globalization, Social Responsibilities of Business.

**Text Books**

1. Datt, and Sundhram, R., (2013), Indian Economy, Sultan Chand & Sons.
2. Cherunilam, Francis, (2014), Business Environment - Text and Cases, Himalaya Publishing House.
3. Prabhakaran Paleri (2014), Business Environment, Cengage Learning.

**Reference Books**

1. Dhingra, I C., (2014), Indian Economy, Sultan Chand & Sons.
2. Aswathappa, K., (2012), Essentials of Business Environment, Himalaya Publishing House.
3. Gupta C. B., (2012), Business Environment, Sultan Chand.
4. Dwivedi, D. N., (2014) Macro Economics, McGraw Hill Education.

**Note: Latest edition of text books may be used.**

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA 204: Human Resource Management**

**L-4, T-0**

**Credits: 04**

**Max Marks: 75**

**Objectives:** The objective of this course is to make students familiarize with basic concepts of human resource management and people related issues.

**Course Content:**

**Unit I:**

**Hours: -10**

**Human Resource Management:** Concept and Functions, Role, Models, Status of HR , HR Policies, Evolution of HRM. Emerging Challenges of Human Resource Management; workforce diversity, empowerment, Downsizing; VRS; Human Capital; HRIS.

**Unit II**

**Hours: -12**

**Human Resource Planning:** Human Resource Planning- Quantitative and Qualitative dimensions; **Recruitment** – Concept and sources; (E-recruitment, recruitment process outsourcing etc.); **Selection** – Concept and process; test and interview; placement induction. Job analysis – job description and job specification; job design; Job Enlargement; Job Enrichment and flexi-time; Career Planning; Succession Planning.

**Unit III**

**Hours: -12**

**Training and Development:** Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role Specific and Competency Based Training; Evaluating Training Effectiveness; Management Development; Career Development ;

**Performance appraisal:** Nature and objectives; Techniques of performance appraisal; potential appraisal and employee counseling; Internal mobility – promotions, demotion, transfers and separation. Compensation: concept and policies; job evaluation.

**Unit IV**

**Hours: -10**

**Maintenance:** Employee health and safety; employee welfare; social security; Industrial relations- an overview. Grievance handling and redressal Industrial Disputes causes and settlement machinery.

**Strategic HRM:** HRD audit, managing globalization; technology and HRM.

**Text Books**

1. Gary Dessler. (2013) A Framework for *Human Resource Management*. Pearson.
2. David A. Decenzo, Stephen P. Robbins, Susan L. Verhulst, *Human Resource Management*”, (2015), Wiley India Private Limited.

**Reference Books**

1. Bohlendar and Snell, Principles of *Human Resource Management*, (2013) Cengage Learning.
2. K. Aswathappa, Human Resource Management (2013), McGraw Hill Education (India) Private Limited.
3. Chhabra, T.N. *Essentials of Human Resource Management*. (2014) Sun India Publication New Delhi.
4. Robert L. Mathis and John Jackson, Human Resource Management (2011), South-Western Publisher.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA-206: Financial Management**

**L-4, T-0**

**Credit-4**

**Max Marks: 75**

**Objectives:** Efficient Management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision- making in a business unit.

**Course Contents**

**Unit I**

**Hours: -12**

Financial Management: Meaning, Scope, Objectives of Financial Management, Profit Vs. Wealth Maximization. Financial Management and other Areas of Management, Methods of Financial Management, Organization of Finance Function.

Sources of Financing: Classification of Sources of Finance.

**Unit II**

**Hours: -12**

Capital Structure: Meaning and Theories of Capital Structure: Net Income, Net Operating Income and MM Approach and Traditional Approach, Factors Determining Capital Structure.

Cost of Capital: Concept, Importance, Classification and Determination of Cost of Capital (Cost of Equity, Preference, debt and WACC), Leverage: Financial, operating & composite leverage

**Unit III**

**Hours: -12**

Capital Budgeting: Concept, Importance and Appraisal Methods: Pay Back Period, Accounting Rate of Return, Net Present Value Method (NPV), Profitability Index, and IRR. Capital Rationing.

Dividend Policy: Theories for Relevance and Irrelevance Concepts of Dividend.

**Unit IV**

**Hours: -8**

Working Capital Management: Operating cycle, Working Capital Estimation, Concept, Management of cash: Preparation of Cash Budget.

**Text Books**

- 1 . Khan M.Y, Jain P.K., (2014), Financial Management, McGraw Hill Education.
2. Pandey I. M., (2015), Financial Management, Vikas Publishing House.
3. Brigham and Houston (2013) Financial Management, CENGAGE Learning

**Reference Books**

1. Kapil, Sheeba, (2012), Financial Management, Pearson Education.
2. Chandra Prasanna (2011), Financial Management: Theory and Practice, McGraw Hill.
3. Maheshwari, S.N. (2013), Financial Management: Principles and Practice, Sultan Chand.
4. Tulsian, P.C. (2010), Financial Management: A self study textbook, S. Chand.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA-208 Research Methodology**

**L-4, T-0,**

**Credits: 04**

**Max Marks: 75**

**Objectives:** The objective of this paper is to understand the various aspects of research, identify the various tools available to a researcher. Research Methodology can help the business manager in decision making.

**Course Contents**

**Unit I**

**Hours: -10**

**Introduction:** Meaning of research; Scope of Business Research; Purpose of Research – Exploration, Description, Explanation; Unit of Analysis – Individual, Organization, Groups, and Data Series; Conception, Construct, Attributes, Variables, and Hypotheses.

**Unit II**

**Hours: -10**

**Research Process:** An Overview; Problem Identification and Definition; Selection of Basic Research Methods- Field Study, Laboratory Study, Survey Method, Observational Method, Existing Data Based Research, Longitudinal Studies, Panel Studies, Questionnaire Design.

**Unit III**

**Hours: -12**

**Measurement:** Definition; Designing and writing items; Uni-dimensional and Multidimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurston, Likert and Semantic Differential scaling, Paired Comparison, Reliability and Validity Scale.

**Sampling** –Steps, Types, Sample Size Decision; Secondary data sources.

**Hypothesis Testing:** Tests concerning means and proportions; ANOVA, Chi-square test and other Non-parametric tests.

**Unit IV**

**Hours: -12**

**Report Preparation:** Meaning, types and layout of research report; Steps in report writing; Citations, Bibliography and Annexure in report; JEL Classification.

**Computerized Data Analysis:** An overview, features, and role of Computerized Data Analysis (Advanced Excel / SPSS or any other analytical software) (Introductory aspects only).

**Text Books**

1. Malhotra, Naresh, (2010), Marketing Research, Pearson education.
2. Cooper, Donald R. and Schindler, Pamela S. (2014), Business Research Methods, Tata McGraw Hill.
3. Research Methodology for Faculty (2016), Centre for Education Growth and Research Publication.

**Reference Books**

1. Nargundkar, Rajendra, (2011), Marketing Research: Text and Cases, McGraw Hill Education.
2. Kumar, Ranjit, (2014), Research Methodology: A step by step guide for Beginners. Pearson Education.
3. Levin, Richard and Rubin, DS, (2013), Statistics for Management, Pearson Education.
4. Beri, G.C., (2013), Marketing Research, McGraw Hill Education.
5. Deepak Chawla & Neena Soni, (2016), 2<sup>nd</sup> edition, Vikas Publishing House.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**CS-2202 Information System Management**

**L-4 T-0**

**Credit-4**

**Max Marks: 75**

**Objectives:** The objective of the course is to acquaint the students about the concept of information system in business organizations, and also the management control systems.

**Course Contents**

**Unit I**

**Hours: -10**

**Introduction:** Definition, Purpose, Objectives, and Role of MIS in Business Organization, pre-requisites for effective MIS, MIS Applications in Business.

**Information in Decision Making:** Meaning and importance, Sources and Types of Information, information requirements with particular reference to Management Levels, Relevance of Information in Decision Making, Strategic Business objectives of information system.

**Unit II**

**Hours: -10**

**Cost Benefit Analysis:** Quantitative and Qualitative Aspects, Assessing Information needs of the Organization.

**System Development:** Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc., System Approaches - System Development Life Cycle (SDLC), Prototyping, End User Development, Waterfall and Spiral method, System Analysis, Design and Implementation.

**Unit III**

**Hours: -12**

**Types of information system:** Transaction Processing System, Expert System, Decision Support System, Executive Information system and Knowledge Management System.

**Information Technology:** Recent Developments in the Field of Information Technology, Impact of IT on Organization, Multimedia Approach to Information Processing, Centralized and Distributed Processing.

**Unit IV**

**Hours: -12**

**Emerging Concepts and Issues in Information Systems:** ERP - An overview, Characteristics, and Role of ERP in Business Organization, Customer Relationship Management, Business Intelligence, Introduction to Database, Data Warehousing, Data Mining and its Applications, MIS and Information Security Challenges (Introductory aspects only).

**Text Books**

1. Laudon and Laudon, Management Information Systems, Pearson Education, 2014.
2. Javadekar, W.S., "Management Information Systems", Tata McGraw Hill Publication, 2014.

**Reference Books**

1. O'Brien, James A., "Management Information System", Tata McGraw Hill, 2014.
2. Davis, B. Gordon, "Management Information System", Tata McGraw Hill Publication, 2012.
3. Goyal D.P., "Management Information Systems", Macmillan Publication, 2014.
4. M Azam, "Management Information System", Tata McGraw Hill, 2012.



**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA-252 Research Methodology -Lab**

**L-0, T/P-2**

**Credit-2**

**Max Marks: 60**

Lab would be based on the Paper 208. The objective of this lab is to understand the various aspects of research, identification and use of various Software tools available to a researcher. Research tools can help the business manager in decision making (By using any popular Software (Advanced Excel / SPSS or any other analytical software))

# SEMESTER -V

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA 301: Income Tax Law and Practice**

**L-4, T/P-0,**

**Credits: 04**

**Max Marks: 75**

**Objectives:** The course aims to help students to comprehend the basic principles of the laws governing Direct and Indirect taxes. Students are expected to have only elementary knowledge of the topics specified in the syllabus.

**Course Contents**

**Unit I**

**Hours: -10**

Introduction to Income Tax Act 1961, Salient Features and Basic Concepts – Previous Year, Assessment Year, Person, Gross Total Income and Agricultural Income, Residential Status and Incidence of Tax, Fully Exempted Incomes

**Unit II**

**Hours: -12**

Heads of Income-Salary (perquisites, allowances and retirement benefits), House Property, Business or Profession, Capital Gains, Other Sources

**Unit III**

**Hours: -12**

Deductions u/s 80C to 80U, Provisions for Clubbing of Income (simple problems), Meaning and Provisions of Set off and Carry Forward of Losses (simple problems)

**Unit IV**

**Hours: -10**

Deduction of Tax at Sources, Payment of Advance Tax, Assessment of Individuals (computation of Total Income and Tax Liability) and Procedure for filing of returns (online filing- ITR).

