

# **BBA I KPMG**

## **PRINCIPLES OF MANAGEMENT**

**SUBJECT CODE: BBA001A**

**CREDITS: 3L+1T (4)**

**Objective:** The objective is to provide an understanding of basic concepts, principles and practices of management. The aim is to inculcate the ability to apply multifunctional approach to organizational objectives.

### **Unit I**

Introduction: Concept, Significance and Nature of Management, Management Process, Management and Administration, Functions and Principles of Management, Levels of Management, Functional areas of Management.

### **Unit II**

Planning and Decision Making: Concept and Nature of planning, Objectives and Components of planning, Nature and Process of planning. Process of Planning, Dimensions / Types of Planning, Tools and Techniques of planning. Decision-Making – Nature, Significance and Process, Techniques of decision making.

### **Unit III**

Organizing: Concept, Importance and Elements of Organization, Process and Principles of organization, Theories of Organization, Organization structure, Organization charts and manuals.

### **Unit IV**

Directing and Communication: Concept, Nature, Scope, Principles and Techniques of direction, Concept and Process of communication, Channel / Media of communication, Barriers to effective communication.

### **Unit V**

Controlling: Concept, Objectives, Process and Principles of control, Various control techniques

### **References:**

1. Koontz & Weirich, *Essentials of Management*, Tata McGraw Hill, 2010.
2. L.M. Prasad, *Principles & Practices of Management*, Sultan Chand, 2010.
3. Stephen Robbins, *Management*, Pearson, 2011.

## **BUSINESS ORGANISATION**

**SUBJECT CODE: BBA002A**

**CREDITS: 3L+1T (4)**

**Objectives:** The Objective is to provide understanding of the nature of business and organization, promotion and forms of business organization.

### **UNIT I**

Introduction: Concept and Nature of business and organization, Objectives of business, Classification of business activities, Environment of business system, Social responsibility of business.

### **UNIT II**

Promotion and Forms of Business organization :Concept and stages of promotion. Position and functions of promoter, Promotion of new business. Forms of business organization, sole trader, partnership. Joint stock company and co-operative institution.

### **UNIT III**

Location:Theories of industrial location, Factors affecting the location of industry. Government policy towards the localization. Concept of combination, Merits, Demerits and Types of combination.

### **UNIT IV**

Organization success: Risk management, concept of strategic Management, five force porter model, sustainability of organization, Factors for organizational success.

### **UNIT V**

Organizational challenge

Goods vs services, global and contemporary challenges of business organization, competition concept, organization performance measurement.

### **References:**

1. Frank R. Mason, *Business Principles & Organization*, Nabu Press, 2011.
2. Rajendra Maheshwari, *Business Organization & Management*, International Book House, 2011.

**KCAP-1**

**SUBJECT CODE: BBA106A**

**CREDITS: 4L (4)**

**Objective:**

To provide an understanding of: What to record? When to record? How to record? How to present the financial performance?

**Unit I:**

Accounting conventions and their importance, Types of account and concept of debit & credit

Accounting equations, Practical problems

**Unit II:**

Steps in reporting a financial transaction, Vouchers- format and utility, Books of account, Reconciliation statement

**Unit III:**

Recording trail, Preparation of trial balance, Identification and rectification of mistakes

**Unit IV:**

Reserves, Provisions, Prepaid expenses, Discounts

**Unit V:**

Bad debts, Accruals, Return inwards & outwards

# MANAGERIAL ECONOMICS

**SUBJECT CODE: BBA004A**

**CREDITS: 3L+1T (4)**

**Learning Objective:** The purpose of this course is to apply microeconomics concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how the tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in course of teaching.

## **Unit I**

Introduction to Managerial economics, nature, significance, scope of managerial economics, role of economics in business decision making, Macro and Micro economics, Demand & Supply, determinants of demand and supply, movement vs. shift in demand curve, movement along a supply curve vs. shift in supply curve.

## **Unit II**

Demand, Supply and Market Equilibrium; Elasticity of Demand & Supply. Price, Income & cross elasticity & advertising elasticity. Methods to calculate price elasticity.

## **Unit III**

Utility: Cardinal & Ordinal, Law of diminishing marginal utility, law of equi-marginal utility. Theory of Consumer Behaviour, Indifference curve theory, Indifference curves & its properties, Budget Constraints.

## **Unit IV**

Production: Technology of Production; Production with one variable input, Production with two variable input, Returns to Scale. Cost: Measuring Costs, Costs in the Short & long run, Long run vs. Short run cost curves, profit maximization & cost minimization, equilibrium of the firm; Economies of Scale.

## **Unit V**

Theory of Firm & Market Organization: Perfect Competition: Perfectly Competitive markets, Profit Maximization, Marginal revenue, Marginal Cost, Output in the short run & long run. Monopoly: Monopoly Power & its sources, Social Cost of Monopoly Power, Monopsony, Monopsony Power, Monopolistic Competition & Oligopoly: Collusive and Non collusive, Kinked demand curve, price leadership of a firm.

## **Text books:**

1. D.N. Dwivedi, Managerial Economics, Vikas Publications
2. SPS Chauhan, *Micro Economics, An Advanced Treatise*, Prentice Hall of India, 2009.
3. R.G.Lipsey and K.A. Chrystal. (2008). *Principle of Economics*. (11th ed.). Oxford University Press.
4. Deepashree, *Principle of Micro Economics, Ane Books Pvt. Ltd, New Delhi*.

**BUSINESS COMMUNICATION**  
**SUBJECT CODE: BBA005A**  
**CREDITS: 3L+1T (4)**

**Unit-I**

**Principles of Communication:** Introduction to Communication

1. Barriers to Communication
2. Basics of Technical Communication

**Unit-II**

**Constructing Sentences:** Modal Auxiliaries

1. Prepositions
2. The Passive
3. Narration
4. Subject-Verb Agreement
5. Determiners

**Unit- III**

**Speak Well (Speech Mechanism): Phonetics**

Organs of Speech- The Respiratory System, The Phonatory System, The Articulatory System. Vowel Sounds- Pure Vowel Sounds (Monophthongs), Diphthongs, Consonant sounds and Symbols. Phonetic Transcription of some Common English Words

**Unit- IV**

**Composition:** Précis Writing

1. Essay Writing
2. Email Writing
3. Comprehension

**Unit-V**

**Composition:** Business Letter Writing- Structure, Format, Parts of Letter, Various Styles of Letter Writing, Floating Enquiry, Quotations, Quarry for Product specification, Price and other details, Placing the orders and their Execution, Handling Complaints, Sales Letters, Job Applications and their Cover Letters, Letters to Editors.

1. CV Writing
2. Technical Proposal Writing.

***Suggested Books:***

1. Communication Skills for Engineers and Scientists, Sangeeta Sharma and Binod Mishra, PHI Learning Pvt. Ltd. (New Delhi)
2. English Grammar and Composition, Gurudas Mukherjee, Ane Books Pvt. Ltd.(New Delhi)
3. Current English Grammar and Usage with Composition, R.P. Sinha, Oxford University Press (New Delhi)
4. Effective Technical Communication, M Ashraf Rizvi, Tata McGraw Hill (New Delhi)
5. Business Communication, Meenakshi Raman & Prakash Singh, Oxford University Press (New Delhi)
6. Professional Communication, Aruna Koneru, Tata McGraw Hills, New Delhi.
7. A Practical Course for Developing Writing Skills in English, J.K. Gangal, PHI Learning Pvt.

Ltd., New Delhi.

8. “Communicative English for Engineers and Professionals”, by Nitin Bhatnagar & Mamta Bhatnagar, Pearson (New Delhi).

9. “The Ace of Soft Skills”, by Gopalswamy Ramesh & Mahadevan Ramesh, Pearson (New Delhi)

10. Communication Skills for Engineers and Scientists, Sangeeta Sharma & Binod Mishra, PHI Learning Pvt. Ltd.

## **Computer Application – I (Fundamental of Computers)**

**SUBJECT CODE: BMC001A**

**CREDITS: 2L (2)**

### **Unit -I**

Introduction: Generation of Computer, Functional components of Computer

Number Systems: Number systems, addition, subtraction, multiplication and division of fixed point numbers.

### **Unit-II**

Devices: Input and Output Devices.

Memory: Primary Memory, Secondary Memory and Cache Memory.

### **Unit -III**

Software: System Software, Application Software.

Operating System as User Interface, System Tools, Control Panel settings and Utility Programs

### **Unit -IV**

Logic Gates, Decoders, Multiplexers, Registers, Bus System, Instruction cycle, Instruction Format, Addressing Modes.

### **Unit -V**

**Office Tools:** Introduction to Word Processor, Electronic Spreadsheet, and Presentation tool

### **Text Books**

1. M. M. Mano, Computer System Architecture, 3rd Edition, Prentice Hall of India,2008.
2. V Rajaraman, Fundamentals of Computers, Fifth Edition, PHI, 2010.

### **Reference Books**

3. W. Stallings, Computer Organization and Architecture-Designing for Performance, 8th Edition, Pearson Education/PHI, Inc., 2010.
4. J. P. Hayes, Computer Architecture and Organization, 3rd Edition, Tata McGraw-Hill, 2012.
5. P.K. Sinha, Priti Sihna , Computers Fundamental, 6th Edition BPB Publication,2011.

## **Computer Application Lab -I**

**SUBJECT CODE: BMC002A**

**CREDITS: 2P (2)**

**Objectives:-** Student will be able to analyze a problem and identify and define the computing requirements to solution. Ability to design, implement and evaluate a computer-based system, process, component or program to meet desired needs.

### **I Document Preparation**

- 1.** Telephone directory.
  - The heading should be 16-point Arial Font in bold •
  - The rest of the document should use 10-point font size
  - Other headings should use 10-point Courier New Font.
  - The footer should show the page number as well as the date last updated.
  
