

MODEL FORMAT FOR B.B. A. (HONS) SCHEME UNDER (CBCS) SCHEME

SEMESTER	COURSE CODE	COURSES	CREDITS			TOTAL
			THEORY	PRACTICALS	TUTORIALS	
I	BBA116C1	FUNDAMENTALS OF MANAGEMENT & ORGANISATIONAL BEHAVIOUR	4	0	2	6
	BBA116C2	STATISTICS FOR BUSINESS DECISIONS	4	0	2	6
	AECC-I	ECS-I & EVS-I	2+2	0	0	4
	BBA116G	ENTREPRENEURSHIP DEVELOPMENT	4	0	2	6
II	BBA216C1	MANAGERIAL ECONOMICS	4	0	2	6
	BBA216C2	BUSINESS ACCOUNTING	4	0	2	6
	AECC-II	ECS-II& EVS-II	2+2	0	0	4
	BBA216G	ETHICS AND CORPORATE SOCIAL RESPONSIBILITY	4	0	2	6
III	BBA316C1	MACROECONOMICS	4	0	2	6
	BBA316C2	PRINCIPLES OF MARKETING	4	0	2	6
	BBA316C3	MANAGEMENT ACCOUNTING	4	0	2	6
	SEC-1	SKILL ENHANCEMENT COURSE (FROM BASKET)	4/3	0/1	0	4
	BBA317G	TAX PLANNING	4	0	2	6
IV	BBA416C1	BUSINESS RESEARCH	4	0	2	6
	BBA416C2	HUMAN RESOURCE MANAGEMENT	4	0	2	6
	BBA416C3	FINANCIAL MANAGEMENT	4	0	2	6
	SEC-2	SKILL ENHANCEMENT COURSE (FROM BASKET)	4/3	0/1	0	4
	BBA417G	PRODUCTION AND OPERATIONS MANAGEMENT	4	0	2	6
V	BBA516C1	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	4	0	2	6
	BBA516C2	LEGAL ASPECTS OF BUSINESS	4	0	2	6
	BB516D1A OR BB516D1B	FINANCE: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	4	0	2	6
		FINANCE: PROJECT APPRAISAL AND ANALYSIS				
	BB516D2A OR BB516D3B	MARKETTING: RETAIL MANAGEMENT	4	0	2	6
MARKETTING: PERSONAL SELLING & SALES FORCE MANAGEMENT						
VI	BBA616C1	BUSINESS POLICY AND STRATEGY	4	0	2	6
	BBA616C2	FINANCIAL INSTITUTIONS AND MARKETS	4	0	2	6
	BB616D3A OR BB616D3B	HRD: SYSTEMS AND STRATEGIES	4	0	2	6
		HRD: TRAINING & MANAGEMENT DEVELOPMENT				
	BB616D4A OR BB616D4B	PRODUCTION & OPERATIONS MANAGEMENT: MATERIALS MANAGEMENT	4	0	2	6
		PRODUCTION & OPERATIONS MANAGEMENT: PRODUCTION PLANNING & CONTROL				
TOTAL CREDITS						148

IMPORTANT INSTERCTIONS:

- 1 SYLLABI FOR CORE AND DISCIPLINE SPECIFIC ELECTIVE PAPERS TO BE DOWNLOADED FROM THE MAIN COURSE LINK / SUBLINK OF THE SYLLABUS PORTAL, FOR EACH SEMESTER
- 2 SYLLABI FOR AECCs SHALL BE DOWN LOADED FROM THE AECC LINK OF THE SYLLABUS PORTAL. EXAMINATION OF BOTH THE AECC COURSES SHALL BE CONDUCTED AT THE END OF 2ND SEMESTER ONLY.
- 3 SYLLABI FOR SECs SHALL BE DOWNLOADED FROM THE LINK PROVIDED FOR SEMESTER WISE UG SKILL COURSE BASKETS