**Text Books**

1. Lal, B.B., (2012), Income Tax and Central Sales tax Law and Practice, Pearson Education.
2. Singhania, V. K and Singhania, Monica, Students Guide to Income Tax, (2015), Taxman Publications.

**Reference Books**

1. Ahuja, Girish and Gupta, Ravi, Systematic Approach to Income Tax, (2014), Bharat Law House.
2. Datey, V.S., Indirect Taxes-Law and Practice, (2015), Taxmann Publications.
3. Government of India, Bare Acts (2014), (Income Tax, Service Tax, Excise and Customs).
4. Vashisht, Nitin and Lal, B.B., (2012), Direct Taxes: Income Tax, Wealth Tax and Tax Planning, Pearson Education.

Note: Latest edition of text books may be used.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA-303 Services Marketing**

**L-4 T-0**

**Credits –4**

**Max Marks: 75**

**Objective:** This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

**Course Contents:**

**UNIT - I**

**Hours: -10**

**Introduction to Services Marketing:** Meaning and Nature of Services Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.

**UNIT - II**

**Hours: -12**

**Understanding Consumer Behavior in Services;** Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, SERVQUAL, House of Quality, Return on Quality; GAPs Model; Service Recovery.

**UNIT - III**

**Hours: -12**

**Services Marketing Mix:** Service Positioning, Services Design and Development; Service Blueprinting; Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.

**UNIT - IV**

**Hours: -10**

**Marketing Applications in Select Service Industries:** IT, Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

**Text Books**

1. Zeithaml V. A., Bitner M. J. and Pandit, A. (2013), Services Marketing, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2012). Service Marketing: People, Technology, Strategy, Pearson Education, New Delhi.

**Reference Books**

1. Hoffman, K. D. & Bateson, J. E.G. (2012), Marketing of Services, Cengage Learning.
2. Kurtz D. L. and Clow K. E. (2013). Services Marketing. Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2012), Services Marketing Text and Cases, Tata McGraw Hill Publishing Co. Ltd.
4. Fitzsimmons, J.A., and Fitzsimmons, M.J (2012) Service Management: Operations, Strategy, and Information Technology, Irwin/McGraw-Hill

**Note: Latest edition of text books may be used.**

**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA-305: Goods & Services Tax (GST)**

**L-4 T-0**

**Credits –4**

**Max Marks: 75**

**Objective:** The Objective of the course is to acquaint the student about the introduction of GST in India and the replacement of all Indirect Taxes with GST to make India Level playing field with outside world.

**Unit-I**

**Indirect Taxes** – Meaning and Types of Indirect Taxes, Central Excise Duty - features, nature, scope, salient features of central excise Duty Act; Procedure for excise registration and documents needed; CENVAT MODVAT provisions; Exemptions to small scale industries; Introduction to custom duties; its types, calculation and related issues. **Hours: 14**

**Unit-II**

**VAT** – Introduction, meaning, features, merits and demerits, tax calculation, difference from sales tax, value addition with example; Different forms for VAT; VAT refund; Importance of CST Act 1956 Various Provisions; Different categories; CST Calculations; Introduction to Services Tax Act 2007; Types of Services covered; relevant provisions; Rates of Service Tax and its calculation. **Hours: 14**

**Unit-III**

**Goods and Service Tax (GST)** - Constitutional Amendment, Features of GST, Importance and benefits; Difference between GST and other Taxes; Migration to GST; Registration of dealers under GST, Exempted List; Rate Structure under GST; Procedure for obtaining registration certificate, concept of IGST; CGST; SGST and its calculation with working examples. **Hours: 14**

**Unit-IV**

**Implementation of GST:** GST Council, its members; composition; its role; GST Infrastructure; Impact of GST on Business; Salient features of GST Model. How to file refund under GST, Transfer of Input Tax credit and its related issues; Penalties and appeals under GST; Future of GST in India. **Hours: 14**

**Text Books**

1. Mehrotra H.C., Agrawal V. P., (2016), Indirect Taxes, Sahitya Bhawan Publication.
2. B. Viswanathan, (2016), Goods and Services Tax in India, New Century Publications.

**Reference Books**

1. Singhaia Vinod K. & Singhania Monica, (2016), Students Guide to Indirect Tax Laws, Taxman Publications.
2. Datey V S. (2017), All about GST – A Complete guide to model GST Law, 5/e, Taxman Publications.
3. Gupta K Atul, (2016), GST- Concept and Roadmap, 1/e, LexisNexis Publisher.
4. Ahuja Girish & Gupta Ravi, (2016), Practical Approach to Direct & Indirect Taxes, (Income Tax, Excise, Customs, CST, VAT, Service Tax, & Wealth Tax 34/e, CCH India

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA 307: Digital Marketing**

**L-4 T/P-0**

**Credits-4**

**Max Marks: 75**

**Objectives:** This course aims at creating an understanding of the concepts and techniques of internet and digital marketing so as to exploit the opportunities of this medium to support the organization's marketing activities

**Course Contents**

**Unit I**

**Hours: -10**

Role of Communications in Marketing, Advertising Vs Digital Advertising, Sales Promotions, Integrated Marketing Communications. Evolution of internet as a medium for communication. Introduction to Digital Marketing: Digital Marketing meaning scope and importance, Internet versus traditional marketing communication, internet microenvironment; Use of Business to Consumer and Business to Business Internet Marketing; Internet marketing strategy.

**Unit II**

**Hours: -12**

Use of Internet in Relationship Marketing ( e-CRM) Approaches to Implementing e-CRM; Product Life Cycle Management with internet, Online buyer behavior and Models; The Marketing Mix (7-Ps) in online context. Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, Integrated Internet Marketing Communications (IIMC); Objectives and Measurement of Interactive marketing communication, Service quality.

**Unit III**

**Hours: -12**

Digital Promotion Techniques: Email Marketing, Opt-in-e-mail-Permission Marketing, Social Media Marketing, Online PR, Interactive Advertising, Online Partnerships, Viral Marketing Search Engine Marketing, Mobile Marketing, Blogs. Search Engine Marketing (SEM): Search Engines, Search Engine Optimization, Website Optimization, Content Marketing, Designing content for social media marketing, Campaign management.

**Unit IV**

**Hours: -10**

Web Analytics: Creating a performance system, defining the performance metrics framework, Organic and paid search advertising and analytics, Electronic word-of-mouth analytics, Social media analytics Tools and techniques for Measurement, Website Maintenance Process, tools for web analytics, tools for social media analytics.

**Text Books**

1. Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R. (2009) Internet Marketing: Strategy, Implementation and Practice, Third Edition, Pearson Education, New Delhi.
2. Strauss, Judy and Frost, Raymond (2009), E-Marketing, 5th Edition, PHI Learning Pvt. Ltd., New Delhi.

**Reference Books**

1. Roberts, M.L. (2009) Internet Marketing, 1st Indian Edition, Cengage Learning, New Delhi.
2. Hanson, W. and Kalyanam, (2010), e-Commerce and Web Marketing 1st Edition, Cengage Learning, New Delhi.

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA 313: Production & Operations Management**

**L-4, T-0**

**Credit –4**

**Max Marks: 75**

**Objectives:**

To develop basic understanding of concepts, theories and techniques of production process and operation management.

**Course Contents**

**Unit I**

**Hours: -12**

**Introduction:** Definition, Objectives, Scope and Functions of Production & Operations Management, Types of Production Systems, Transformation Process Model, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas.

**Production Planning and Control:** Objectives, Importance, Levels and Procedures of Production Planning and Control.

**Production Design and Development:** Product Design, Factors determining the Design of a Product, Approaches to Product Design, Product Development Process, and Factors influencing Product Development.

**Unit II**

**Hours: -12**

**Plant Location and Layout:** Factors affecting for location, criteria of site selection, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Objectives of Plant Layout, Factors affecting for plant layout, Types of layouts-Process, Product and Fixed position layout, Problems in Facility Layout.

**Purchasing and Material Management:** Objectives and Importance of Material Management, Organisation of Material Management, Factors responsible for providing economy in Material Management, Steps in purchasing procedure, and Methods of Purchasing.

**Unit III**

**Hours: -10**

**Inventory Management & JIT:** Inventory management and analysis, Inventory Control, Essentials of a good Inventory Control System, Factors affecting Inventory Control Policy, Models / Methods of Inventory Control- EOQ, Re-order Level, ABC analysis, VED analysis, SDE analysis, HML analysis and FSN analysis. Just in Time Implementation Requirements.

**Quality Management Systems and TQM:** TQM, Phases of Quality Control, Specification of Quality, Quality at Source, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka-Yokes, ISO (9000&14000 Series), and Six Sigma (Introductory aspects only).

**Unit IV**

**Hours: -10**

**Plant Maintenance:** Importance of Maintenance Management, Types of Maintenance-Breakdown, Preventive, Predictive, Routine and Planned Maintenance.

**Emerging Concepts and Issues in Manufacturing Systems:** IT in Modern Production Management, Supply Chain Management, CAD / CAM Systems, ERP in Manufacturing Systems (Introductory aspects only).

**Text Books**

1. Aswathappa, K. Production and Operation Management, (2011), Himalaya Publishing.
2. Mahadevan, B. Operation Management: theory and practice, (2015), Pearson Education India.

**Reference Books:**

1. Charry, S., “Production and Operation Management”, Tata McGraw-Hill, 2012.
2. Panneerselvam R. “Production and Operation Management”, Prentice Hall, 2012.
3. Chase, R.B, et. Al (2011), Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.
4. Stevenson W. J (2014). Operations Management, Tata McGraw Hill, New Delhi.

**Note: Latest edition of text books may be used.**



# Semester VI

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA-302 PROJECT MANAGEMENT**

**L-4, T-0**

**Credits –4**

**Max Marks: 75**

**Objectives:**

The basic objective of this course is to familiarize the students with the various aspects of Projects and key guidelines relevant to project planning, analysis, financing, selection, implementation and review.

**Course Contents**

**UNIT - I**

**Hours: -12**

**Introduction:** Projects, Project Management, Objectives and Importance of Project Management, Tools and Techniques for Project Management, Project Team, Roles and Responsibilities of Project Manager, Determinants of Project Success.

**Project Life Cycle:** Phases of Project Life Cycle, Classification of Projects.

**Project Management Process and Project Selection:** Process of Project Management, Project Selection Methods, Project Selection Criteria.