- 2.** The time-table form for your college.
  - The first line should mention the name of the college in 16-point Arial Font and should be bold.
  - The second line should give the course name/teacher's name and the department in 14-point Arial.
  - Leave a gap of 12-points.
  - The rest of the document should use 10-point Times New Roman font.
  - The footer should contain your specifications as the designer and date of creation.
  
- 3.** Create the following one page document.
  - (a) Compose a note inviting friends to a get-together at your house, including a list of things to bring for get together.
  - (b) Design a certificate in landscape orientation with a border around the document.
  
- 4.** Create the following document:



(a) A newsletter with a headline and 2 columns in portrait orientation, including at least one image surrounded by text.

5 Convert following text to a table, using comma as delimiter. Type the following as shown (do not bold). Color, Style, Item Blue, A980, Van Red, X023, Car Green, YL724, Truck Name, Age, Sex Bob, 23, M Linda, 46, F Tom, 29, M

6 Use mail merge to create labels for invitations to all your clients in the Pacific Northwest to attend a seminar that you're offering in Portland and Oregon. To demonstrate the process, set up a sample filter that selects all records with a ZIP code greater than 95000.

7 Prepare a grocery list having four columns (Serial number, The name of the product, quantity and price) for the month of April, 06.

Font specifications for Title(Grocery List) : 14-point Arial font in bold and italics.

- The headings of the columns should be in 12-point and bold.
- The rest of the document should be in 10-point Times New Roman.
- Leave a gap of 12-points after the title.

8. XYZ Publications plans to release a new book designed as per your syllabus. Design the first page of the book as per the given specifications.

- The title of the book should appear in bold using 20-point Arial font.
- The name of the author and his qualifications should be in the center of the page in 16-point Arial font.
- At the bottom of the document should be the name of the publisher and address in 16-point Times New Roman.
- The details of the offices of the publisher (only location) should appear in the footer.

9 Create the following one page documents.

(a) Design a Garage Sale sign.

(b) Make a sign outlining your rules for your bedroom at home, using a numbered list.

10 Enter the following data into a table given on the next page.

Salesperson	Dolls	Trucks	Puzzles
Amit	1327	1423	1193
Shivi	1421	3863	2934

Om	5214	3247	5467
Ananya	2190	1278	1928
Anupama	1201	2528	1203
Maharshi	4098	3079	2067

Add a column Region (values: S, N, N, S, S, S) between the Salesperson and Dolls columns to the given table Sort your table data by Region and within Region by Salesperson in ascending order:

## II Electronic Spreadsheet

1. Create a student worksheet containing roll numbers, names and total marks. Open a document in Word and insert the excel worksheet using :-

i) Copy/Paste ii)  
Embedding iii)  
Linking

2. The term wise marks for APS class of 20 students are stored in 3 separate sheets named term1, term2 and term3. Create 4<sup>th</sup> worksheet that contains student names and their total and average marks for the entire year. Give proper headings using headers. Make the column headings bold and italic. The 4<sup>th</sup> worksheet should contain college name as the first line. Make it bold, italic and center it.

3. Consider the following employee worksheet:-

Full (First Last)	Name Last)	Grade 1/2/3	Basic Salary	HRA	PF	Gross	Net	(VA) Vehicle Allowance

HRA is calculated as follows:

Grade            HRA %(of Basic)

1                    40%

- 2                    35%
- 3                    30%

Gross = Basic + HRA + VA

Net = Gross –PF

PF is 8% for all Grades

VA is 15000, 10000 and 7000 for Grades 1, 2 and 3.

- i) Find max, min and average salary of employees in respective Grade
  - ii) Count no. of people where VA>HRA
  - iii) Find out most frequently occurring grade.
  - iv) Extract records where employee name starts with “A” has HRA>10000
  - v) Print Grade wise report of all employees with subtotals of net salary and also grand totals. Use subtotal command.
  - vi) Extract records where Grade is 1 or 2 and salary is between 10000 and 20000 both inclusive.
4. In a meeting of a marketing department of an organization it has been decided that price of selling an item is fixed at Rs40. It was resolved to increase the sell of more of more items and getting the profit of Rs40,000/. Use Goal Seek to find out how many items you will have to sell to meet your profit figure.
5. To study the variation in volume with pressure for a sample of an air at constant temperature by plotting a graph for P – V and P-I/V. Sample observations are :-

Pressure(P)	Volume (V)	I/V	PV	P/V
75	20			
78.9	19			
83.3	18			
88.2	17			

- 6. Plot the Bar Chart for OHM’s Law. Analyze the chart by changing it to line graph.
- 7. Plot the pie-chart for composition of air.

8. Plot the chart for marks obtained by the students (out of 5) vs. frequency (total number of students in class is 50).
9. Create the following worksheet(s) containing an year wise sale figure of five salesmen in Rs.

Salesman	2002	2003	2004	2005
MOHAN	10000	12000	20000	50000
MITRA	15000	18000	50000	60000
SHIKHA	20000	22000	70000	70000
ROHIT	30000	30000	100000	80000
MANGLA	40000	45000	125000	90000

Apply the following Mathematical & Statistical functions:

- i) Calculate the commission for each salesman under the condition :-
  - a) If total sales is greater than Rs. 3,00,000/-, then commission is 10% of total sale made by the salesman.
  - b) Otherwise, 4% of total sale.
- ii) Calculate the maximum sale made by each salesman.
- iii) Calculate the maximum sale made in each year.
- iv) Calculate the minimum sale made by each salesman. v) Calculate the minimum sale made in each year. vi) Calculate the average sales made by each salesman. vii) Calculate the total sale made by each salesman. viii) Count the no. of sales persons. ix) Calculate the cube of sales made by Mohan in the year 2002. x) Also calculate the Mode, Stddev, Variance, Median for the sale made by each salesman. xi) Calculate the year wise Correlation coefficient between the sales man Mohan and Mitra year wise. Find the difference in sales by salesman Mitra between the year 2002 and 2003. Find the absolute value of difference.

10. The following table gives an year wise sale figure of five salesmen in Rs.

Salesman	2000	2001	2002	2003
S1	10000	12000	20000	50000
S2	15000	18000	50000	60000
S3	20000	22000	70000	70000
S4	30000	30000	100000	80000
S5	40000	45000	125000	90000

Calculate total sale year wise.

xii) Calculate the net sales made by each salesman xiv)  
Calculate the commission for each salesman under the  
condition :-

- c) If total sales is greater than Rs. 4,00,000/-, then commission is 5% of total sale made by the salesman.
- d) Otherwise, 2% of total sale.

xv) Calculate the maximum sale made by each salesman. xvi)  
Calculate the maximum sale made in each year. xvii) Draw a bar graph  
representing the sale made by each salesman. xviii) Draw a pie graph  
representing the sale made by salesmen in year 2001.

11. Consider the following worksheet for APS 1<sup>st</sup> year students:-

S.No.	Name	PH	CH	BY	MT	CS	Total Marks	%	Grade
1									
2									

Grade is calculated as follows:-

If %  $\geq 90$                       Grade A

If %  $\geq 80$  &  $< 90$           Grade B

If %  $\geq 70$  &  $< 80$  Grade C

If %  $\geq 60$  &  $< 70$  Grade D

Otherwise students will be declared fail.

- i) Calculate Grade using if function
- ii) Sort the data according to total marks
- iii) Apply filter to display the marks of the students having more than 65% marks.
- iv) Draw a pie chart showing % marks scored in each subject by the topper of the class.
- v) Draw the doughnut chart of the data as in (iv)
- vi) Enter the S.No. of a student and find out the Grade of the student using VLOOKUP.
- vii) Extract all records where name
  - a) Begins with "A"
  - b) Contains "A"
  - c) Ends with "A"

12. Enter the data as given below using spread sheet:

	A	B	C	D	E
1	Subjects	Marks			
2	Physics	76			
3	Maths	94			
4	Biology	88			
5	Chemistry	91			
6	English	----			
7					
8	Percentage	=	80%		
9					

Use Goal Seek to find out the marks in English subject to get total percentage of marks which is set to 80%.

### III Practical List for Presentation tool

1. Create five Power point slides. Each slide should support different format. In these slides explain areas of applications of IT. Make slide transition time as 10 seconds.
2. Create five Power Point slides to give advantages/disadvantages of computer, application of computers and logical structure of computer.
3. Create five Power Point slides detailing the process of internal assessment. It should be a self running demo.
4. Create five Power Point slides, one having table, one having clip-art and others giving in brief the details of the two above slides. Create a self- running demo of the slides.
5. Create a Power Point presentation to teach that area of a square is  $a^2$  where  $a$  is the size of side of the square. Explain this feature with suitable diagram. Also explain that when a given square is divided into two equal parts, how do you calculate its area(area of part), with a suitable example.
6. Create a Power Point presentation to explain the key feature of BSc program with proper coloring and formatting of the slides(at least 8 slides). Your slides should contain figures, graphs. During slide show, slides should run automatically after specified time (a suitable time).

**ENVIRONMENTAL STUDIES**  
**SUBJECT CODE: BMC051A**  
**CREDITS: 3L(3)**

**Objectives:**

Environmental studies deals with every issue that affects an organism. It is essentially a multidisciplinary approach that brings about an appreciation of our natural world and human impacts on its integrity. It is an applied science as it seeks practical answers to making human civilization sustainable on the earth's finite resources. Its components include biology, geology, chemistry, physics, engineering, sociology, health, anthropology, economics, statistics, computers and philosophy. As we look around at the area in which we live, we see that our surroundings were originally a natural landscape such as a forest, a river, a mountain, a desert, or a combination of these elements. Most of us live in landscapes that have been heavily modified by human beings, in villages, towns or cities. But even those of us who live in cities get our food supply from surrounding villages and these in turn are dependent on natural landscapes such as forests, grasslands, rivers, seashores, for resources such as water for agriculture, fuel wood, fodder, and fish.