CURRENTLY ONLY ONE SKILL ENHANCEMENT COURSE, IS OFFERED FOR 3RD AND 4TH SEMESTERS EACH BY THE BOUGS FOR BY THE MANAGEMENT DEPARTMENT. HOWEVER, STUDENTS MAY ALSO CHOOSE SECS OFFERED BY THE COLLEGE FROM AMONGST THE RELEVANT SEC BASKETS AVAILABLE FOR THE RELEVANT SEMESTERS ON THE UNIVERSITY WEBSITE. IT MAY NOT BE OUT OF PLACE TO POINT OUT THAT CHANGES IN THE SEC BASKETS SHALL CONTINUE TO BE A CONTINUOUS PROCESS.

- 4 SYLLABI FOR THE GENERIC ELECTIVE (GE) COURSES SHALL BE DOWNLOADED FROM THE GENERIC ELECTIVE COURSES LINK FOR THE RELEVANT SEMESTERS.

ALL THE FOUR GENERIC ELECTIVEPAPERS FROM 1ST TO 4TH SEMESTERS (**GE1 TO GE4**), APART FROM THE PRESCRIBED STAND ALONE COURSES PRESRIBED FOR THE PURPOSE, IF ANY, HAVE TO BE SELECTED FROM ANY ONE OF THE DISCIPLINES ONLY, AS REFLECTED UNDER THE HEAD “**GENERIC ELECTIVE COURSES**” **FOR DIFFERENT SEMESTERS.**

GENERIC ELECTIVES (GE) OFFERED BY THE BOARD OF UNDER-GRADUATE STUDIES (BOUGS) IN COMPUTER SCIENCE COURSES SHALL IN GENERAL BE AVAILABLE FOR OTHER HONOURS PROGRAMMES

Syllabus at the Undergraduate level for AECC/English under Choice Based Credit Scheme (CBCS) to be implemented from 2017.

The detailed syllabus given below has been designed in compliance with the UGC scheme of CBCS and the decisions taken by the University of Kashmir and the suggestions of the Board of Undergraduate Studies (English) respectively.

In Semester I, AECC-I (Ability Enhancement Compulsory Course) will be offered for all the streams. The weightage of this course shall be 2 Credits and it will comprise of 2 Units.

In Semester II, AECC-II will be offered for all the streams. Its weightage will be 2 Credits and it will comprise of 2 Units.

In Semester III, English-I will be offered. This course shall have the weightage of 6 Credits comprising of 4 units. This course will be offered for Arts and Commerce Streams only.

For Science stream, only the first two units of two credits from the course titled English-I will be offered.

In Semester IV, English-II will be offered. This course shall have the weightage of 6 Credits comprising of 4 units. This course will be offered for Arts and Commerce Streams only.

For Science stream, only the first two units of two credits from the course titled English-II will be offered.

In Semesters V and VI, English-III and English-IV will be offered respectively for all the streams with the weightage of 2 Credits each and comprising of 2 Units each.

Effective from academic session-2017

Semester I

Credits-2 (Prescribed for all streams of B.A/B.Sc./B.Com)

AECC-1:

Unit I:

- Communication: An Overview
- Listening Skills : Types/Barriers/Traits of a Good Listener

Unit 2:

- Language in Practice : Interviews / Presentations
- Language in Practice : Group Discussions/Telephone Skills

Recommended Text Book: *Vibrant English*. Orient BlackSwan

Suggested Reading: *Fluency in English-II*. OUP.

Syllabus for BA / B. Sc /B.Com/B. Sc. IT /BBA /BCA/BMMMC/OC&MIL

(Semester 1st) (UGSCBCS)

Ability Enhancement Compulsory Course (AECC–II: Environment Studies)

Effective from Academic Session 2016 and onwards

Credits = 02 (30 hours)

Note: *Examination of all the four units of Environment Studies shall be conducted at the time of 2nd Semester End Examination)*

Unit I: Understanding Environment

15 hours

- 1.1. Environment: concept and importance
- 1.2. Components of environment: Physical, Biological and Social
- 1.3. Ecosystem Definition, Structure and Function
 - 1.3.1 Producers, Consumers and Decomposers
 - 1.3.2 Food chains, Food webs and Ecological pyramids
 - 1.3.3 Energy flow in an Ecosystem
- 1.4 Ecosystem services: Ecological, economic, social, aesthetic and Informational value.