**Generation and Screening of Project Ideas:** Generation of Ideas, SWOT Analysis, Monitoring the Environment, Corporate Appraisal, Profit Potential of Industries (Porter Model, analysis for Project Ideas, Preliminary Screening, Project Rating Analysis, Entry barriers Analysis, Review of Project Planning.

**Project Organizational Structure:** Forms of Organizational Structure - Functional Organization, Project Organization, Matrix Organization.

**UNIT-II**

**Hours: -10**

**Technical Analysis:** Factors Considered in Technical Analysis, Factors Affecting Selection of Locations, Need for Considering Alternatives, Technology Selection, Sources of Technology, Appropriate Technology.

**Market Analysis:** Conduct of Market Survey, Characterization of Market, Market Planning (Introductory aspects only).

**Network Techniques:** Network Analysis, Programme Evaluation and Review Technique (PERT), Critical Path Method (CPM), Identifying critical path, Probability of Completing the project within given time, Project Cost Analysis, Project Crashing (Simple problems only).

**UNIT-III**

**Hours: -10**

**Financial Estimates and Projections:** Feasibility Study, Types of Feasibility Study, Steps of Feasibility Study, Importance and Steps of Financial Feasibility, Components of Cost of Project and Its Estimation (Introductory aspects only).

**Financing of Projects:** Capital Structure, Sources of Long-term Finance, Debt Financing, Characteristics of Debt, Types of Debts, Equity Financing, Preferential Shares, Equity Shares, Retained Earnings, Short-term Sources for Working Capital, Newer Sources of Finance, Venture Capital.

#### **UNIT-IV**

**Hours: -12**

**Project Evaluation and Control:** Project Monitoring and Controlling, Project Evaluation, Post Project Evaluation (Post Audit), Abandonment Analysis.

**Social Cost Benefit Analysis:** Social Cost, Social Benefit.

**Risk Analysis:** Process of Risk Management, Sources of Risk in Project Management, Managing Risk.

**International Project Management:** Introduction, Types of International Projects, Process of International Project Management, Financing International Projects, Risks Associated with International Projects.

**Emerging Concepts and Issues in Project Management:** Role of Information Technology in Project Management, Future of Project Management.

#### **Text Books**

1. Chandra, Prasanna, "Projects: Planning, Analysis, Financing, Implementation and Review", Tata McGraw Hill Publishing Company Limited, 2014.
2. Nagarajan, K., "Project Management", New Age International (P) limited, Publishers, 2015.

#### **Reference Books**

1. R. Panneerselvam. R, Senthilkumar. P., "Project Management", PHI Learning, (P) limited, Publishers, 2013.
2. Maheshwari, S.N., "Financial and Management Accounting", Sultan Chand & Sons, 2012.
3. Jeffrey K. Pinto, "Project Management: Achieving Competitive Advantage", Pearson Education, 2012.
4. Desai, Vasant, "Project Management", Himalaya Publishing House, 2013.

**Note: Latest edition of text books may be used.**

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA-304 Entrepreneurship Development**

**L-4 T-0**

**Credits –4**

**Max Marks: 75**

**Objectives:** It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

**Course Contents**

**Unit I**

**Hours: -10**

**Introduction:** The Entrepreneur: Definition, Emergence of Entrepreneurial Class; Theories of Entrepreneurship.

**Unit II**

**Hours: -10**

**Promotion of a Venture:** Opportunity Analysis; External Environmental Analysis Economic, Social and Technological; Competitive factors; Legal requirements of establishment of a new unit and Raising of Funds; Venture Capital Sources and Documentation Required, Forms of Ownership.

**Unit III**

**Hours: -12**

**Entrepreneurial Behaviour:** Innovation and Entrepreneur; Entrepreneurial Behaviour and Psycho- theories, Social responsibility.

**Entrepreneurial Development Programmes (EDP):** EDP, Their Role, Relevance and Achievements; Role of Government in Organizing EDP's Critical Evaluation.

**Unit IV**

**Hours: -12**

**Role of Entrepreneur:** Role of an Entrepreneur in Economic Growth as an Innovator, Generation of Employment Opportunities, Complimenting and Supplementing Economic Growth, Bringing about Social Stability and Balanced Regional Development of Industries: Role in Export Promotion and Import Substitution, Forex Earnings.

**Text Books**

1. Hisrich, Robert and Peters, Michael, (2012), Entrepreneurship, McGraw Hill Education.
2. Charantimani, (2014), Entrepreneurship Development and Small Business Enterprise, Pearson Education.

**Reference Books**

1. Balaraju, Theduri, (2012), Entrepreneurship Development: An Analytical Study, Akansha Publishing House.
2. David, Otes, (2014), A Guide to Entrepreneurship, Jaico Books Publishing House, Delhi.
3. Kaulgud, Aruna, (2012), Entrepreneurship Management, Vikas Publishing House, Delhi.
4. Chhabra, T.N. (2014), Entrepreneurship Development, Sun India.

**Note: Latest edition of text books may be used.**

**BBA-306 Sales & Distribution Management**  
**L-4, T/P-0, Credits: 04 Max Marks: 75**

**Objective:** The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

**Course Contents:**

**Unit I Hours: -10**

**Introduction to Sales Management:** Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design.

**Unit II Hours: -12**

**Sales Force Management:** Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas; Evaluating Sales Performance; Information Technology in Sales Management;

**Unit III Hours: -12**

**Distribution Planning and Control:** Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial products: Wholesale and Retail Structure, Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

**Unit IV Hours: -10**

**Distribution System and Logistics:** Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy.

**Text Books**

1. Still. K.R., Cundiff. E.W & Govoni. N.A.P (2014). Sales Management. Pearson Education, New Delhi.
2. Rosenbloom, Bert (2014) Marketing Channels: A Management View, Cengage Learning, New Delhi.

**Reference Books**

1. Jobber , David and Lancaster, Geoffery (2012), Selling and Sales Management, Pearson Education, New Delhi
2. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2014), Sales Management:, Pearson Education, New Delhi
3. Panda, T.K. and Sahadev, S (2012) Sales and Distribution Management, Oxford University Press, New Delhi.
4. Havaladar, K K. and Cavale, VM. (2012), Sales and Distribution Management: Text and Cases, Tata McGraw Hill, New Delhi.

**LINGAYA’S UNIVERSITY, GREATER FARIDABAD, HARYANA**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
**BBA-310 International Business Management**

**L-4, T-0 Credits-4 Max Marks: 75**

**Objectives:** The basis objective of this course is to provide understanding to the students with the global dimensions of management.

**Course Contents**

**UNIT I**

**Hours: -12**

**Overview:** International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and Opportunities; Nature, Meaning and Importance of International Competitive Advantage, Multidimensional view of Competitiveness.

Financial Perspectives: International Monetary Systems and Financial Markets, IMF, World Bank, IBRD, IFC, IDA, Existing International Arrangements; Globalization and Foreign Investment- Introduction FDI, national FDI Policy Framework, FPI.

**UNIT II**

**Hours: -10**

**Globalization:** Impact of Globalization, Technology and its Impact, Enhancing Technological Capabilities, Technology Generation, Technology Transfer, Diffusion, Dissemination and Spill Over, Rationale for Globalization, Liberalization and Unification of World Economics, International Business Theories, Trade Barriers- Tariff and Non Tariff Barriers.

**UNIT III**

**Hours: -10**

**Strategy making and International Business:** Structure of Global Organizations, Types of Strategies used in Strategic Planning for achieving Global Competitive Advantage, Meaning, Concept and scope of Distinctive Competitive Advantage, Financial Integration, Cross border Merger and Acquisitions.

**UNIT IV**

**Hours: -12**

**Socio Cultural Environment-** Managing Diversity within and across Cultures, Country Risk analysis, Macro Environmental Risk Assessment, Need for Risk Evaluation; Corporate governance, Globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications.

**Global Human Resource Management-** Selection, Development, Performance Appraisal and compensation, Motivating employees in the global context and managing groups across cultures, Multicultural management.

**Text Books**

1. Tamer, Cavusgil, Gary, Knight, (2012), International Business: Strategy, Management and the New Realities, Pearson Education.
2. K. Aswathappa, (2012), International Business, McGraw Hill Education.

**Reference Books**

1. Sinha P.K, (2012), International Business Management, Excel Books.
2. Singh Shamsher, (2013) International Business, Galgotia Publishing Company.
3. Cherunilam Francis (2010), International Business, PHI.
4. Deresky, (2012), International Management: Managing Across Borders and Culture, Pearson Education.

**Note: Latest edition of text books may be used.**

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA  
BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**BBA 308: Business Policy & Strategy**

**L-4 T-0**

**Credits-4**

**Max Marks: 75**

**Objectives:** The course aims to acquaint the students with the nature, scope and dimensions of Business Policy and Strategy Management Process.

### **Course Contents**

#### **Unit I**

**Hours: -10**

**Introduction:** Nature, Scope and Importance of Business Policy; Evolution; Forecasting, Long-Range Planning, Strategic Planning and Strategic Management.

**Strategic Management Process:** Formulation Phase – Vision, Mission, Environmental Scanning, Objectives and Strategy; Implementation phase – Strategic Activities, Evaluation and Control.

#### **Unit II**

**Hours: -12**

**Environmental Analysis:** Need, Characteristics and Categorization of Environmental Factors; Approaches to the Environmental Scanning Process – Structural Analysis of Competitive Environment; ETOP a Diagnosis Tool.

**Analysis of Internal Resources:** Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of Analysis and Diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis. McKinsey's 7s Framework.

#### **Unit III**

**Hours: -12**

**Formulation of Corporate Strategies:** Approaches to Strategy formation; Major Strategy options – Stability, Growth and Expansion: Concentration, Integration, Diversification, Internationalization, Cooperation and Digitalization, Retrenchment, Combination Strategies.

#### **Unit IV**

**Hours: -10**

**Choice of Business Strategies:** BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model.

**Major Issues involved in the Implementation of strategy:** Organizational Cultural and Behaviour factors, Organization Structure; Role of Leadership, Resource Allocation.

### **Text Books**

1. Kazmi, Azhar, (2014), Strategic Management and Business Policy, McGraw Hill Education.
2. Ghosh, P. K., (2012), Strategic Planning and Management, Sultan Chand & Sons, New Delhi.