The basic objective of this course is to provide basic understanding to the students with the nature and the environment.

**UNIT I**

The **Multidisciplinary** nature of environmental studies Definition; Scope and importance, Need for public awareness.

**UNIT II**

Natural Resources: Renewable and non-renewable resources: Natural resources and associated problems.

a) Forest resources: Use and Over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.

b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams benefits and problems.

c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.

d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.

e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, Case studies.

f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

- Role of an individual in conservation of natural resources. - Equitable use of resources for sustainable lifestyles.

**UNIT III**



Concept of an ecosystem.

- Structure and function of an ecosystem. Producers, consumers and decomposers. Energy flow in the ecosystem. Ecological succession. Food chains, food webs and ecological pyramids. Introduction, types, characteristic features, structure and function of the following ecosystem:

- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries).

## UNIT IV

Biodiversity and its Conservation

- Introduction-Definition: genetic, species and ecosystem diversity.
- Biogeographical classification of India.
- Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.
- Biodiversity at global, National and local levels.
- India as a mega-diversity nation.
- Hot-spots of biodiversity.
- Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts.
- Endangered and endemic species of India.
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

## UNIT V

Environmental Pollution:

Definition, Causes, effects and control measures of: -

- a. Air pollution
- b. Water pollution
- c. Soil pollution
- d. Marine pollution
- e. Noise pollution
- f. Thermal pollution
- g. Nuclear hazards

- Solid waste Management: Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution. Pollution case studies. - Disaster management: floods, earthquake, cyclone and landslides

**UNIT-VI: Social Issues and the Environment**

- From Unsustainable to Sustainable development.
- Urban problems related to energy.
- Water conservation, rain water harvesting, watershed management.
- Resettlement and rehabilitation of people; its problems and concerns. Case studies.
- Environmental ethics: Issues and possible solutions.
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.
- Wasteland reclamation.
- Consumerism and waste products.
- Environment Protection Act.
- Air (Prevention and Control of Pollution) Act.

- Water (Prevention and Control of Pollution) Act.
- Wildlife Protection Act. - Forest Conservation Act.
- Issues involved in enforcement of environmental legislation.
- Public awareness.

**UNIT-7: Human Population and the Environment**

- Population growth, variation among nations. Population explosion-Family welfare Programme. Environment and human health. Human Rights. Value Education. HIV/AIDS. Women and Child Welfare.
- Role of information Technology in Environment and human health.
- Case Studies.

**UNIT-8: Field Work (Practical).**

- Visit to a local area to document environmental assets-river/forest/grassland/ hill/mountain.
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural.
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

**Reference Books:**

1. Agarwal K.C. 2001 Environmental Biology, Nidi publ. Ltd. Bikaner.
2. Bharucha Erach, The Biodiversity of India, Map in Publishing Pvt. Ltd. Ahemdabad-380013, India, E-mail: Mapincenet, net.
3. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc.480p.
4. Clark R.S., Marine pollution, Clanderson Press Oxford.
5. Cunningham, W.P.Cooper, T.H.Gorhani, E & Hepworth, M.T. 2001, Environmental & Encyclopedia, Jaico Publ. House, Mumbai, 1196p
6. De A.K., Environmental Chemistry, Wiley Eastern Ltd.
7. Down to Earth, Centre for Science and Environment
8. Gleick, H.P. 1993. Water in crisis, Pacific Institute for Studies in Dev.,Environment & Security. Stockholm Env. Institute. Oxford Univ. Press, 473p
9. Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay .
10. Heywood, V.H & Watson, R. T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press1140p
11. Jadhav, H & Bhosale, V.M.1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284p
12. Mckinney, M.L. & Schoeb, R.M. 1996. Environmental Science systems & solutions, Web enhanced edition 639p.
13. Mhaskar A.K. Matter Hazardous. Techno-Science Publications.
14. Miller T.G. Jr., Environmental Science, Wadsworth Publishing Co.
15. Odium, E.P. 1971. Fundamentals of Ecology, W.B.Saunders Co. USA. 574p
16. Rao M.N. & Datta, A.K. 1987. Waste Water Treatment. Oxford & IBH Publ .Co. Pvt. Ltd. 345p.
17. Sharma B.K., 2001. Environmental Chemistry Goel Publ. House, Meerut.
18. Townsend C.,Harper J, and Micheal Begon, Essentials of Ecology, Blackwell Science
19. Trivedi R.K., Handbook of Environmental Laws, Rules, Guidelines, Compliances and standards, Vol I an II, Enviro Media
20. Trivedi R.K. and P.K. Goel, Introduction to air pollution, Techno-Science Publications
21. Wagner K.D., 1998. Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

# **BBA II SEMESTER KPMG**

**KCAP- II**

**SUBJECT CODE: BBA102A**

**CREDITS: 4L (4)**

## **Module 4**

Final accounts of sole proprietor  
Trading, profit & loss account  
Receipt & payment account  
Balance sheet  
Rectification of mistakes

## **Module 5**

Issue of shares  
Issue of shares at premium  
Issue of shares at discount  
Right issue  
Bonus issue  
Buy Back, redemption and forfeiture

## **Module 6**

Fixed assets  
What is fixed asset?  
Concept of capitalization  
Depreciation: Why and Methods of depreciation  
Repair & maintenance  
Addition to fixed asset  
Profit/Loss on disposal of assets  
Concept of block of assets  
Basic ratio analysis

## **Module 7**

Revenue recognition  
Sale of goods  
Bundled contract  
Linked transaction  
Warranty obligation  
Goods sold subject to various conditions  
Rendering of services  
Interest, dividends & royalty

# HUMAN RESOURCE MANAGEMENT

**SUBJECT CODE: BBA191A**

**CREDITS: 3L+1T (4)**

## **Objectives:**

The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management.

## **Course Contents:**

### **Unit I:**

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage, balanced scorecard

### **Unit II:**

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, advantages & disadvantages of internal & external recruitment, selection process, orientation process, international staffing- geocentric, ethnocentric, polycentric approaches

### **Unit III:**

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages, career planning.

### **Unit IV:**

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

### **Unit V:**

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining . Contemporary issues: Quality circles, Labour and International Labour Organization (ILO), World Trade Organization (WTO). Reports of the National Labour Commissions.

## **Text Books:**

1. De Cenzo, D.A. &Robbins ,S.P. (2006). *Fundamentals of Human Resource Management* (10th ed.). New York: John Wiley & Sons
2. Dessler, G. (2008). *Human Resource Management* (9th ed.). New Delhi: Pearson.

## **References:**

1. Monappa&Saiyaddin. (2000). *Personnel Management*. New Delhi: Tata McGraw Hill
2. Rao, V.S.P (2007). *Human Resource Management- Text and Cases* (2nd ed.). New Delhi: Excel Books.

## **COMPUTER APPLICATION**

**SUBJECT CODE: BMC003A**

**CREDITS: 2L (2)**

### **Unit-I**

Formulas and Calculations, Definition and Explanation of Formulas and Calculations, Mathematical operators, Creating a Formula, The Role of Functions, Creating Functions, References, Using Labels, Using Names, Name Manager, Absolute, Relative and Mixed Cell References.

### **Unit-II**

Excel Forms, Adding the Form Button to the Quick Access Toolbar, Using Data Forms, Entering Data Using a Data Form, Tables ,Creating a Table, Inserting Rows and Columns into a Table, Adding Up Values, Entering Data into a Table, Sorting Data into a Table, Using Filters to Sort Tables, Using Table Border to Expand a Table, Totaling and Tallying Data, Data Validation, Finding Invalid Entries, Auditing, Trace Precedents and Dependents, Checking Formulas For Errors, Using the Watch Window

### **Unit-III**

Sharing Worksheets and Workbooks, Using Online Collaboration, Protecting a Workbook, Change Versions of a Workbook, Set Up a Shared Version of a Workbook, Merging Versions of the Same Workbook, Adding, Editing, and Deleting Comments, Creating and Sharing Workbook Templates, Creating a Template

### **Unit-IV**

Tables, sorting Data, Filtering Data, Using WHAT –IF Analysis, Table related functions, Pivot Tables

### **Unit-V**

Customizing the Excel User Interface: Using Custom Number Formats Using Data Validation : Creating and Using Worksheet Outlines,; Linking and Consolidating Worksheets ,; Excel and the Internet , Sharing Data with Other Office Applications : Using Excel in a Workgroup .

### **Reference Book**

- Excel 2010 Bible, Wiley's Publication.
- Microsoft Office Excel 2007 Inside Out Microsoft Press Publication

## **FINANCIAL MANAGEMENT**

**SUBJECT CODE: BBA102A**

**CREDITS: 4L+1T (5)**

### **Objectives:**

To familiarize the students with the principles and practice of financial management.

### **UNIT I**

Meaning, Importance and Objectives of Financial Management; Time value of money; Conflicts in profit versus value maximization principle; Functions of chief financial officer

### **UNIT II**

Risk and Return- overview of capital market theory, Beta Estimation, CAPM, and APT.

### **UNIT III**

Investment decisions: Capital budgeting- concept & theory; Risk analysis in capital budgeting And Cost of capital.

### **UNIT IV**

Management of working capital; Cash and Marketable securities management; Treasury management, Receivables management, Inventory management, Financing of working capital

### **UNIT V**

Financing decisions: Concepts of operating and financial leverage; Capital structure Theory and Policy; Dividend Policy Different sources of finance: Asset Based financing- Lease, Hire Purchase and Project Financing. Corporate Restructuring: Merger and Acquisition.

### **Text Books:**

1. Agarwal, M.R., *Financial Management: Principles and Practice*, Garima Publications.

### **References:**

- 1) Pandey, I.M., *Finance: A Management Guide for Managing Company Funds and Profits*. Prentice Hall of India, New Delhi. (2003).
- 2) Bhattacharya, *Financial Accounting for Business Managers*. Prentice Hall of India, New Delhi 2003
- 3) Saraswat, Bhatnagar, *Financial Management*, Garima Publications, 2012.