Unit II: Natural Resources

15 hours

- 2.1 Land resources: global land use patterns, concept land degradation and desertification
- 2.2 Forest resources: Use and consequences of over-exploitation
- 2.3 Water resources: Use and consequences of over-utilization, concept of water harvesting and watershed management, water conflicts
- 2.4 Energy resources: Renewable and non-renewable energy sources, growing energy needs and alternate energy sources

Books Recommended:

1. Bharucha, Erach, 2005. Text Book of Environmental Studies. Universities Press (India), Hyderabad.
2. Joseph, Benny, 2005. Environmental Studies. McGraw Hill Companies
3. De, Anil Kumar and De, Arnab Kumar, 2nd edition. New Age International Publishers
4. Kanagasabai, S. 2010. Textbook on Environmental Studies. PHI Learning
5. Sharma, P. D. 2015. Ecology and Environment.
6. Chauhan, B.S. 2008. Environmental Studies. University Science Press
7. Kaushak & Kaushak. 2016. Perspectives in Environmental studies.
8. Jaiswal, P.S. 2007. Environmental Law. Pioneer Publications, Delhi.
9. Ghosh, G.K. 1992. Environmental pollution. Ashish Publication, Delhi.

BBA 1st SEMESTER

BBA116C1

FUNDAMENTALS OF MANAGEMENT & ORGANISATIONAL BEHAVIOUR

COURSE OBJECTIVE: To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

UNIT I

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

UNIT II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

UNIT III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, .. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence.

UNIT IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window
Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos.

SUGGESTED READINGS:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Wehrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.

11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
15. Navin Mathur, Management Gurus, National Publishing House, New Delhi.

BBA 1st SEMESTER

BBA116C2 STATISTICS FOR BUSINESS DECISIONS

COURSE OBJECTIVE: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

UNIT I:

Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

UNIT II:

Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

UNIT III:

Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

UNIT IV:

Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem;

Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean.

Using Non-parametric statistics for hypothesis testing.

SUGGESTED READINGS:

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
 2. Richard Levin & David Rubin: Statistics for management, Prentice Hall.
- Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

BBA 1st SEMESTER

BBA116G ENTREPRENEURSHIP DEVELOPMENT

COURSE OBJECTIVE: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies ,context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

UNIT-1

ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

UNIT-2

ENTREPRENEURSHIP, CREATIVITY AND INNOVATION AND SOCIAL ENTREPRENEURSHIP

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity; Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

UNIT-3

FAMILY BUSINESS AND ENTREPRENEURSHIP

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system.

UNIT-4

FINANCING THE ENTREPRENEURIAL BUSINESS

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

SUGGESTED READINGS:

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
7. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
8. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
10. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid, eradicating poverty through profits. Wharton school Publishing.
11. Scarborough &Zimmerer, Effective Small Business Management
12. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston:Harvard Business Press.

**Syllabus for BA / B. Sc /B.Com/B. Sc. IT /BBA /BCA/BMMMC/OC&MIL
Semester: 2nd Credits = 02 (30 hours)**

**UGSCBCS Ability Enhancement Compulsory Course
(AECC–IIB: English Communication Skills)
Effective from Academic Session 2017 and onwards**

Note: Examination of all the four units of Environment Studies shall be conducted at the time of 2nd Semester End Examination)

ECS217AECCII: ENGLISH COMMUNICATION SKILLS -II

Credits: 2 credits

COURSE OBJECTIVE: The aim of this course is to enable students to express different meanings with the help of appropriate structures and to enable them to write coherently.