### **Reference Books**

1. Hill, Charles W. L. and Jones Gareth R. (2011), An Integrated Approach to Strategic Management, Cengage Learning.
2. Walker, Gordon, (2012), Modern Competitive Strategy, McGraw Hill Education.
3. Weelen, (2012), Concepts in Strategic Management and Business Policy, Pearson Education.
4. Fred, David, (2011), Strategic Management: Concepts and Cases, Prentice hall of India

**Note: Latest edition of text books may be used.**

**LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA  
BACHELOR OF BUSINESS ADMINISTRATION (BBA)  
BBA-003 PROJECT REPORT AND VIVA VOICE**

**L-0 T-0**

**Credits-6**

**Max Marks : 100**

During the sixth semester each student shall undertake a project to be pursued by him / her under the supervision of an Internal Supervisor to be appointed by the Director / Principal. The project should preferably be based on primary data. Both the subject and the name of the Supervisor will be approved by the Director / Principal of the Institution. The Project Report in duplicate along with one soft copy in a CD/DVD will be submitted at least three weeks prior to the commencement of the End Term Examination of the Sixth Semester. Project Report shall carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the University and for the rest of the 50 marks by an Internal Examiner to be appointed by the Director / Principal of the Institution.

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BA-201A	STRATEGIC MANAGEMENT
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### OBJECTIVE

The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

1. **INTRODUCTION:** Concept of Strategy, Ansaff's Matrix, SM, importance, levels of approaches, process of SM: roles of strategies, mission and objectives; components of strategies, environment – concepts, components and appraisal, vision, mission and objective.
2. **FORMULATION:** Organization appraisal and strategy formulation; Organizational dynamics and structuring organizational appraisal, SWOT analysis, formulation-corporate level strategies and business strategies.
3. **ANALYSIS:** Strategy Analysis and Choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan.
4. **IMPLEMENTATION:** Strategy implementation; aspects, structures, design and change; behavioral implementation-leadership, culture, values and ethics. (a brief discussion), policies: Functional implementation; functional strategies, plans and policies; marketing; financial; personnel; operations, its plans and policies.
5. **EVALUATION:** Strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control.

### REFERENCE BOOKS

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd. New Delhi
2. David, Fred R. Strategic Management-Concept and cases, Pearson Education, Delhi.  
Pearce II J A and Robinson Jr., R.B., Strategic Management-Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi.

<b>BA-202A</b>	<b>OPERATIONS RESEARCH</b>
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### **COURSE OBJECTIVE:**

The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

#### **Unit-I**

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations, Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

#### **Unit-II**

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem.

#### **Unit-III**

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off, Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

#### **Unit-IV**

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications;

#### **Unit-V**

Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

### **Suggested Readings:**

1. Paneerselvam, Operations Research, Prentice Hall of India, N.Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.

<b>BA-120A</b>	<b>INTERNATIONAL BUSINESS</b>
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Objective: The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

**1. Introduction to International Business:** Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications, Framework for analyzing international business environment.

**2. Global Trading Environment:** World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade, international trade theory, e-commerce.

**3. International Financial Environment:** Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows, strategizing foreign entry

**4. International Economic Institutions and Agreements:** WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements, functioning of NAFTA

**5. Multinational Corporations and their involvement in International Business:** Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances, Growing concern for ecology; Counter trade; IT and international business.

#### **Suggested Readings:**

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8<sup>th</sup> ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

<b>BA- 264 A</b>	<b>Managerial Skills</b>
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**Objectives:** The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organization

#### **UNIT-1**

**Skill Development** - Writing Business Letter, Official letters, 7C's & 4'S in Communication , Report writing , Skills, Presentation Skills , Communication : Concept, Types , process, barriers, making Communication effective.

**Managerial creativity**- Business Process Re-engineering - Concept , Process, Redesign, BPR, experiences in Indian Industry , Total Quality Management(TQM) - Concept , Systems model of Quality, Deming's approach, TQM as a business Strategy .

#### **UNIT-2**

**Technology led development**- Knowledge Management (KM)- What , why, how, of Knowledge Management , KM process , approach, strategies, tools. E-commerce- Ideology, methodology, classification by application /nature of transactions , Driving Forces of EC, Impact of EC, Scope

#### **UNIT-3**

**Leadership for managers** - Concept , Traits, Styles, Types of leadership, Leadership for managers-varied case studies for identifying and imbibing leadership attributes.

**Selling & Negotiation Skills**-Types of Negotiation , Negotiation Strategies ,Selling skills – Selling to customers , Selling skills – Body language, Conceptual selling, Strategic selling

#### **UNIT-4**

**Conflict Management**- Conflict Management - Types of conflicts and Conflict Management, Coping strategies and Conflict Management, Conflict Management Styles

#### **UNIT-5**

**Positive thinking** Attitudes , Beliefs, Positive thinking – Martin Seligman's theory of Learned Helplessness , Learned Optimism, Case Studies and Presentation

#### **References**

- 1.Stoner, Freeman , Gilbert Jr. : Management (Pearson education)
- 2.Kootz,O'Donnell , Weighrich : Essentials of Management
- 3.Michael , J. Stahl : Management -Total Quality in a global environment ( Blackwell Business)
- 4.Newman , Warren and Summer : The Process of Management , Concept, Behaviour & Practice.

**Objective :** The subject aims to strengthen and transform the communication ability of the students to nurture their business communication skills like verbal, written, presentation skills thus developing their holistic personality which will aid in better performance, developing managerial capacity.

#### **UNIT 1: Comprehensive Communication & Presentation Skills**

Principles of communication, Barriers of Communication. Removing the barriers. Difference between Verbal & Non-Verbal communication. Reading, Writing , Speaking and Listening Skills. Presentation Skills, effective Presentation, tools of presentation, oral presentation skill, removal of stage fear. Activities based on PowerPoint Presentation. Self introduction in front of the Interview board; Public speaking tips; Humorous speech

#### **UNIT 2: Developing Communication Effectiveness & Personality Projection**

Fluency Enhancement Game/Activities. Team Building skill, Leadership skill development. Body language in GD; Types of GD. Mock Group Discussion. Expressing opinions & disagreements; GD in the selection process; Creative Brainstorming.

**UNIT3: Current Affairs & Internal Communication:-** Meeting- Need and importance of Meeting. Role of the chairperson.; Agenda; Minutes; Notice; Memo; Memorandum; Circular, Role of the chairperson, Role of the Participants.Fusion of Management, Technology and ICT, Case studies & Analysis, Case discussion & Presentation.

#### **UNIT 4: Professional Writing -**

CV & Job application; Covering letter; Inquiry, Order, Credit and Status enquiry; Complaints, Claims, Adjustment and Collection.

**UNIT 5: Corporate communication & Aptitude Development:-** Improving Mathematical Acumen, Logical & Analytical Reasoning, Voice Modulation, Public Relations(PR); Tools of PR; External and Internal Measures of PR

#### **TEXT BOOKS:**

1. Pal Rajender, Korlahalli,"Essentials of Business Communications" S.Chand and Sons
2. Lesikar,Pedit,"Business Communication adn Mmanagerial skills, All India Book Travellers

#### **REFERENCE BOOKS:**

- 1.Flatley,Lesikar" Basic Business Communication skills for empowering the internet generation", All India Traveller booksellers
- 2.Hewing Martin, "Advanced Business Communication ", Cambridge University Press

<b>BA-212A</b>	<b>E-COMMERCE</b>
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**OBJECTIVE :** The advent of e-commerce has posed many new issues in the development of business information systems, including Accounting Information Systems. In order to develop effectively and efficiently information systems for contemporary business, the IS specialists should understand new contexts, practices, and appropriate IT - specifically web-based technologies.

**1. Introduction to E – Commerce & E-Business:** Introduction; Definition; Forces fueling E-Com; E-Com Vs E-Business; Challenges in E – Commerce; E-Business Communities. : Model for E-Business: Channel Reconfiguration, Transaction, Event, and Market Segment Aggregation; Value Chain Integration, Strategic Model; E-Com Industry Framework; Information Superhighway; Types of E-Com; E-Business Trident: E-SCM, E-CRM, and E-RP

**2. E – Security :** Firewalls & N/W Security; Type of Firewall, Security Policies; Emerging Firewall Management Issue; Transaction Security; Types of Online Transactions; Requirement for Online Transactions; Encryption & Transaction Security; Secret – Key Encryption; Public Key Encryption; Implementation & Management Issues; WWW & Security; Netscape’s Secure Socket Layers; Security & Online Web Based Banking Security.

**3. Electronic Payment System:** Overview of E-Payment System; Digital Cash, Properties; Electronic Check & Benefits; Online Credit Card System; Types of Credit Card Payments; Secure Electronic Transactions (SET). Other Emerging Financial Instruments; Debit Card and Point of Sale (POS); Debit Card and E - Benefit Transfer; Smart Cards; Electronic Fund Transfer; Intelligent Agents.

**4. E–Com Banking, E–Com Retailing and Publishing :** Electronic Commerce and Banking; Home Banking History; Banking via Online Services; Management Issues in Online Banking. Electronic Commerce and Retailing; Management Challenges in Online Retailing; Electronic Commerce and Online Publishing; Advertising and Online Publishing.

**5. Internet Marketing & E–Com Strategies :** Introduction: Definition and Scope; The 7 Stages of Internet Marketing; Critical Success factors for Internet Marketing.

E-Commerce Strategies for Development; Element of National E-Commerce Strategies; Legal and Regulatory Issues; E-Commerce and Sales Strategy.

#### **SUGGESTED READING:**

1. Electronic Commerce-A managers Guide by Ravi Kalakota and Andrew Whinston, Publisher: Pearson Education India
2. Global Electronic Commerce by Westland J. Christopher and Clark Theodore, Publisher: Academic Press
3. Internet Marketing by Rafi A. Mohammed and Robert J. Fisher, Publisher: McGraw Hill
4. Electronic Commerce: Opportunities and Challenges by Syed Mahbubur Rahman, Mahesh Raisinghani, Publisher: Idea Group

<b>BA- 264A</b>	<b>Managerial Skills</b>
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**Objectives: The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organization**

#### **UNIT-1**

**Skill Development** - Writing Business Letter, Official letters, 7C's & 4'S in Communication , Report writing , Skills, Presentation Skills , Communication : Concept, Types , process, barriers, making Communication effective .

**Managerial creativity-** Business Process Re-engineering - Concept , Process, Redesign, BPR, experiences in Indian Industry , Total Quality Management(TQM) - Concept , Systems model of Quality, Deming's approach, TQM as a business Strategy .

#### **UNIT-2**

**Technology led development-** Knowledge Management (KM)- What , why, how, of Knowledge Management , KM process , approach, strategies, tools. E-commerce- Ideology, methodology, classification by application /nature of transactions , Driving Forces of EC, Impact of EC, Scope

**Leadership for managers** - Concept , Traits, Styles, Types of leadership, Leadership for managers-varied case studies for identifying and imbibing leadership attributes.