# MACRO ECONOMICS AND GLOBAL ENVIRONMENT

**SUBJECT CODE: BBA008A**

**CREDITS: 3L+1T (4)**

## **Objectives:**

This course deals with the principles of macroeconomics. The coverage includes determination of and linkages between major economic variables; the level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the Impact of monetary and fiscal policies on the aggregate behaviour of individuals.

## **Unit I:**

Measurement of Macro Economic Variables: National Income Accounts, Gross Domestic Product, National Income, Personal and personal disposable income, some national Income accounting identities.

## **Unit II:**

Money, Interest and Income: The Goods market and the IS curve, The Asset market and the LM curve, Equilibrium in the Goods and the Asset market, Adjustment towards equilibrium. Monetary and Fiscal Policy: Monetary Policy, Fiscal Policy and crowding out, The composition of output and policy mix, policy mix in action.

## **Unit III:**

International Linkages: Balance of payments and Exchange rates, trade in goods, market equilibrium and the balance of trade, Capital mobility, Mundell-Fleming model: perfect capital mobility under fixed exchange rates, perfect capital mobility and flexible exchange rates, Adjustment under fixed exchange rates; Exchange rate changes and trade adjustment; Monetary approach to balance of payment; Flexible exchange rate, money and price; Interest differentials and exchange rate expectations, exchange rate fluctuation and interdependence.

## **Unit IV:**

Output, Inflation & Unemployment: Inflation, expected inflation and Unemployment, the Philips curve, Okun's Law, the effect of money growth, disinflation.

## **Unit V:**

Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India.

## **Text Books:**

1. Froyen, R.P. (2011). *Macroeconomics- Theories and Policies* (8th ed.). Pearson.

## **References:**

1. Dornbusch and Fischer (2010). *Macroeconomics* (9th ed.). Tata-Mcgraw Hill.
2. Tendulkar and Bhavani. (2007). *Understanding Reforms*. Oxford.
3. Rakesh, Mohan (2002). *Facets of Indian Economy*. Oxford University Press.
4. Oliver Blanchard. *Macroeconomics* (4th ed.). Pearson

## **Quantitative Techniques**

**SUBJECT CODE: BBA009A**

**CREDITS: (3L+1T)**

### **Unit I**

Role of quantitative methods and operations research for managerial decision making and support. Definition, Nature and Scope of operation research, Methodology, Role of mathematical models in problem formulation and solving. Operation research in India, Quantitative Technique and Management Decision Making, Operation Research and Computer.

### **Unit II**

Statistical decision theory; decision making under uncertainty, Decision Under risk, certainty. Decision Tree Analysis, Game theory applications, Pure Strategy Game, Mixed Strategy Game, Saddle point in Game, Oddment method, Rule of Dominance, Sub Game, Average Game, Algebraic method for  $3 \times 3$  metric order.

### **Unit III**

Assignment problems, Hungarian method for solving assignment problem, Multiple optimal solution problem, Impossible assignment problem, Transportation Problem, Unbalanced & Maximize transportation problem, Degeneracy problem, Necessary Allocation problem, formulation and applications. Linear Programming- Problem formulation in equation form, graphical problems. Simplex technique, Big-M Method, Duality.

### **Unit IV**

Networking: PERT & CPM, Importance of Networking, Guidelines for construction of network diagram, Float Analysis, Cost Analysis, Queuing theory: Definition and Importance , Single Queue single Server Model, M/M/1 and M/M/n model.

### **Unit V**

Monte Carlo System Simulation concepts and applications. Definition, Methods of simulation, Advantages of simulation, Limitations of simulation, Random Numbers, Steps in Simulation Process, Case Study, applications. Use of Operation Research software packages.

### **Reference books:**

1. Operation Research : V K Kapoor
2. Quantitative Techniques: Khandelwal, Gupta, Agarwal and Ahmed
3. Quantitative Techniques: N D Vohra
4. Production and Operation management: S N Chary



## **ORGANISATION BEHAVIOUR**

**SUBJECT CODE: BBA007A**

**CREDITS: 3L+1T (4)**

### **Objectives:**

This course is designed to equip the students with the tools necessary to understanding the dynamics of individual and group behaviour for efficient and effective utilization of human resources in the organizations.

### **UNIT I: Introduction**

Definition, Need and Importance of Organizational Behavior, Contributing disciplines of OB. Nature and Scope, Organizational Behavior Models.

### **UNIT II: Individual Behaviour**

Personality – Type A and B, Big five personality types, Factors influencing personality.

Values and Attitudes– Concept and types of values: Terminal value and instrumental value.

Components of attitude, job related attitudes, measurement of attitude.

Learning – Concept and learning theories and reinforcement.

Perceptions And Emotions – Importance, factors influencing perception, perpetual distortions, emotional intelligence.

### **UNIT III: Motivation and Interpersonal Behaviour**

Motivation – Meaning and importance of motivation, Maslow’s need hierarchy theory, Herzberg’s two factor theory, Theory X Theory Y, Intrinsic and Extrinsic motivation by Ken Thomas,

Measurement of motivation using standard questionnaire. Communication and feedback.

Transactional Analysis (TA), Johari Window.

### **UNIT IV: Group Behaviour**

Conflict: Sources of conflict, resolution strategies

Leadership: Meaning and concept of leadership, trait theory, transactional, charismatic and transformational leadership.

### **UNIT V: Dynamics of Organisational Behaviour**

Organizational Climate and Culture – Concept, Factors affecting organizational climate and culture and developing organizational culture.

Organizational Change – Importance, Stability vs. Change, Proactive vs Reaction change, Change process, Resistance to change, Managing change.

Stress – Work Stressors, Consequences, Prevention and Management of stress

### **Text Books:**

1. Robbins, S.P., *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Greenberg, Jerald, and Robert A Baron, *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Luthans, F., *Organisational Behaviour*, McGraw Hill International. New York.

### **References:**

1. Chhabra, T. N., *Organisational Behaviour*, Sun India Publications.
2. Singh, A.K., and B. P. Singh, *Organizational Behavior*, Excel Books Pvt. Ltd, New Delhi.

3. Hersey, P.K., Blanchard, H. and D. E. Johnson, *Management of Organisational Behaviour: Leading Human Resources*, Pearson Education.
4. Moshal, B.S., *Organisational Behaviour*, Ane Books Pvt. Ltd., New Delhi
5. Sekaran, Uma, *Organisational Behaviour: Text and Cases*, Tata McGraw Hill, New Delhi.

# PRINCIPLES OF MARKETING MANAGEMENT

SUBJECT CODE: BBA161A

CREDITS: 4L+1T (5)

## Objectives:

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing.

## Unit I:

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Environment scanning – introduction to Marketing Information System; Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix; Strength Weakness Opportunity Threat (SWOT) analysis, Ansoff's matrix.

## Unit II:

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning; VALS 2 segmentation profile, Requirements for Effective Segmentation.

## Unit III:

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

## Unit IV:

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling.

## Unit V:

Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers.

## Text Books:

1. Kotler, P. & Keller, K. L. (2012). *Marketing Management* (14th ed.). Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UIHaq, E. (2010). *Principles of Marketing - A South Asian Perspective*. (13th ed.). Pearson.

## References:

1. Ramaswamy, V.S., Namakumari, S. (2009). *Marketing Management: Global Perspective-Indian Context*. (4th ed.). Macmillan Publishers India Limited.
2. Zikmund, W.G., D' Amico, M. (1999). *Marketing*. (6th ed.). Ohio: South-Western College Publishing.
3. Etzel, Michael J, Walker, Bruce J, Stanton William J and Pandit, Ajay (2009). *Marketing* (14th ed.). Tata McGraw Hill.

# **BBA III SEMESTER KPMG**

## **COMPUTER APPLICATION III (MS PROJECTS)**

**SUBJECT CODE: BMC004A**

**CREDITS: 3L**

### **Unit-I**

Introduction to MS Project 2010: Understanding Projects, Managing Projects & Project Management software, Taking a first look at project – Starting Project , Entering information, Changing Views.

### **Unit-II**

Creating a new project: Gathering Information, Opening a Project file, Establishing Basic Project Information, Looking at Project Calendars, Entering Tasks, Adding subtasks, saving Projects files, Working with project outline- Adjusting tasks in an outline, Copying task

### **Unit-III**

Building Tasks: Establishing Timing for Tasks , Assigning Task timing , Using Recurring Tasks , Establishing Constraints and deadline dates, Manipulating Gantt chart to view timing , Entering Task notes , Establishing Dependencies among tasks, Viewing Dependencies

### **Unit-IV**

Creating Resources & Assigning Costs, Understanding Resources, Creating Resources List, Modifying Resource Information, Using Resources and Tasks, Handling Costs. Understanding Basics of Views, Examine Indicators, Admiring Views , Calendars, Detail Gantt Chart , Leveling Gantt, Tracking Gantt, Multiple Baselines, Gantt Resource Allocation, resource Form, Resource Graph, Resource Name Form, Resource Sheet, Resource Usage, Roll up views, Task Details Form, Task Entry , Task Form

### **Unit-V**

Tracking Project progress, Understanding the principles of tracking , Using baselin, Changing Baseline, Viewing Progress with tracking Gantt Chart View Interpretation, Task Variance Table, Task Cost Table , Task work Table , Understanding Tracking Strategies.

**E-ENTREPRENEURSHIP**  
**SUBJECT CODE: BBA311A**  
**CREDITS: 3L+1T**

Learning Objective: To familiarize with various aspects of E-Entrepreneurship and issues associated with it Emphasis will be on the application of the concepts learnt.

**Unit I**

Introduction: Concept of E-entrepreneur and E-entrepreneurship. Distinction between E-entrepreneur and entrepreneur. Classification of entrepreneurs. Theories of Entrepreneurship: Schumpeter, McLelland and Drucker. E-entrepreneurship education and training, Critical success factors for E-entrepreneurship. Development of E-entrepreneurship. Barriers and challenges of E-entrepreneurship.

**Unit II**

Ethical and legal issues in E-entrepreneurship. Economic and social impacts of E-entrepreneurship, E-entrepreneurship and employment, role of religion and national culture in E-entrepreneurship. E-entrepreneurship and E-society. Women and youth and E-entrepreneurship. Building of trust and credibility in E-entrepreneurship. E-governance and E-entrepreneurship.

**Unit III**

Introduction to E-commerce. Launching a Business on the Internet. E-entrepreneurship and business plan. Business Models: B2C (Internet); B2B (Internet and Extranet); supply chain management, On-line service sector, E-marketing, social media and availability of tools and technology for entrepreneurship.

**Unit IV**

Arrangement of funds – loan syndication, consortium finance & venture capital. Role played by SIDBI, NSIC. Steps in starting SSI's. On-Line payment mechanisms, essential requirements of electronic payment. Prepaid electronic payment systems. Post-paid electronic payment systems.

**Unit V**

Case studies on E-entrepreneurship and innovation in small and medium-sized organizations in developed and developing countries.

**Text Books:**

1. Gupta C.B. & Srinivasan (1995). Entrepreneurial development (3rd revised ed.). Sultan Chand Pub.
2. Greenstein, M. and T.M. Feinman. Electronic Commerce: Security, Risk, Management and Control Tata McGraw-Hill.

**References:**

1. Kalakota, R and A. B. Whinston. Frontiers of Electronic Commerce A reading
2. Oster Walder A and Y. Pigneur Bled, Slovenia, June 2002 "An e-business model ontology for modelling e-business," Proceedings of the 15th Bled Electronic commerce.
3. Bharat Bhaskar. Electronic Commerce (Tata McGraw-Hill)
4. Casson, M Young, B. Basu, A., & Wadson, N. (Ed). (2008). The Oxford Handbook of Entrepreneurship. New York: Oxford University Press.
5. Khanna, T. (2008). Billions of Entrepreneurs: How china and India Are Reshaping Their Futures and Yours. Harvard Business School Press.
6. Mullins, J. (2010). The new business road test: What entrepreneurs and executives should do before writing a business plan (3rd ed.). Harlow: Prentice Hall Financial Times.

## ENTERPRISE RESOURCE PLANNING AND DATA BASE MANAGEMENT SYSTEM

**SUBJECT CODE: BBA221A**

**CREDITS: 3L+1T**

**Learning Objective:** To teach students how to manage data in real world using Relational Database Management System(RDBMS) package. The basic idea is to create tables, queries, forms, reports that will be required for performing day to day business activities. Also giving them exposure to Enterprise Resource Planning (ERP) covering some of the functional areas like Sales, HR, CRM.

### **Unit I**

Introduction to Database Development: Database Terminology, Objects. Working with Tables: Creating Tables, working with fields, defining Data types, Changing TABLE design, Assigning Field Properties, Setting Primary Keys, Indexing, Designing bulletproof Database: Data Normalization, Relationships & Integrity Rules, Join Properties. Working with datasheet view: Record manipulation, Sorting & Filtering.

### **Unit II**

Working with queries: Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria.

### **Unit III**

Working with forms: Creating Basic forms, working with controls, Introducing Properties. Working with Data on Forms: Changing Layout, Creating Calculated controls, creating Sub Forms, Working with Reports:Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports, working with External Data: Types of External data, Linking External data, Limitation of Linked data.

### **Unit IV**

ERP: Installing the OpenERP All-In-One, Data Base Creation, Familiarize with user Interface, Configuring Users, Managing Partners, Updating Module List.

### **Unit V**

Sales Order Creation, Managing Alerts on products or partners, Keep Track Of your margins, Creating Price List. Lead Management, Converting Leads into Customers or Opportunities, Planning your Meetings effectively. Management of staff, Creation of new Contract, Keeping Track of Expenses, Hire New People, to create and manage new evaluation, Holiday Management.

### **Text Books:**

1. Michael R. Groh (2011). *Microsoft Access 2010 Bible*. Wiley India Pvt. Ltd.
2. www.openerp.com, OpenERP All-In-One Software, MS - Access or its equivalent.

### **References:**

1. Mathew MacDonald. *Access 2010 The Missing Manual*. O'Reilly Media
2. Cox Joyce & Lambert Joan (2011). *Step by Step Microsoft Access 2010*. PHI Learning Pvt. Ltd.

## **FINANCIAL MARKETS AND SERVICES**

**SUBJECT CODE: BBA341A**

**CREDITS: 3L+1T**

**Learning Objective:** The objective of this paper is to introduce students to the different aspects and components of financial markets and financial services in the financial system. This will enable them to take the rational decision in financial environment.

### **Unit I**

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets.

### **Unit II**

Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

### **Unit III**

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

### **Unit IV**

Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Switch deals, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

### **Unit V**

Mortgage Market and Securitization, Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

**Text Books:**

1. Saunders , Anthony & Cornett , Marcia Millon (2007). *Financial Markets and Institutions* (3rd ed.). Tata McGraw Hill
2. Khan, M Y. ( 2010). *Financial Services* (5th ed.). McGraw Hill Higher Education

**References:**

1. Shahani, Rakesh( 2011). *Financial Markets in India : A Research Initiative*. Anamica Publications
2. Goel, Sandeep. (2012). *Financial services*.PHI.
3. Gurusamy,S. (2010). *Financial Services*.TMH.
4. [www.allbankingsolutions.com](http://www.allbankingsolutions.com)
5. The study material available from RBI, various stock exchanges, Market regulators and Govt. agencies.

**HUMAN RESOURCES DEVELOPMENT**  
**SUBJECT CODE: BBA192A**  
**CREDITS: 3L+1T (4)**

**Learning Objective:** The objective is to develop an understanding of the Management of Human Resource with reference to various aspects of Personnel Management and Industrial Relations.

**UNIT I**

Human Resource Development (HRD) – Concepts, Definition, Subsystems of HRD, Impact of HRD on organizational effectiveness, Issues in HRD

**UNIT II**

Role Analysis-Overview, Importance, Different Job Terminologies, Key Performance Area and Competency Mapping

**UNIT III**



Performance Appraisal: Performance Review and Counseling, Counseling - objectives, components, Process in Performance Counseling.

#### **UNIT IV**

Potential Appraisal, Career Development, Succession Planning, Man power inventory.

#### **UNIT IV**

Training and Development, meaning, need, objectives; Methods of Training, Identifying Training Needs, Designing Training Programs, Development Concepts, objectives and process, Methods of Development.

#### **References Books:**

1. G. Pandunaik, HRD, *Solutions for excellence-T&D, Text Research & Cases*, Excel Books, 2010.
2. Trivedi, Human Resource Development, Oxford & IBM Publishing, 2010.
3. UdaiParek, T V Rao, *Design & Managing HR System*, Oxford & IBM Publishing, 2009.

**KCAP**  
**SUBJECT CODE: BBA108A**  
**CREDITS: 4L**

#### **Module 8**

Construction accounting  
Basic understanding  
Journal entries  
Types of contract  
Revenue recognition in construction contract

#### **Module 9**

Lease accounting  
Types of lease  
Accounting treatments  
Sale & lease back transactions  
Effect of changes in terms of lease

**Module 10**

Property plant & equipment  
Recognition  
Initial measurement  
Subsequent measurement  
Depreciation  
De-recognition

**Module 11**

Impairment of assets  
Impairment testing - When to do ?  
Steps in impairment testing  
Accounting treatment of impairment loss  
Reversal of impairment loss  
A study of impairment policies followed in leading companies

**Module 12**

Borrowing cost  
When to capitalize ?  
Commencement, suspension & cessation of borrowing cost.  
Computation of borrowing cost to be capitalized

**Module 13**

Inventory  
Initial measurement  
Subsequent measurement

**Module 15**

Provisions  
Contingencies

**RESEARCH METHODOLOGY**  
**SUBJECT CODE: BBA011A**  
**CREDITS: (3L+1T)**

**Unit I**

Meaning, Objective and Motivation in research, Type of research, research approaches, Significance of research, research process, criteria for good research, Define the research problem, selecting a problem, research design, meaning of research design, need of research design, features of good design.

**Unit II**

Sampling Designing: Census and sample survey, implications of sample design, steps in sample design, criteria of selecting a sample, characteristic of a good sample design, Different type of sample design, random sampling. Data collection techniques: collection of data, interview,

schedule and questionnaire method, difference between questionnaires and schedules, Collection of secondary data, selection of appropriate method for data collection.

### **Unit III**

Processing and analysis of data, type of analysis, statistics in research, type of series, measurement of central tendency, measurement of dispersion, regression analysis, least square method, Mean based method, correlation analysis, Karl Pearson coefficient of correlation, Spearman single rank method, repeated rank method, relationship between correlation and regression analysis.

### **Unit IV**

Hypothesis Design, Basic concept concerning hypothesis testing, procedure of hypothesis testing, Important Parametric test: Z test, T test and F test, Non parametric test: Chi square test, Sign test, run test, mann- whitney U test, Limitation of the testing of hypothesis.

### **Unit V**

Scaling technique, measurement in research, type of measurement scales, techniques of developing measurement tools, Interpretation and report writing, technique of interpretation, Significance of report writing, Different steps in writing a report, Lay out of the research report, types of report.

### **Reference Books:**

1. Research Methodology: C R Kothari.
2. Business Statistics for managers: Lavin and Rubin.
3. Business Research Methods: Coopers & Swindlers.