#### **UNIT-3**

**Selling & Negotiation Skills**-Types of Negotiation , Negotiation Strategies ,Selling skills – Selling to customers , Selling skills – Body language, Conceptual selling, Strategic selling

#### **UNIT-4**

**Conflict Management-** Conflict Management - Types of conflicts and Conflict Management , Coping strategies and Conflict Management, Conflict Management Styles

#### **UNIT-5**

##### **Positive thinking**

Attitudes , Beliefs, Positive thinking – Martin Seligman's theory of Learned Helplessness , Learned Optimism, Case Studies and Presentations

#### **References**

- 1.Stoner, Freeman , Gilbert Jr. : Management (Pearson education)
- 2.Kootz,O'Donnell , Weighrich : Essentials of Management
- 3.Michael , J. Stahl : Management -Total Quality in a global environment ( Blackwell Business)
- 4.Newman , Warren and Summer : The Process of Management , Concept, Behaviour & Practice .

***Specialisation***  
***Human Resource Management***  
***Semester 3***



<b>BA-305A</b>	<b>PERFORMANCE MANAGEMENT</b>
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## **OBJECTIVE**

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

1. **INTRODUCTION:** Concept, characteristics, role and significance of performance management; performance appraisal vis-à-vis performance management; process of performance management; performance management and strategic planning linkages.
2. **PMS:** Establishing and operational ting performance management system; measuring performance – (various aspects), conducting performance review discussion; harnessing performance management system for performance improvement.
3. **STRATEGIES:** Performance management strategies and interventions – reward based performance management; Career based performance management, team based performance management.
4. **CULTURAL ASPECTS:** Culture based performance management; measurement based performance management.
5. **COMPETENCY BASED PMS:** Concept, types of competencies, competency devt, competency modeling a matrix, competency based pms.

## **REFERENCE BOOKS**

1. Aguinis, Herman, "Performance Management", Pearson Education
2. Sahu, R.K., "Performance Management System", Excel Books, New Delhi
3. Cardy, Robert L, "Performance Management: Concepts, Skills and Exercises", Prentice Hall of India, New Delhi.
4. Kandula, Srinivas R, "Performance Management", Prentice Hall of India, New Delhi

<b>BA-306A</b>	<b>TRAINING AND DEVELOPMENT</b>
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## **OBJECTIVE**

This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

1. **INTRODUCTION:** Training – concept and rationale; training process: different between training & development
2. **ASSESSMENT:** Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping, person and setting training assessment & design-designing the training –essential factors to be conselere in training design, learning process & different learning style.
3. **METHODS and TECHNIQUES:** Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; brainstorming, mind mapping, electronic enacted
4. **EVALUATION:** Evaluation of training - need for evaluation, principles of evaluation, model of evaluation, return on investment in training, process of calculation of ROI in training,
5. **GLOBAL PERSECTIVE:** Emerging trends in training and development; new perspectives on training – cross cultural training, and knowledge management.

## **REFERENCE BOOK**

1. Sahu, R.K., “Training for Development”, Excel Books, New Delhi  
Blanchard, P Nick, James W. Thacker, “Effective Training – Systems, Strategies and Practices”, Pearson Education, New Delhi

**OBJECTIVE**

This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these interventions for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining.

1. **INTRODUCTION:** Organizational Change – meaning, nature, types; theories of planned change; organizational Development.
2. **INTERVENTIONS:** Human Process Interventions – T group, process consultation, third party interventions.
3. **TEAM BUILDING:** Team building; organizational confrontation meeting, coaching and mentoring, role focused interventions.
4. **RESTRUCTURING:** Techno structural Interventions- restructuring organization, reengineering, employee involvement, work design, strategic, intervention.
5. **ETHICS AND VALUES:** OD practioners-role, competencies requirement, professional ethics and values future trends in OD in service sector.

**REFERENCE BOOKS**

1. Cummings, Christopher, “Organization Development and Change”, Thomson Learning
2. Chowdhury, Subir, “Organization 21C”, Pearson Education
3. French, Wendell, Bell, “Organization Development”, New Delhi

<b>BA-308A</b>	<b>COMPENSATION MANAGEMENT</b>
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## **OBJECTIVE**

The course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis, and restructuring compensation management system, policies and strategies.

1. **INTRODUCTION:** Concept, Role of compensation in organization: economic and behavioral theories related to compensation, Strategic perspectives of compensation; compensation as motivational tool; compensation policy.
2. **EQUITIES:** Internal and external equities in compensation system; determining of the worth of job; understanding inter and intra industry compensation differentials.
3. **DESIGN:** Designing pay structure and administering compensation package; understanding different components of compensation package like Fringe benefits, incentives and retirement plans; pay for performance plans.
4. **SPECIAL GROUPS:** Compensation of special groups; Corporate Director, Chief Executives, Senior Managers; Professionals and knowledge workers, R and D staff Components of Executive compensation package
5. **STATUTORY PROVISIONS:** Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management, tax planning.

## **REFERENCE BOOKS**

1. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill
  2. Martocchio, J.J., "Strategic Compensation", Pearson Education
  3. Armstrong, M and Murlis, H, "Reward Management", Kogan Page, UK
- Henderson, R.O., "Compensation Management", Pearson Education

***Specialisation***  
***Human Resource Management***  
***Semester 4***

<b>BA-405A</b>	<b>TALENT MANAGEMENT</b>
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## **OBJECTIVE**

The objective of this course is designed to create symbiotic relationship between talent and organization accelerate the performance involvements by instituting talent management system that ensures identification, management and development of talent portfolio.

1. **INTRODUCTION:** Talent – engine of new economy, difference between talents and knowledge workers, leveraging talent, a talent value chain.
2. **TALENT MANAGEMENT SYSTEM:** Talent Management System – elements and benefits of TMS; creating TMS, challenges of TMS; building blocks of talents management, talent friendly organization.
3. **TALENT PLANNING:** Talent planning – succession management process; cross-functional capabilities and fusion of talents, competences – types, concept & development methods.
4. **BUDGETING:** Talent development budget, value-driven cost structure; contingency plan for talent; building a reservoir of talent.
5. **RETURN ON TALENT:** Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system.

## **REFERENCE BOOKS**

1. Chowdhury, Subir, "The Talent Era", Financial Times / Prentice Hall International
2. Berger, Lance A and Dorothy, Berger (Eds.), "The Talent Management Handbook", Tata McGraw Hill, New Delhi
3. Sanghi, Seema, "The Handbook of competency Mapping", Response Books, New Delhi

<b>BA-406A</b>	<b>INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS</b>
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## **OBJECTIVE**

The objective of the course is to sensitise and expose the students to the task, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on different job situations.

1. **INTRODUCTION:** Industrial relations- concept, scope and objectives, emerging economic and profile, impact of technology change on industrial relations.
2. **ROLE OF STATE:** Factors affecting industrial relations. Prevention and settlement of disputes. Dynamics of Industrial Conflicts: Dynamics of industrial conflicts, discipline and Grievance management, negotiation and collective bargaining.
3. **TRADE UNIONS:** Development of trade unions in India. Pattern of trade unions in structure, central trade Union organization, Registration and recognition of trade union.  
  
Rules of liabilities of TU.
4. **INDUSTRIAL LAWS:** Social security laws, Factories Act, Industrial Dispute Act, (Workmen's compensation, ESI, PF, Gratuity, Maternity relief) **in brief**.
5. **WORKERS PARTICIPATION:** Co-ownership management. Concept and significance, involvement of workers with management processes. Strategic implementation of WPM.

## **REFERENCE BOOKS**

1. Ramaswamy, E., "Managing Human Resources", Oxford University Press, New Delhi
2. Monappa, A., "Managing Human Resources", Tata McGraw Hill, New Delhi
3. Dutta, S.K., "Guide to Disciplinary Action", Tata McGraw Hill, New Delhi.
4. Venkataratnam, Sinha, "Trade Union Challenges at the Designing of 21<sup>st</sup> Century". Excel Books, New Delhi.
5. Venkataratnam, "Industrial Relations", Oxford University Press, N.Delhi.

<b>BA-407A</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>
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## **OBJECTIVE**

The primary concern of this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and organizational outcomes.

1. **INTRODUCTION:** HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, STRATEGIC PERSPECTIVE: Evolution of SHRM, strategic vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.
2. **FRAMEWORK AND APPROACHES:** Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning, MEASURES: HRM and firm performance linkages – measures of HRM performance.
3. **HR SYSTEMS:** HR systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems.
4. **STRATEGIC HR DECISIONS:** Strategic options and HR decisions – Downsizing and restructuring.
5. **GLOBAL PERSPECTIVE:** Domestic and international labor market, mergers and acquisitions, outsourcing and off-shoring.

## **REFERENCE BOOKS**

1. Agarwala, Tanuja, "Strategic Human Resource Management", Oxford University Press, New Delhi
2. Mello, Jeffrey A., "Strategic Human Resource Management", Thomson Learning Inc.
3. Greer, Charles, "Strategic Human Resource Management", Pearson Education



<b>BA-408A</b>	<b>CROSS-CULTURAL HUMAN RESOURCE MANAGEMENT</b>	<b>L T P</b>	<b>Cr</b>
		<b>3 0 0</b>	<b>3</b>

## OBJECTIVE

This course builds on the notions and frameworks in developing and understanding about the diverse nature of behavior patterns and issues involved in multivariate values and culture systems to maintain excellence of management.

1. **HUMAN RESOURCE MANAGEMENT:** Human resource management in global organization: meaning and concept, characteristics and elements.
2. **HUMAN AND CULTURAL VARIABLES:** Human and cultural variables of organization; cultural diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications.
3. **GLOBAL ISSUES:** Global HR issues: cross –national differences, differences in communication work setting, negotiations, leadership, Motivational context, standardization and adoption of work practice; training and development of international system.
4. **GLOBAL STAFF MANAGEMENT:** Managing global staff: recruitment, selection criteria and issues, Retention and motivating international staff, bargaining behavior and negotiation strategies; culture caricatures, team development and cooperation.
5. **COMPENSATION:** Compensation: objectives, determinants and key components; standards of performance management in global perspective; issues and challenges in global perspective; expatriate and repatriate issues in global context.

## REFERENCE BOOKS

1. Holt, David H, "International Management–Text and Cases", Dry Den Press, Thomson Learning, Bombay
2. Peter, J., Dolling, Danice, E. Welch, "International Human Resource Management", Thomson learning – Excel books
3. Cullen, "Multinational Management", Thomson Learning Bombay
4. Harzing and Van Ruysseveldt, "International Human Resource Management", Sage Publication, New Delhi

***Specialisation***

***Finance***

***Semester 3***

**OBJECTIVE**

The objective of this paper is to acquaint the students about major financial services and institutions.