## **Value Education, Human Rights and Legislative Procedures**

**SUBJECT CODE: BMC109A**

**CREDITS: 3L**

### **Unit I**

Values and Self Development-Social values and individual attitudes, Work ethics, Value judgments. Importance of cultivation of values, Sense of duty, Devotion, Self reliance, Confidence, Concentration, Truthfulness, Cleanliness, Humanity, National unity, Patriotism, Discipline.

### **Unit II**

Personality and Behavior Development- Attitude, Positive thinking, Integrity and discipline, Punctuality, Love and kindness, Avoiding fault finding, Free from anger, Dignity of labor, True friendship, Happiness vs. suffering love for truth, Aware of self destructive habits, Association

and cooperation, Doing best, Saving nature.

### **Unit III**

Character and Competence- Science vs. God, Holy books vs. blind faith, Self management and good health, Equality, Nonviolence, Role of women, All religions and same message, Mind your mind, Self control, Honesty, Studying effectively.

### **Unit IV**

Module 4: Human Rights- Jurisprudence of human rights nature and definition, Universal protection of human rights, Regional protection of human rights, National level protection of human rights, Human rights and vulnerable groups.

### **Unit V**

Legislative Procedures- Indian constitution, Philosophy, fundamental rights and duties, Legislature, Executive and Judiciary, Constitution and function of parliament, Composition of council of states and house of people, Speaker, Passing of bills, Vigilance, Lokpal and functionaries.

### **Text Books:**

1. Chakraborty, S.K., Values and Ethics for Organizations Theory and Practice, Oxford University Press, New Delhi, 2001.
2. Kapoor, S.K., Human rights under International Law and Indian Law, Prentice Hall of India, New Delhi, 2002.
3. Basu, D.D., Indian Constitution, Oxford University Press, New Delhi, 2002.

### **Reference Books:**

1. Frankena, W.K., Ethics, Prentice Hall of India, New Delhi, 1990.
2. Meron Theodor, Human Rights and International Law Legal Policy Issues, Vol. 1 and 2, Oxford University Press, New Delhi, 2000.

## **BBA IV SEMESTER KPMG**

### **BUSINESS ENVIRONMENT**

**SUBJECT CODE: BBA014A**

**CREDITS: 3L+1T (4)**

**Objectives:** The objective of the course is to develop an understanding of the methods for analyzing Business Environment and implications of changes in micro and macro environment for businesses.

#### **UNIT – I**

Definition and Nature of the Environment of Business:- Nature, Concept and Significance of Micro and Macro Environment, Management of Organizational Resources for Developing Effective Internal Organizational Environment.

#### **UNIT - II**

Economic Policies, Government and Business:- Industrial, Monetary, Fiscal and Foreign Trade Policies, Economic System, Economic Structure, Social Responsibility of Business and Social Responsibility of Government, Business Ethics.

#### **UNIT - III**

Non-Economic Environment of Business:- Social and Cultural Forces Affecting Business. Political and Legal Forces Affecting Operation of Business in a given Economic Framework, Concept and Significance of Technological Environment, Government Guidelines for Technological Up gradation, Regulation for Foreign Collaboration and Investment.

#### **UNIT - IV**

Natural Environment and Value of Life:- The concept of Value of Life Used in Economic Analysis, Environmental Regulation for Pollution Control, Recycling and Disposal of Industrial Waste.

#### **UNIT - V**

Recent Development in Business Environment of India:- Market Freedom, Privatisation, Globalization, WTO and its Impact on Indian Industries, Consumer Protection, Disinvestment, Government of India's Commercial Banking, and Government Policy regarding Small Sector Enterprises.

#### **1) References:**

1. Chidambaram, Business Environment, Vikas Publication House Pvt Ltd, 2003

2. Dr. Justin Paul, Business Environment, Tata McGraw Hill Publishing Co.Ltd
3. Francis Cherunillam, Business Environment, Himalaya Publishing House
4. Ghosh, Economic Environment of Business, Vikas Publication House Pvt Ltd 2003
5. J.Bhagwati, India In Transition, Oxford University Press, 1994
6. K.Aswathapa, Essentials of Business Environment, Himalaya Publishing, 2000
7. M. Rubmand.J. Lewraw and L.D. Booth, International Business: Firm and Environment, McGraw Hill Publications, 1995
8. Steiner and Steiner, Business Government and Society, Western Publishing, 2000
9. V. Neelamegam, Business Environment, Vrinda Publications, 2008

## **COMPUTER APPLICATIONS**

**SUBJECT CODE: BMC007A**

**CREDITS: 2L (2)**

### **Unit-I**

Introduction to MS Project 2010:Understanding Projects,Managing Projects & Project Management software,Taking a first look at project – Starting Project ,Entering information, Changing Views.

### **Unit-II**

Creating a new project: Gathering Information,Opening a Project file,Establishing Basic Project Information,Looking at Project Calendars,Entering Tasks,Adding subtasks,saving Projects files,Working with project outline-Adjusting tasks in an outline, Copying task

### **Unit-III**

Building Tasks: Establishing Timing for Tasks ,Assigning Task timing ,Using Recurring Tasks ,Establishing Constraints and deadline dates, Manipulating Gantt chart to view timing , Entering Task notes ,Establishing Dependencies among tasks, Viewing Dependencies

### **Unit-IV**

Creating Resources & Assigning Costs, Understanding Resources, Creating Resources List, Modifying Resource Information, Using Resources and Tasks,Handling Costs.Understanding Basics of Views, Examine Indicators,Admiring Views ,Calenders, Detail Gantt Chart ,Leveling Gantt, Tracking Gantt, Multiple Baselines, Gantt Resource Allocation, resource Form, Resource

Graph, Resource Name Form, Resource Sheet, Resource Usage, Roll up views, Task Details Form, Task Entry ,Task Form

### **Unit-V**

Tracking Project progs,Understanding the principles of tracking ,Usingbaselin, Changing Baseline, Viewing Progress with tracking Gantt Chart View Interpretation, Task Variance Table, Task Cost Table ,ask work Table ,Understanding Tracking Strategies.

### **Reference Books:**

Microsoft Office Project 2010 Bible by ElanieMamel ,Wiley Publishing.

## **CORPORATE FINANCE**

**SUBJECT CODE: BBA104A**

**CREDITS: 3L+1T (4)**

**Learning Objective:** To acquaint students with the techniques of corporate finance and their applications for business decision making.

### **Unit I:**

Nature of Financial Management.Finance and related disciplines.Scope of Financial Management. Profit Maximization, Wealth Maximization - Traditional and Modern Approach. Functions of finance – Finance Decision, Investment Decision, Dividend Decision.Objectives of Financial Management.Organisation of finance function.Emerging roles of Finance Managers in India.Concept of Time Value of Money. Future value of a single amount and an annuity; Present value of a single amount, an annuity and a perpetuity.

### **Unit II**

Long-term investment decision: Capital Budgeting - Nature and meaning of capital budgeting; Cash flows and Accounting profits; Evaluation techniques - Accounting Rate of Return, Pay Back, Net Present Value, Internal Rate of Return, Terminal Value, Profitably Index Method. Understanding computation of depreciation based on the concept of block of assets.

### **Unit III**

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of specific costs - Cost of debt, Cost of perpetual debt, Cost of redeemable debt; Cost of Preference Share; Cost of Equity Capital – Dividend valuation model; Cost of Retained Earnings. Computation of over-all cost of capital based on book value weights and market value weights.

### **Unit IV**

Financing Decision: Leverage Analysis - Operating, Financial, and Combined Leverage, Earning Before Interest and Tax (EBIT) – Earning Per Share (EPS) analysis, Indifference point. Capital structures theories - Net income approach; Net operating income approach; Modigliani-Miller (MM) approach; Traditional approach. Dividend Decision. Relevance and irrelevance of dividends. Residual theory of dividends; Modigliani and Miller hypothesis; Walter's model; Gordon's model.

## **Unit V**

Short-term investment decision: Concepts and Definition of working capital; Determining Financing Mix; Permanent and temporary working capital; Determinants of working capital; Computation of Working Capital. Management of Cash – Motives of holding cash; Objectives of cash management; Factors determining cash needs; Preparation of Cash Budget based on Receipts and Payments method. Management of Receivables – Objectives; Collection cost, Capital cost, Default cost, Delinquency cost; Credit policies; Credit terms; Collection policies; Debtors outstanding and ageing analysis.

### **Text Books:**

1. Khan, M.Y., & Jain, P.K. (2011). *Financial Management – Text, Problems, and Cases* (6th ed.). New Delhi: Tata McGraw Hill Education Private Limited.
2. Chandra, Prasanna (2008). *Financial Management – Theory and Practice* (7th ed.). New Delhi: Tata McGraw Hill Publishing Company Limited.

### **References:**

1. Pandey, I.M. (2010). *Financial Management* (10th ed.). New Delhi: Vikas Publishing House Pvt. Ltd.
2. Brealey, Richard, A., & Myers, Stewart, C. (2011). *Principles of Corporate Finance* (10th ed.). New Delhi: Tata McGraw Hill Publishing Company Limited.

## **INDUTRIAL RELATIONS AND LABOUR LAWS**

**SUBJECT CODE: BBA193A**

**CREDITS: 3L+1T (4)**

**Objectives:** To provide basic knowledge in industrial relations and labour laws and to enable the students understand the various provisions of Trade Union.

## **UNIT I**



Industrial Relations: Definition, Importance & Scope. Trade Union-Growth, Objective, Function & Role in globalize Content. Governmental Measures – Ministry for labor, Commissioner of labor, Deputy Commissioner & labor Offices.

## **UNIT II**

Industrial Disputes: Nature and causes of Industrial Dispute, Types of conflict Resolution – Statutory & Non Statutory Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-requisites.

## **UNIT III**

Workers Participation in Management: Concept & Pre-requisites. Forms & Levels of Participation. Benefit of workers participation in management. Role of workers participation in Labor welfare & Industrial hygiene Causes of Industrial Dispute

## **UNIT IV**

The Industrial Disputes Act, 1946: Definitions, Authorities under the Act , Power & Duties of Authorities. Strike & lockout, Lay-off and retrenchment.

## **UNIT V**

The Factories Act, 1948: Provisions regarding Safety, regarding Health, Welfare, Leave with Wages and Working hours of adults.

### **Recommended Books:**

1. AkhileshwarPathak, *Legal Aspects of Business*, Tata McGraw-Hill, 2007
2. P. Saravanavel& S. Sumathi, *Business Law for Management*, Himalaya Publishing house, 2004.
3. P. Kasliwal, *Intellectual Property Rights*, CBC, First Edition, 2009.

**KCAP PAPER 4**

**SUBJECT CODE: BBA109A**

**CREDITS: 4L (4)**

### **Module 14**

- Intangible assets
- When to recognize?
- Measurement
- Intangible assets with finite useful life
- Intangible assets with infinite useful life

## **Module 16**

- Foreign currency transactions
- Accounting issues.
- Recognition of exchange differences

## **Module 19**

- Presentation of financial statements
- Balance sheet
- Profit and loss account
- Cash flow statement
- Notes to account

# **OPERATION MANAGEMENT**

## **SUBJECT CODE: BBA 431A**

### **CREDITS: (3L+1T)**

#### Unit I

Introduction to Production and Operation Management: Products & Services, The product/Process Continuum, The Transformation Process, Product Design, Process Design, Automation, The Production Manager, Services Scenario in India, Medical Tourism in India, Characteristic of Services, Classification of Services, Service Capacity, Designing Service Processes, Service Blueprinting, Service Quality. Measuring Service Quality using SERVQUAL.

#### Unit II

Demand Forecasting: Quantitative methods of Forecasting, Qualitative methods of Forecasting, Aggregate Planning, Nature, Aggregate Production Planning, Production Planning Strategies, Disaggregating the Aggregate Plan, Assembling Line Balancing.

#### Unit III

Facility Location Planning: Introduction, Operations Strategies for Multiple Facilities, Factors Affecting Facility Location Planning, Locating Foreign Operation Planning. Facility Capacity and Layout Planning: Capacity and Capacity Planning, Facility Layout Planning.

#### Unit IV

Inventory Management: Introduction, Uses of Inventory, Role of Other Functional Department, Types of Cost, Inventory Management System, Material Requirement Planning, Just-in-time, Supply Chain Management. Work Design: Job Design, Work Measurement.

## Unit V

Quality Management: A conceptual Framework, Dimensions of Quality, Cost of Quality, Quality at Average Stage, Quality System Standards, Bureau of Indian Standards, International Organization for Standardization, ISO 14000, COPC-2000. Project Management: Introduction, Role of Project management in other functional areas of management, Network Diagrams, Critical Path Method, Programme evaluation and review techniques, Limitations of PERT and CPM, Crashing of the project.

### **Reference books:**

1. Operation Research : V K Kapoor
2. Quantitative Techniques: Khandelwal, Gupta, Agarwal and Ahmed
3. Quantitative Techniques: N D Vohra
4. Production and Operation management: S N Charry

## **BBA V KPMG**

### **INTERNATIONAL BUSINESS MANAGEMENT**

**SUBJECT CODE: BBA251A**

**CREDITS: 3L+1T (4)**

#### **Objectives:**

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

#### **UNIT I**

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, Impact of globalization.

#### **UNIT II**

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**

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**

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.

#### **UNIT V**

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

#### **Reference Books:**

1. Bhalla, V.K. & Shivaramu, S., "International Business: Environment and Management", Anmol Publication Pvt. Ltd., Seventh Revised Edition, 2003.
2. Rao, P. Subba, "International Business", Himalaya Publishing House, Second Revised Edition, 2002

3. Goldsmith, Arthur A., "Business Government Society", Erwin Book Team.
4. Berry, Brian J L, Conkling, Edgar C & RD Michael, "The Global Economy in Transition", Prentice Hall International Ltd.

**LEGAL ENVIRONMENT FOR BUSINESS**  
**SUBJECT CODE: BBA016A**  
**CREDITS: 3L+1T (4)**

**Objective:** The purpose of this paper is to acquaint the students with the legal environment of India which dictates the conditions of doing business. The content aims at giving sufficient knowledge to the students, helpful in averting the potential legal problems.

**Unit I**

The Indian Contract Act, 1872: Meaning and Essentials of contract; law relating to offer, acceptance consideration, competency to contract, free consent, agreements declared void, performance of contracts, discharge of contracts, breach of contracts and quasi contract. Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

**Unit II**

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act, 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque & bouncing of cheques.

**Unit III**

The Indian Companies Act, 1956: Meaning and types, incorporation, memorandum & articles of association, prospectus, issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings and management. The Limited Liability Partnership Act, 2008: meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

**Unit IV**

Information Technology Act, 2000: Scheme of the act, definitions, digital signature, electronic governance. Competition Act, 2002: objectives, definitions, competition policy, prohibition of certain agreements and abuse of dominant position. Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

**Unit V**

Intellectual Property Rights: The Patents Act, 1970, The Copyright Act, 1957, The Trade Mark Act, 1999, & The Right to Information Act, 2005: Salient features of the act and its redressal mechanism.

**Text Books:**

1. M.C.Kucchal (2010). *Business Law* ( 5th ed.). Vikas Publishing House Pvt.Ltd.
2. S.S.Gulshan (2013). *Business Law*( 3rd ed.). Excel Books.

**References:**

1. Avtar Singh (2007). *Principles of Mercantile Law*( 8th ed.). Eastern Book Company.
2. Rohini Aggarwal (2007). *Mercantile and Commercial Law* (1st ed.). Taxmann.



**INVESTMENT AND RISK MANAGEMENT**  
**SUBJECT CODE: BBA105A**  
**CREDITS: 3L+1T (4)**

**Objective:** The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

**Unit I Lectures:**

Basics of risk and return, concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds-, present value of a bond, Yield to Maturity, yield to call, yield to put, systematic risk, Price Risk, Interest rate risk, Default risk. Yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and Modified Duration; Bond Convexity, Immunization.

**Unit II Lectures:**

Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industrial analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis. Share valuation: Dividend discount models- No growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value.

**Unit III Lectures:**

Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages (no numericals in technical analysis) Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and Implications for investment decisions (No numericals). Portfolio analysis: Portfolio risk and return, Markowitz portfolio model: 2 and 3 asset portfolio, concept of efficient frontier & Optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

**Unit IV Lectures:**

Capital asset pricing model (CAPM): Single period classical model. Characteristic line, Capital Market Line, Security market Line. Mutual Funds-Introduction, Calculation of Net Asset Value of a Fund, Classification of Mutual Fund Schemes (Open end & closed end, income & growth schemes, sectorial schemes, index Schemes, Fund of Funds Schemes, Gold Exchange Traded Fund, Hedge Funds, Faith based funds, Arbitrage funds) Tracking Error, Tactical Asset



Allocation, diversification vs asset allocation, Portfolio Rebalancing . Performance Evaluation:  
Sharpe's Treynor's Jensen's & Sortino measures.

**Unit V Lectures:**

Derivatives with respect to stocks and indices: Forwards and Futures, Options and related terminology; in the money, at the money and out of the money options. Calculating the payoff from options and diagrammatic representation. Factors that influence put and call prices. Black and Scholes Model demonstrated using templates in Excel (No Derivations or manual calculations of B& S model). Some motivations for buying and selling options; Simple combinations of underlying asset & options; Option spreads: Covered call, Bull & Bear spreads with puts and calls, Straddle, Collars.

**Text Books:**

1. Fischer, D.E. & Jordan, R.J. (2006). *Security Analysis & Portfolio Management* (6th ed.). Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.(1998). *Investments* (6th ed.). Prentice Hall of India.

**References:**

1. Singh,R.(2009). *Security Analysis & Portfolio Management* (1st ed.). Excel Books.
2. Shahani, R. (2011). *Financial Markets in India, A Research Initiative* (3rd ed.). Anamika Publishers & Distributors (P) Ltd
3. Frank K Reilly & Keith C Brown (2006). *Investment Analysis and Portfolio Management*. (8th ed.). Cenage India Pvt. Ltd.

**CORPORATE STRATEGY**  
**SUBJECT CODE: BBA017A**  
**CREDITS: 3L+1T (4)**

**Objective:** To understand the concepts underlying how strategy is implemented in the business environment.

**Unit I**

Introduction to Strategy: Nature & importance of business policy & strategy, Introduction to the strategic management process, Strategic Management & related concepts, Characteristics of corporate, business & functional level strategic management decisions. Company's mission statement, Need for a mission statement, Criteria for evaluating a mission statement, Formulation of a mission statement

**Unit II**

Environmental Analysis & Diagnosis: Analysis of company's external environment- Environmental impact on organization's policy and strategy, Organization's dependence on the environment. Analysis of remote environment, Analysis of specific environment- Michael E.Porter's 5 Forces model, Positioning against five forces. Analysis of internal environment- Importance of organization's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

**Unit III**

Competitive Strategies: Perspectives to competition- industry, marketing & strategic group; Competitive strategies- Michael E. Porter's generic competitive strategies, Implementing competitive strategies- offensive & defensive moves.

**Unit IV**

Corporate Strategies: Formulating corporate strategies, Introduction to strategies of growth, stability and renewal, types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), strategic fundamentals of merger & acquisitions(M&A), types of renewal strategies – retrenchment and turnaround.

**Unit V**

Strategic Frameworks: Strategic analysis & choice, Strategic gap analysis, Portfolio analysis – MECE approach, BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, Grand strategy selection matrix; Behavioral considerations affecting choice of strategy. Culture and strategic leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership; Functional strategies & their link with business level strategies.