1. **INTRODUCTION:** Financial services: salient features, scope and problems; mutual funds; venture capital financing. Regulatory framework: Regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking.
2. **CREDIT RATING:** Credit rating: factoring and forfeiting; housing finance. Mergers: Merger/amalgamation and acquisition /takeover; debt securitization.
3. **DEVELOPMENT BANKING:** Development banks: operational policies and practices of IDBI, ICICI, IFCI, SIDBI, EXIM BANK, UTI, LIC.
4. **MONEY MARKET INSTRUMENTS:** Segment/instruments of money market; SEBI: its objective, functions and power.
5. **SECURITY TRADING:** Mechanism of security trading: NSE, OTCEI, scriptless trading; depository; system and custodial services.

**REFERENCE BOOKS**

1. Khan, M.Y., "Indian Financial System", Tata McGraw Hill, New Delhi
2. Bhole, L.M., "Financial institutions and Markets", Tata McGraw Hill, New Delhi
3. Khan, M.Y., "Financial Services", Tata McGraw Hill, New Delhi
4. Machirajn, HR, Indian Financial System, Vikas Publishing House Pvt. Ltd. New-Delhi
5. Vasant Desai, The Indian Financial System, Himalaya Publishing House, New-Delhi

<b>BA-310A</b>	<b>PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE</b>
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### **COURSE OBJECTICE:**

The objective of this paper is to acquaint the students about the project planning, appraisal and control and financing of infrastructure projects.

#### **Unit-I**

Phases and objectives of capital budgeting; generation and screening of project ideas. Market, demand and situational analysis, technical analysis and financial analysis.

#### **Unit-II**

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions.

#### **Unit-III**

Project financing in India -project appraisal by financial institutions, environmental appraisal of Projects.

#### **Unit-IV**

Project management: organisation, planning, control, human aspects and pre -requisites.

#### **Unit-V**

Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

### **Suggested Readings**

1. Chandra, Prasanna, Projects : Planning Analysis, Selection, Implementation and Review, Tata

McGraw Hill, New Delhi, 2002.

2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.

3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.

4. Rao, P.C.K., Project Management and Control , Sultan Chand & Sons, N.Delhi.

5. Nijiru, Cyrus and Merna,Tony, Financing Infrastructure Projects, Thomas Telford, UK, ISBN

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections.

Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.

2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.

3. All questions will carry equal marks.

<b>BA-311A</b>	<b>STRATEGIC COST MANAGEMENT AND CONTROL</b>
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## OBJECTIVE

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective.

1. **INTRODUCTION:** Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning, cost management tools –life cycles costing, target costing, kaizan costing, JIT and theory of constraints, BPR and bench marking.
2. **ABC:** Nature of activity –based costing (ABC); benefits and limitations of ABC; limitations of volume –based costing system, indicators of ABC; activity hierarchies; cost drivers; designing an ABC system activity based management; operational and strategic application of ABC.
3. **ANALYSIS:** Customer profitability analysis, process value analysis, financial measures of activity efficiency; nature of value chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition.
4. **PLANNING AND CONTROL:** Functional –based planning and control; budgeting –nature administration and effectiveness; budgeting cycle; activity based budgeting; kaizan approach; ZBB; performance budgeting, human aspects of budgeting; responsibility centre and financial control – nature and role of responsibility centers accounting and evaluation of responsibility centre measuring the performance of investment centre –ROI, RI, EVA; transfer pricing and its applications.
5. **PERFORMANCE MEASUREMENT SYSTEM:** Strategic based performance measurement system: balanced score card –prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system.

## REFERENCE BOOKS

1. Drury, Colin, "Management Accounting and Control", Thomson Learning
2. Hansen and Mowen, "Cost Management", Thomson learning
3. Kaplan, Atkinson, "Advanced Management Accounting", Pearson Learning  
Horngren, Datar Foster, "Cost Accounting", Pearson Education

**OBJECTIVE**

International boundaries are blurring. Therefore, MNCs can raise funds from international financial management. The purpose of this paper is to equip the students with financial and investment decision of MNCs.

1. **INTRODUCTION:** Importance factors leading to internationalization of finance, structure of International Funds Flow, International Monetary system, evaluation of control.
2. **FINANCIAL RISK DETERMINED:** BOP, PPP, International parity, Development of international marketing.
3. **INTERNATIONAL MONEY & CAPITAL MARKETING:** International capital money market; euro dollar and currency market; financial market instrument –GDRs, ADRs, Euro issues, CP and ECB, **INTERNATIONAL SYSTEM:** International working capital management, international cash management, international receivable management, managing short term assets and liabilities.
4. **INTERNATIONAL STRUCTURE AND CAPITAL BUDGETING:** Multinational capital budgeting, cost of capital. **CAPITAL STRUCTURE:** Capital structure decisions; dividend policy of multinational firm.
5. **INTERNATIONAL FINANCIAL RISK MANAGEMENT:** Measuring and managing various risks and exposure, country risk analysis; taxation in multinational firms.

**REFERENCE BOOKS**

1. Madura, Jeff, "International Financial Management", Thomson learning
  2. Eitman, David K., Stonehill, Arthur I, Moffet, Michael H. and Pandey, Alok, "Multinational Business Finance", Pearson Education
- Sharan, V, "International Financial Management", Prentice Hall India, New Delhi

***Specialisation***  
***Finance***  
***Semester 4***

**BA-409A**

**TAXATION LAWS AND PLANNING**



## OBJECTIVE

The objective of this course is to acquaint the students with tax laws and tax planning

1. **INTRODUCTION:** Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property.
2. **PROFITS:** Profits and gains of business and profession including depreciation; capital gains; income from other sources.
3. **CLUBBING OF INCOMES:** Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals computation of tax liability.
4. **TAX PLANNING:** tax planning in reference to employees remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers.
5. **TAX AVOIDANCE AND EVASION:** laws relating to them, managerial decisions: relating to own or lease, make or buy, export or import, tax returns: various features and assessment of income.

## REFERENCE BOOKS

1. Singhanian, V.K. and Singhanian, Kapil, "Direct Taxes Law and Practices", Taxman Publications
2. Mehrotara and Goyal, "Income Tax Law and Practice", Sahitya Bhawan Pub. Agra.

BA-410A	MANAGEMENT OF BANKING AND INSURANCE
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## OBJECTIVE

The attempt of this paper is to impart knowledge of various functional areas and risk management in banking and insurance sectors.

1. **INTRODUCTION:** An overview of the banking sector – growth and structure; functions and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD.
2. **REGULATORY ISSUES:** Regulatory issues for governance of banking sector – role of RBI and Ministry of Finance; marketing in banking industry – components of bank marketing strategy; role of technology in banking.
3. **ALM:** Components of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit sharing; managing NPAs.
4. **INSURANCE SECTOR:** Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans, Investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India.
5. **LIFE AND NON-LIFE INSURANCE COMPANIES:** Organizational forms, structure and administration of life and non-life insurance companies, Life and non-life insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life(health and motor vehicles) insurance underwriting; financial management of life insurance companies.

## REFERENCE BOOK

1. Shekhar, K.C. and Shekhar, Lekshmy, “Banking Theories and Practices”, Vikas Publication
2. Risk management, “Indian Institute of banking and Finance”, McMillan Publisher

BA-411A	SECURITY ANALYSIS and PORTFOLIO MANAGEMENT
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## OBJECTIVE

The objective of this paper is to acquaint the students about the investment decisions, risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

1. **INVESTMENTS:** meaning & objectives, benefits, need instruments & marketing, process.
2. **RISK & RETURN:** Definition of return, methods of calculation of return, definition of risk, types of risk, systematic & unsystematic, risk – return analysis of colist-prices securities & variables income security, fundamental & technical analysis.
3. **PORTFOLIO:** Definition of Portfolio & need & advantage, portfolio construction, meaning of portfolio management.
4. **PORTFOLIO MANAGEMENT MODELS:** Advantages & Selection, selection problems of models- Traditional, Markowitz, CAPM, APT, Sharp single index.
5. **PORTFOLIO MANAGEMENT STRATEGIES & EVALUATION:** Passive and Active Strategies, formula plans–constant dollar-value plan, constant ratio plan, variable ratio plan; portfolio performance evaluation; risk adjusted measures of performance.

## REFERENCE BOOKS

1. Reiley and Brown, "Investment Analysis and Portfolio Management", Thomson Learning, Bombay
2. Sharpe, Alexander and Wiley, "Investment", Prentice Hall of India, New Delhi
3. Alexander, Gorden J. and Bailey, Jeffery V., "Investment Analysis and Portfolio Management", Dry den press, Thomson Learning, Bombay
4. Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House, New Delh

<b>BA-412A</b>	<b>FINANCIAL DERIVATIVES</b>
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## OBJECTIVE

To acquaint the students with the basics of financial derivatives and their use in managing risk with their synergic effect on financial returns.

1. **INTRODUCTION:** Concepts and types of derivatives; participant– hedgers, speculators, arbitragers and scalpers; uses of derivatives, types of orders; derivative markets in India– current trends and future prospects.
2. **FUTURES AND FORWARDS:** Fundamentals of futures and forwards– concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures(basics), use of futures for hedging; difference between forward and future contracts; clearing process.
3. **OPTIONS:** Types of options, trading strategies involving options; black scholars option pricing model.
4. **SWAPS:** Fundamentals of swaps – introduction to swaps; interest rate swaps, currency swaps.
5. **MECHANICS OF SWAPS:** Mechanics of swaps – interest swap and currency swaps; swap pricing.

#### REFERENCE BOOKS

1. Chance, Don M., “An Introduction to Derivatives and Risk Management”, Harcourt College Publishing
  2. Hull, John C., “Futures and other Derivatives Securities”, Prentice Hall India, New Delhi
  3. Redhead, “Financial Derivatives: An Introduction to Future/Forward, Options and Swaps”, Prentice Hall India, New Delhi
- Robert A Strong, “Derivatives: An Introduction”, Thomson Learning, Bombay

***Specialisation***  
***International Business***  
***Semester 3***

BA-317A	FOREIGN EXCHANGE MANAGEMENT
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**Objective:** The purpose of the course is to enhance the skill the students in the instruments, techniques and applications of foreign exchange management. It exposes the students to the functional and operational aspects of foreign exchange market and the intricacies of the risks involved.

**Unit 1:** Introduction: Definition of Foreign Exchange, Nature of foreign exchange, Type of Foreign Exchange Markets and Transactions ;Outline of Exchange Rate and Types; Determination of rate of exchange; monetary portfolio balance, overvalued and undervalued currencies; exchange rate systems; Statutory basis of Foreign Exchange, Management of Foreign Exchange with special reference to India: Evolution of Exchange Control; Convertibility; Central banking intervention for exchange rate stability;

**Unit 2:** Exchange Rate principles: Purchasing Power Parity , Interest Rate Parity , International Fisher Effect; Portfolio Balance , Demand and Supply Growth ; BOP- Monetary Approach.

**Unit 3:** (Financial Aspect: Financing of Imports by Opening of Letter of Credit(LC): Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit;) Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance; Export Methods - how to start export; Documents involved in International trade: Statutory Documents, Transport Documents,

**Unit 4:** (External commercial Borrowings: Buyers Credit, Suppliers Credit), Forfeiting /Factoring; INCOTERMS: C.I.F., F.O.B., C.I.P; Methods of Trade Settlement: Open Account, Clean Advance, Documentary Credit, And Documentary Collection.

**Unit-5:** Risk Exposure: Measuring foreign exchange risk and exposure; basic techniques of exposure management. Risk Bearing Documents. Tax Treatment of Foreign Exchange Gains and Losses as per FEMA; Euro currency market and its instruments;

**References:**

1. Aliber, A. Z., Exchange Risk and Corporate International Finance, Macmillan, London,
2. Luca Cornelius, Trading in the Global Currency Markets, NJ Prentice Hall.
3. Sutton, W. H., Trading in Currency Options, New York Institute of Finance. `

<b>BA-318A</b>	<b>INTERNATIONAL MARKETING</b>
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**COURSE OBJECTIVE:**

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

#### **Unit-I Introduction:**

Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; international marketing environment; screening international marketing opportunities; techniques of foreign market selection.

#### **Unit-II International Marketing Research & Strategies**

International marketing research and information system; foreign market entry modes; global marketing operations and strategies;

#### **Unit-III International Product Strategies**

International product, branding decision, PLC, pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions, consideration (factor) affecting, product strategy, product adoption & standardization, new product development.

#### **Unit-IV International Pricing Strategies**

International direct marketing; international promotion mix; push and pull strategies; aspects of international sales management;

#### **Unit-V International Distribution & Promotion Strategies**

Global media strategy; (challenges of international advertising; the structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management), operations and control; managing risk in international marketing.

#### **Suggested Readings:**

1. Onkvisit Sak and John J. Shaw, International Marketing – Analysis and Strategy, PHI,

New Delhi

2. Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning,
3. Keegan Warren J., Global Marketing Management, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi
5. Rajgopal, International Marketing, Vikas, New Delhi

<b>BA-319A</b>	<b>MULTINATIONAL BANKING</b>
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### **Unit-I**

Structure and growth of international banking; eurocurrency markets; growth of Eurocurrency deposits and credit; determination of eurocurrency interest rates, Eurocurrency instruments, multinational banking

### **Unit-II**

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending, role of bank for international settlements



**Unit-III**

International payment systems; international asset and liabilities management; derivatives trading by multinational banks.

**Unit-IV**

Bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

**Unit-V**

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

**Suggested Readings:**

1. Macdonald S. Scott and Timothy W. Koch, Management of Banking, Thomson Learning, Singapore
2. Fabozzi Frank J. , et. al., Foundations of Financial Markets and Institutions, Pearson Education, Delhi
3. Giddy Ian H., Global Financial Markets, AITBS, New Delhi
4. Robinson Stuart W., Multinational Banking, A.W. Sijthoff International, Leiden
5. Lees Francis A., International Banking and Finance, John Wiley, New York

<b>BA-320A</b>	<b>INTERNATIONAL TRADE THEORY AND PRACTICE</b>
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**COURSE OBJECTIVE:**

The paper seeks to develop conceptual and analytical framework within which the students can analyze international trade problems and issues. It further enables the students to understand the practical parts of trade policy within which the business is required to make adjustments.

## **Unit-I**

Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade; gains from trade; Term of trade – alternative concepts; trade equilibrium and determination of terms of trade; significance of conceptual understanding of trade theories for IB manager.

## **Unit-II**

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota, International economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers

## **Unit-III**

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets.

## **Unit-IV**

Logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence, major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters.

## **Unit-V**

Import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy.

## **Suggested Readings:**

1. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi
2. Bo Sodersten, International Economics, Macmillan, London
3. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York

4. H. Robert Heller, International Trade, Prentice Hall of India, New Delhi

***Specialisation***  
***International Business***  
***Semester 4***

<b>BA-417A</b>	<b>GLOBAL STRATEGIC MANAGEMENT</b>
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**COURSE OBJECTIVE:**

The objective of the paper is to offer an insight into the impact of globalization on business organization and how managers can take strategic decisions in the global context.

**Unit-I**

The phenomenon of globalization; drivers and obstacles to globalization; motives and determinants of internationalization of firms; components and challenges of international strategic management, developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate and culture on international strategy.

#### **Unit-II**

Strategic value of an alliance; partner analysis; criteria for successful alliances; cross -border mergers and acquisitions; managing integration, transition and consolidation phases.

#### **Unit-III**

Strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management, Integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy, Risk strategies in multinational management; global capital structure decisions.

#### **Unit-IV**

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; challenges of multinational recruitment, selection and performance appraisal.

#### **Unit-V**

Managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

#### **Suggested Readings:**

1. Cullen John B., Multinational Management – A Strategic Approach, South-Western, Ohio.
2. Sindhvani Trilok N., The Global Business Game – A Strategic Perspective , MacMillan, New Delhi

3. Daniels John D. et.al., International Business – Environment and Operations, Pearson Education, New Delhi
4. Lasserre Philippe, Global Strategic Management, Palgrave MacMillan, Hampshire

**Objectives:** The course aims to orient the students on global business environment and international markets and to make students understand the various risks an enterprise is exposed to on account of international transactions.

## **Course Contents**

### **Unit I**

#### **GLOBAL FINANCIAL MANAGEMENT**

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, The current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime

### **Unit II**

#### **BALANCE OF PAYMENTS**

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

### **Unit III**

#### **INTERNATIONAL FINANCIAL MARKETS**

Motives for using International Financial Markets. Foreign Exchange Market – History and Transactions, interpreting Foreign Exchange Quotations, International Money Markets, International Credit Markets and International Bond Markets. Comparison of International Financial Markets.

### **Unit IV**

#### **FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES**

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

## **Text Books**

1. Alan Shapiro: Multinational Financial Management , Prentice Hall, New Delhi.
2. Apte, Prakash, "International Finance – A Business Perspective", Tata Mc Graw Hill.
3. Rita M. Rodriguez L. Bigame Carter: International Financial Management.





<b>BA-419A</b>	<b>INTERNATIONAL LOGISTICS</b>
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### **COURSE OBJECTIVE:**

The purpose of the paper is to expose the students to the practical aspects of international trade and the domestic and international institutional and regulatory arrangements for this part of international business.

### **Unit-I**

Trends in world trade growth; nature, significance and components of international logistics; creating an export organization; registration and licensing; selecting export products and markets and channels.

### **Unit-II**

Export costing and pricing procedures incoterms; deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure, arranging pre -shipment finance; export procurement; quality control and pre -shipment inspection; packing and labeling of export consignments;

### **Unit-III**

Basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents, arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates.

### **Unit-IV**

Role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC, major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports.

### **Unit-V**

Marketing development assistance; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

**Suggested Readings:**

1. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi
2. Khurana, P.K., Export Management, Galgotia Publishing, New Delhi
3. Shavaramu, Export Marketing – A Practical Guide for Exporters , Wheeler Publishing,  
New Delhi
4. Govt of India, An Overview of Customs , Commissionate of Customs and ICDs, New Delhi
5. Govt. of India, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of  
India, New Delhi.

<b>BA-420A</b>	<b>INTERNATIONAL ACCOUNTING</b>
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**Objectives:** The objectives of this course are to acquaint the students with the accounting needs of International Financial markets and to analyse the accounting measurement and reporting issues unique to Multinational Business Transactions.

**Course Contents:**

**Unit-I**

International dimensions of Accounting; Conceptual and Comparative Developments, International Accounting Standards.

**Unit-II**

Concept and Mechanism of setting International Accounting Standards, disclosure requirements of International Accounting Standards, International Audit Environment.

**Unit-III**

Dimensions of Financial Reporting : Concept and Development of International Financial Reporting Standards(IFRS), Dimensions of IFRS.

**Unit-IV**

Types of Foreign Currency Transactions, Managing International Information system, Analyzing Foreign Financial Statements: Accounting for Foreign Currency Translation.

**Unit-V**

Accounting for Inflationary Trends, Accounting for Environmental Protection Measures. Concept and setting of Transfer Pricing.

**Suggested Readings**

1. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India.
2. Hennie Van Greuning, World Bank : International Accounting Standards: A Practical Guide.
3. Lee H. Radebaugh, Sidney J. Gray, Ervin L. Black International accounting and multinational enterprises.
4. Shirin Rathore: International Accounts, PHI.

***Specialisation***

***Marketing***

***Semester 3***

<b>BA-321A</b>	<b>BRAND MANAGEMENT</b>
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## OBJECTIVE

To introduce the concept of branding and brand management with special emphasis on developing brand Equity

1. **BRANDING CONCEPTS:** concepts; branding challenges and opportunities; brand equity concepts; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand value.
2. **BRAND EQUITY:** Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity; information processing model of communication marketing, communication options.
3. **LEVERAGING PROCESS:** leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging knowledge to build brand equity; conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events.
4. **BRAND EQUITY MANAGEMENT & MEASUREMENT SYSTEM:** Developing a brand equity measurement and management system; establishing brand equity management system, qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity.
5. **DESIGNING AND IMPLEMENTING:** Designing and implementing branding strategies: brand-product matrix, brand hierarchy and meaning new products and brand extensions, managing brands over time: managing brands over geographic boundaries and market segments.

## REFERENCE BOOKS

1. Kapferer, Jean Noel, "Strategic Brand Management", Kogan Page, New Delhi
2. Kapoor, Jagdeep, "24 Brand Mantras", Sage Publication, New Delhi
3. Sengupta, subroto, "Brand Positioning Strategies for competitive Advantage", Tata McGraw Hill; New Delhi
4. Kumar, S. Ramesh, "Marketing and Branding", The Indian Scenario, Pearson Education, New Delhi

**OBJECTIVE**

The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising.