**Text Books:**

1. Pearce, J.A., Robinson, R.B. & Mittal Amita. *Strategic Management: Formulation, Implementation and Control* (12th ed.). India: Tata McGraw-Hill Publishing Company Ltd.
2. Ghosh, P.K. (10th ed.). *Strategic Management*. India: Sultan Chand and Sons.

**References:**

1. Michael Porter. *Competitive Strategy*.
2. Thompson, Arthur A., Strickland III, A. J., Gamble, John E. and Jain A.K. (2006). *Crafting and Executing Strategy: Concepts and Cases* (14th ed.). India: Tata McGraw Hill.

**BUSINESS ANALYTICS AND INTELLIGENCE**  
**SUBJECT CODE: BBA222A**  
**CREDITS: 3L+1T (4)**

**Objective:** Understanding Business Intelligence Methodologies and implementing the same for making strategies and decisions faster by converting data into reliable information using rational approach.

**Unit I**

Introduction to Business Intelligence: Changing Business Environment & Computerized Decision Support, Framework & Architecture, Intelligence Creation & Use & Business Intelligence Governance.

**Unit II**

Introduction to Data Warehouse: what is Data Warehouse, why Data Warehouse, Framework and Architecture, Data Warehouse Requirements Management (DWRM) Technique, Data warehouse Development Life Cycle, Online Transaction Processing (OLTP) (Database) Vs. Online Analytical Processing (OLAP) (Data Warehouse).

**Unit III**

Data Warehouse & Dimensional Modeling: Defining Dimensional Model, Facts, Dimensions their Relationship & Hierarchies, implementing changing Dimensions, Advanced Dimensional Modeling.

**Unit IV**

Designing the Data Warehouse & Extraction, Transformation & loading (ETL) Strategies: Identification cleansing & Transformation of Data, Advanced Extraction, Transformation & loading process. Data Warehousing & Online Analytical Processing (OLAP): Introduction to OLAP, OLAP Process Overview, Data Mining for Business Intelligence.

**Unit V**

Business Intelligence in Action using Microsoft SQL Server: Hands on Database Management System (DBMS) using SQL Server Management Studio (SSMS), Hands on ETL using SQL Server Integration Services (SSIS), Hands on OLAP using SQL Server Analysis Services (SSAS), Hands on Reporting using SQL Server Reporting Services (SSRS).

**Text Books:**

1. Mohanty, Soumendra. (2006). *Data Warehousing Design Development and Best Practices*. Tata McGraw Hill.
2. Turban, Efraim & Sharda, Ramesh & Delen, Dursun & King, David & Aronson, Janine E. (2011). *Business Intelligence A Managerial Approach* (2nd ed.). Pearson Education.

**References:**

1. Dalton, Patrick & Whitehead, Paul. (2007). *SQL Server 2005 Black Book (2007 ed.)*. Dreamtech Press

2. Brust, Andrew J. & Forte, Stephen (2006). *Programing Microsoft SQL Server 2005*. Microsoft Press

**KCAP -5(MODULE 20-22)**  
**SUBJECT CODE: BBA110A**  
**CREDITS: 4L (4)**

**Module 20**

Accounting policies, estimates and errors

Changes in accounting policies

Changes in accounting estimates

Rectification of errors

**Module 21**

Consolidation

Accounting for subsidiary

Accounting for associates

Accounting for joint ventures

Module 22

Differences with IFRS and

IND-AS

**Module 22**

Differences with IFRS and IND-AS

# **BBA VI KPMG**

## **PROJECT MANAGEMENT SUBJECT CODE: BBA020A CREDITS: 3L+ 1T[4]**

### **Objectives:**

The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project.

### **Unit I**

Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, project life cycle, project appraisal, project contracting, phases of system development life cycle.

### **Unit II**

Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning.

### **Unit III**

PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.

### **Unit IV**

Cost Estimating Budgeting : Cost estimating process, elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts. Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.

### **Unit V**

Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. Project Management Information System: Computer based tools, features of PMIS, using project management software(MS Projects),

Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.

### **References-**

1. S. Choudhury, Project Scheduling and Monitoring in Practice.
2. P. K. Joy, Total Project Management: The Indian Context, Macmillan India Ltd.



3. Horald Kerzner, Project Management: A Systemic Approach to Planning, Scheduling and Controlling, CBS Publishers, 2002.
4. Wiest and Levy, Management guide to PERT/CPM, PHI.

**MEDIA MANAGEMENT**  
**SUBJECT CODE: BBA401A**  
**CREDITS: 3L+1T [4]**

**Objectives:** Student will understand the role of management in past and present media.

**UNIT I**

Pre- print era:- Characteristics of oral cultures and communication, Brief history of printing, Development of newspapers and magazines, Growth of Indian press, Post independent press Language newspapers and magazines in India, Business of the press today.

**UNIT II**

Content for Mobile Devices: Client focused content development for business, Basic underlying creative processes for delivery of content on mobile devices, Interactive Mobile content: consumption, design, animation, multimedia, games, video, photographs and images, sound and music on mobile, Conceptual design and creativity for the marketing campaign, Short Form Mobile Content, Blended Mobile Video.

**UNIT III**

The Animation Industry: An overview, The trends in animation industry, Prospects and markets, Production planning for animation, Problems and cost implications, Development of animation in India, Animation- success stories.

**UNIT IV**

The rise of television, Experimental work with educational television in Latin America and Africa, Television in India. A tool for education and public service, SITE and post SITE developments, Emergence of foreign satellite channels and cable network.

**UNIT V**

Current issues of autonomy, deregulation and DTH. Business of the television industry today. The internet and future of mass media, Historical background and issues of convergence and new media

**References:**

1. John Durie, Annika Pham, Neil Watson, *Marketing And Selling Your Film Around The World: A Guide For Independent Filmmakers*, Silman-James Press, 1998.
2. Harvard Business School Publishing, *Guide To Managing Creativity And Innovation*: Harvard Business, Harvard Business School Press, 2003.
3. Robert Marich, *Marketing to Moviegoers: A Handbook of Strategies and Tactics*, Southern Illinois University Press, 2009.

**E – COMMERCE**  
**SUBJECT CODE: BBA019A**  
**CREDITS: 3L+1T [4]**

**Objectives:** A student should become familiar with mechanism for conducting business transactions through electronic means.

**UNIT I**

Introduction: Conceptual Framework of E-Commerce, General Model of Business, Electronic Means of doing Business-Defining E-commerce-Emergence of E-Commerce on Private Networks, Forces Effecting E-Commerce, E.D.I:Nature ,Benefits & Demerits of E.D.I,

**UNIT II**

Types of E-Commerce: Inter Organisation (B2B) E-Commerce, Intra- Organisational E-Commerce and Business to Consumer (B2C) E-Commerce.

**UNIT III**

Building on E-Commerce Enterprise: Ascertain the Need for E-Commerce, Competition, Global Reach, Customer Service, Value Additions, Operations Oriented Process, and Products Setting up a Website, Domain Name Registration, Developing Static Web Pages, and Integration with Operational Databases, Dynamic Websites, Registering the Website with Search Engines.

#### **UNIT IV**

Electronic Payment Systems: Overview of Electronic Payment Technology.

#### **UNIT V**

Introduction to legal and Security Issues in E-Commerce, Legal issues: Laws for E-Commerce, Issues of Trademarks & Domain Names, E-commerce in India: The Internet in India , Barriers to Growth of E-Commerce in India.

#### **References:**

1. Agarwala, *E-Commerce*, Macmillian India Limited, 2000.
2. RaviKalakota and Marcia Robinson, *e-Business Roadmap for Success*, Addison Wesley, 1999.
3. AbhijitChaudhury, Jean- Pierre Kuilboer, *E business and E commerce, Infrastructure : Technologies Supporting the e- Business Initiative*, Tata Mc-Graw Hill, 2001.

### **CUSTOMER RELATIONSHIP MANAGEMENT**

**SUBJECT CODE: BBA162A**

**CREDITS: 3L+ 1T[4]**

#### **Objective-**

The objective of this course is to: understand the relationship marketing as a means of building relations with all the stakeholders; and understand the promotion mix objectives.

#### **Syllabus**

#### **UNIT I**

Fundamental Concepts in Relationship Marketing, Customer Acquisition and Retention Strategies. Customer Loyalty. Analyzing Profitability of Customers. Overview of CRM and Web Based Technologies.

## **UNIT II**

Integrated Relationship Marketing Strategies. Retail Marketing Communication. Role of Retail Promotion Program-Methods for Communicating with the Customers, Sales promotion, Public relations, Personal selling.

## **UNIT III**

Planning Retail Communication Program-Establishing objectives, determining promotional budget, assigning the Promotional Budget, objectives and task method, thumb rule method.

## **UNIT IV**

Implementing advertising programs - creating message advertising agencies, selecting advertising media, determining the frequency and timing of advertisements. Evaluating the effectiveness of advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs, Learning Organization.

## **UNIT V**

CRM Implementation – A comprehensive model - Developing CRM vision and strategy Management support, Introduction: ERP-An Overview - Enterprise-An Overview - Benefits of ERP - ERP and Related Technologies.

### **Recommended Texts**

- Barnes James G., *Secrets of Customer Relationship Management*, McGraw-Hill, 1<sup>st</sup> Edition, 2000.
- Balasubramanian, K., *Essence of Customer Relationship Management*, learn Tech press
- Swift Ronald S., *Accelerated Customer Relationships*, Prentice-Hall of India, New Delhi, 2000.
- Gosney, John W., and Boehm, Thomas P., *Customer Relationship Management Essentials*, Prentice-Hall of India, New Delhi, 2000.
- Berman B. and Evans J. R., *Retail Management*, Pearson Education, New Delhi, 2002.