1. **INTRODUCTION:** Marketing communication; functional areas of marketing communication; sales promotion, integrated marketing communication; types of advertising agencies; media partners and their role; compensating the advertising agencies; agency evaluation.
2. **CAMPAIGN PLANNING:** IMC planning process; internal marketing; segmenting and targeting; types of segmentation; message and profitability targeting; digitization of brand information.
3. **IMC MESSAGE STRATEGY:** Developing creative message strategy; process of developing IMC message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for print and electronic media; print layout and design; execution.
4. **MEDIA CLASSIFICATION:** Media classification; media strength and weakness; wireless communication; e-mail marketing; integrating social media, integrating online brand communication;
5. **IMC PLANING & EVALUATION:** Interactive and personal dimension of direct marketing; methods of direct marketing; event marketing; trade shows and other participation events; sponsorships; strengths and customer service; objectives and strategies of customer service; social, economic and ethical issues in IMC; evaluation and measurement of brand messages; measurement and evaluation methods.

**REFERENCE BOOKS**

1. Duncan, Tom, "Principles of Advertising and IMC", Tata McGraw Hill, New Delhi
  2. Jethwaney, Jaishree and Jain, Shruti, "Advertising Management", Oxford University Press, New Delhi
  3. Belch, George and Belch, Michael, "Advertising and Promotion", Tata McGraw Hill, New Delhi
  4. Wells, William, Brunett, John and Moriarty, Sandra, "Advertising Principles and Practice", Pearson Education, New Delhi.
- Clow, Kenneth and Baack, Donald, "Integrated Advertising Promotion and Marketing Communication", Pearson Education, New Delhi

<b>BA-323A</b>	<b>SERVICE MARKETING</b>
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## **OBJECTIVE**

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

1. **INTRODUCTION:** Introduction to services marketing; Implication to marketers, role of services marketing; consumer behavior in service encounters; customer interaction, purchase process, positioning services in competitive markets;.
2. **SERVICE PRODUCT AND PRICING:** Creating & pricing the service product; identifying and classifying supplementary services, planning and branding service products, new service development; setting pricing objectives and foundations for setting prices, pricing strategies.
3. **DISTRIBUTING SERVICES AND PROMOTION:** Distributing & promotion services: options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries, Distribution strategies. Designing and managing service processes: service process redesign, Promotion strategies, challenges in promoting services.
4. **DEMAND AND CAPACITY:** Balancing demand and capacity: fluctuations in demand, capacity constrain, service environment, managing relationship and building loyalty: customer-firm relationship, analyzing and managing customer base:
5. **CUSTOMER SERVICING:** Customer feedback and service recovery: customer complaining behavior, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality defining, measuring and improving service productivity.

## **REFERENCE BOOKS**

1. Lovelock, Christopher, Wirtz, Jochen and Chatterjee Jayanta, "Services Marketing – People Technology, Strategy"" Pearson Education, New Delhi
  2. Zeithaml, Valarie A. and Bitner, Mary Jo, "Services Marketing–Integrating Customer Focus Across The Firm", Tata McGraw Hill, New Delhi
  3. Rao, K. Rama Mohana, "Services Marketing", Pearson Education, New Delhi
  4. Hoffman and Bateson, "Essentials of Service Marketing", Thomson Asia Ptc. Ltd., New Delhi
  5. Rampal, M.K. and Gupta, S.L., "Services Marketing", Galgotia Publication, New Delhi
- Harsh Verma, "Service Marketing", Tata McGraw.



BA- 324 A	CONSUMER BEHAVIOUR
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## OBJECTIVE

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase particular product or avail a particular service.

**1. INTRODUCTION:** Consumer behavior and consumer research; importance of consumer behavior, evolution of consumer behavior; consumer decision process model; variables affecting the decision process; types of decision process; factors influencing the extent of problem solving.

**PURCHASE PROCESS:** Purchase processes; need recognition; internal and external search; pre-purchase evaluation; different types of purchase situations.

**2. CONSUMPTION EXPERIENCES:** Consumption experiences; importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer behavior; economic resources and consumer behaviour.

**MOTIVATING FACTORS:** Personality and consumer behaviour; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer; attitude theories perception.

**3. CULTURAL EFFECTS:** Culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour changing values and its effect on marketing; determinates of social class; social class and consumer behaviour; role behaviour; importance of families and households on consumer behavior; role behaviour and it influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour.

**4. GROUP INFLUENCES:** Group and personal influences on individuals; reference group and its influence on individual; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy.

**5. CONSUMER OPNION & LEARNING:** Diffusion of innovations; diffusion process; reaching the consumer; gaining consumer's attention; shaping consumer's opinion; opinions change; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember.

## REFERENCE BOOKS

1. Blackwell, Roger, Miniard, Paul and Engel, James, "Consumer Behaviour", Thomson Learning, New Delhi
2. Soloman, Michael R, "Consumer Behaviour – Buying Having and Being", Pearson Education; New Delhi
3. Schiffman, Leon G. and Kanuk, Leslie Lazar, "Consumer Behaviour", Pearson Education; New Delhi  
Loudon, David J. and Dellabitta, Albert, "Consumer Behaviour" Tata McGraw Hill, New Delhi.

***Specialisation***

***Marketing***

***Semester 4***

**BA-421A**

**CUSTOMER RELATIONSHIP MANAGEMENT**

## OBJECTIVE

The customer is gaining more and more importance in the current scenario, the key behind the successful organization is retention of the customer. The key objective of this subject is to introduce the students to the current thinking about the customer.

1. **INTRODUCTION:** Cost of acquiring customers; turning customer acquisition into customer loyalty; internet and its effect on CRM: CRM and business intelligence; marketing retrospective on product to customer.
2. **MARKETING INITIATIVES:** Campaign management; CRM marketing initiatives; customer privacy; marketing automation; call centre and customer care; automating the contact centre; customer service for success.
3. **SALE FORCE AUTOMATION:** Sale force automation, key area of sales force automation sales force automation and mobile CRM field force automation; evolution of eCRM, multi-channel CRM, B 2 B marketing, enterprise resource planning; supply chain management; supplier relationship management; partner relationship management.
4. **AN ANALYSIS:** Integrated data; major types of data analysis; click stream analysis; personalization and collaborative filtering; defining CRM readiness; maintaining a customer focus; defining CRM functionality; defining technical requirement; development approaches towards purchasing CRM software.
5. **IMPLEMENTATION:** Pre-implementation checklist; CRM development team; CRM implementation; avoiding failures in implementing CRM, Selling CRM idea inside the organization; CRM road blocks– process, perception, privacy and politics, future of CRM.

## BOOKS

1. Dyche, Jill, "The CRM Handbook", Pearson Education, New Delhi
2. Sheth, Jagdish N, "Customer Relationship Management", Tata McGraw Hill
- Greenberg, Paul, "CRM at The Speed of Light", Tata McGraw Hills, New Delhi

BA-422A	ADVERTISING MANAGEMENT
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**Objective:** The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.the impact this philosophy has on the organisation and operation of the business.

**1. INTRODUCTION OF MARKETING-** Meaning Definition and objectives of Advertising Communication and Advertising-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication

**2. ETHICAL AND SOCIAL ISSUES** in marketing communication. Advertising as a Management Function. Role of Advertising in the Marketing Process. Types of Advertising.

**3. MARKETING COMMUNICATION PLANNING** - Models of marketing communication, developing & control of marketing communication, marketing communication planning procedure.

**4. ADVERTISING AGENCY-**, Meaning, functions, role, Benefits to Media, Types of ad agencies, selection of organization client-agency relationship-meaning, principles, remuneration.

**5. MEASURING ADVERTISING EFFECTIVENESS;** Approaches; Method of measuring, Preparation and choice of methods of advertising budget; factors affecting advertisement budget.

**Suggested Readings:**

1. Kenneth Clow. Donald Baack, “Integrated Advertisements, Promotion and Marketing communication”, Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, “Advertising & Sales Promotion”, Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, “Advertising & Promotion”, McGraw Hill, Singapore, 1998.
4. Belch M A and Belch G E- Advertising and Promotion – An Integrated Marketing Communication Perspective (Tata McGraw-Hill) 2003. 6th ed

<b>BA-423A</b>	<b>RETAIL MANAGEMENT</b>
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## OBJECTIVE

The objective of the course is to provide insights on retail operations. This will enable the students to become good retail planners and decision-makers and help focus on change and adaptation to change.

1. **INTRODUCTION:** Introduction to retail: retail in India; retail models and theories of retail development; retail life cycle, retail owning behavior of consumers; ethical issues in retailing, e-retailing.
2. **STRATEGY:** Retail marketing strategy; retail franchising; retail store location and site selection, types of stores; non-store retailing, store layout and design; visual merchandising.
3. **MERCHANDISING:** Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement, evaluating merchandise performance
4. **PRICING AND PROMOTION:** Retail pricing and retail communication mix & promotion, servicing the retail customers.
5. **FINANCIAL AND OPERATIONAL ASPECTS:** Financial aspects of retail management; retail information system; supply chain management in retailing; retail store operations, retail human resource management.

## REFERENCE BOOKS

1. Pradhan, Swapna, "Retailing Management", Tata McGraw Hill, New Delhi
2. Berman, Barry and Evans, Joel R., "Retail Management-A Strategic approach", Pearson Education/Prentice Hall of India, New Delhi
3. Levy, Michael and Weitz, Barton A., "Retailing Management", Tata McGraw Hill, New Delhi  
Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi, "Retail Management", Oxford University Press, New Delhi

<b>BA-424A</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>
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## **OBJECTIVE**

The Objective of paper is two acquaint the students about selling process, designing the distribution channels, distribution logistics etc.

1. **INTRODUCTION:** Nature and scope of sales management, setting and formulating personal selling objectives; theories of selling, steps in personal selling, size of salesforce, types of selling.
2. **SALES FORCE MANAGEMENT:** Recruitment and selection of salesperson, compensation and motivation of sales force; training of sales force, performance evaluation, Monitoring and performance evaluation.
3. **SALES CONTROL:** sales displays; sales territories; sales budget; sales quota; types of sales quota, sales meetings & contest; controlling of evaluation, controlling the sales effort.
4. **DISTRIBUTION SYSTEM:** Participants in distribution system, role and function of intermediaries, designing the distribution channel; conflict and power in the channel, channel decisions, channel management, selection and motivation of intermediaries, distribution analysis.
5. **MARKET LOGISTICS AND SCM:** Control and management distribution logistics; Logistics, Management, International sales distribution.

## **REFERENCE BOOKS**

1. Havaladar, " Sales & Distribution management", TMH
2. Gupta, S.L., "Sales and Distribution Management", Excel Books, New Delhi
3. Pelton, Lou E, Strutton David and Lumpkin, James R, "Marketing Channels – A Relationship Management Approach", Tata McGraw Hill, New Delhi.
4. Richard, Still, Edward, Cundiff and Norman, Govoni, "Sales Management: Decisions, Strategies and Cases", Prentice Hall of India Pvt. Ltd., New Delhi