UNIT I:

Reading Skills: Purposes / Strategies and techniques / Comprehension,

Close Reading: Analysis and Interpretation of Poems: Robert Frost: “The Road Not Taken”,
Nissim Ezekiel: “Goodbye Party for Miss Pushpa T.S”,

James Kirkup: “No Men are Foreign”

UNIT II:

Paragraph Writing: Essentials / Steps / Developing Hints into a Paragraph,

Close Reading: Summary / Paraphrase / Comprehension of Short Story:

Ruskin Bond: The Eyes are Not Here

Saki: The Open Window

O Henry: The Romance of a Busy Broker

Suggested Readings:

1. Vibrant English. Orient BlackSwan,
2. Fluency in English-II. OUP.

Syllabus for BA / B. Sc /B.Com/B. Sc. IT /BBA /BCA/BMMMC/OC&MIL

(Semester 2ND) (UGSCBCS)

Ability Enhancement Compulsory Course (AECC–IIA: Environment Studies)

Effective from Academic Session 2016 and onwards

Credits = 02 (30 hours)

Note: Examination of all the four units of Environment Studies shall be conducted at the time of 2nd Semester End Examination)

Unit III: Biodiversity and its Conservation 15 hours

- 3.1 Biodiversity: definition, levels and values (commercial, ecological, social and aesthetic)
- 3.2 Threats to biodiversity: habitat loss, poaching of wildlife, man- wildlife conflicts, biological invasions
- 3.3 Concept of endemism and hot- spots of biodiversity
- 3.4 Conservation of biodiversity: In-situ and Ex-situ concepts

Unit IV: Environmental issues, policies and practices 15 hours

- 4.1 Causes, effects and control measures of: Air, water, Soil, Noise and solid waste pollution
- 4.2 Concept of natural disasters and Global environmental issues: Increase in greenhouse gases, climate change, Acid rain and Stratospheric Ozone layer depletion
- 4.3 Salient features of:
 - 4.3.1 Water (Prevention and control of Pollution) Act, 1974
 - 4.3.2 Air (prevention and Control of Pollution) Act, 1981
 - 4.3.3 Environment Protection Act, 1986
- 4.4 Environmental education, Environmental Movements (Chipko, Silent valley) and Environmental ethics

Books Recommended:

- 1. Bharucha, Erach, 2005. Text Book of Environmental Studies. Universities Press (India), Hyderabad.
- 2. Joseph, Benny, 2005. Environmental Studies. McGraw Hill Companies
- 3. De, Anil Kumar and De, Arnab Kumar, 2nd edition. New Age International Publishers
- 4. Kanagasabai, S. 2010. Textbook on Environmental Studies. PHI Learning
- 5. Sharma, P. D. 2015. Ecology and Environment.
- 6. Chauhan, B.S. 2008. Environmental Studies. University Science Press
- 7. Kaushak & Kaushak. 2016. Perspectives in Environmental studies.
- 8. Jaiswal, P.S. 2007. Environmental Law. Pioneer Publications, Delhi.
- 9. Ghosh, G.K. 1992. Environmental pollution. Ashish Publication, Delhi.

BBA 2nd SEMESTER

BBA216C1 MANAGERIAL ECONOMICS

COURSE OBJECTIVE: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how 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 the course of teaching.

UNIT I

Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;
Theory of consumer behavior: cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

UNIT II

Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources)
Costs and scale: traditional theory of cost (short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

UNIT III

Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

UNIT IV

Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

SUGGESTED READINGS:

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
- Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

BBA 2nd SEMESTER

BBA216C2 BUSINESS ACCOUNTING

COURSE OBJECTIVE: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

UNIT I

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three-column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

UNIT II

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

UNIT III

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

UNIT IV

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

SUGGESTED READINGS:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

BBA 2nd SEMESTER

BBA216G ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

COURSE OBJECTIVE: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

UNIT I

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

UNIT II

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non- Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

UNIT III

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring,

UNIT IV:

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

SUGGESTED READINGS:

1. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press.
9. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

SEMESTER 3rd
BBA317C1: MACROECONOMICS

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

UNIT I:

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

UNIT II:

Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

UNIT III:

Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control;
Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

UNIT IV:

Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

SUGGESTED READINGS:

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th Ed.). Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson

SEMESTER 3rd

BBA317C2: PRINCIPLES OF MARKETING

COURSE OBJECTIVE: 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. The course will use and focus on Indian experiences, approaches and cases

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: Demographic, economic, political, legal, socio cultural, Technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

UNIT II

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

UNIT III

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC Marketing strategies, Product Classification, 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; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

SUGGESTED READINGS:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

SEMESTER 3rd

BBA317C3: MANAGEMENT ACCOUNTING

COURSE OBJECTIVE: To acquaint students with role of Management Accounting in planning, control and decision-making.

UNIT I

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

UNIT II

Cost-Volume-Profit Analysis: Contribution, Profit -Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

UNIT III

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

UNIT IV

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

SUGGESTED READINGS:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

SEMESTER 3rd

BBA317G: TAX PLANNING

COURSE OBJECTIVE: The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

UNIT I

Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

UNIT II

Computation of Income under the head Salary; Computation of Income under the Head: House Property and Profits and gains from Business or Profession.

Unit III

Computation of Income under the Head: Capital gains and Income from other sources. Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).

UNIT IV

Meaning of Tax Planning and Management; Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies: Minimum Alternative Tax, Introduction to tax planning with reference to financial decisions; tax planning with reference to amalgamation or de-merger of companies (only theory)

Text Books:

1. Singhanian, V.K. Student Guide to Income Tax. Taxmann Publications Pvt. Ltd. (Latest ed.)
2. Ahuja & Gupta. Simplified Approach to Corporate Tax. Flair Publications Pvt. Ltd (Latest ed.)

SUGGESTED READINGS:

1. Ahuja & Gupta. Simplified Approach to Income Tax Flair, Publications Pvt. Ltd.
2. Mahesh Chandra & Shukla, D.C. Income Tax Law & Practice Pragati Publications.
3. Goyal, S.P. Tax Planning and Management. Sahitya Bhawan Publications.
4. Singhanian, V.K. Student Guide to Income Tax. (University ed.). Taxmann Publications Pvt. Ltd.

Online Readings/Supporting Material:

1. Finance Act for the relevant assessment year.
2. CBDT Circulations.
3. Latest Court Judgements for the relevant Assessment year.

3rd SEMESTER

SKILL ENHANCEMENT COURSE (SEC)

BBA316S2: COMMUNICATION SKILLS AND PERSONALITY DEVELOPMENT

CREDITS: 4

COURSE OBJECTIVE: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

UNIT I

Techniques in Personality development a) Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning.

UNIT II

Written communication,,: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

UNIT III

Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking

BBA-4TH SEMESTER

BBA 4th SEMESTER

BBA417C1 BUSINESS RESEARCH

COURSE OBJECTIVE: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

UNIT I:

Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem

Formulation: Management decision problem Vs. Marketing Research problem.

UNIT II:

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

UNIT III:

Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement -Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

UNIT IV:

Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

SUGGESTED READINGS:

1. Zikmund, Babin & Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. Naresh Malhotra – Marketing Research, Pearson.

BBA 4th SEMESTER

BBA417C2 HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE: 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. The course will use and focus on Indian experiences, approaches and cases

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. HRM issues in Indian Organisations

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, selection process, orientation process.

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.

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 IV

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 .

SUGGESTED READINGS:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

BBA 4th SEMESTER

BBA417C3 FINANCIAL MANAGEMENT

COURSE OBJECTIVE: To acquaint students with the techniques of financial management 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; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

UNIT II

Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

UNIT III

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model;

Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

UNIT IV

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique,

Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

SUGGESTED READINGS:

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Pubilshlng Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

BBA 4th SEMESTER

BBA417G PRODUCTION AND OPERATIONS MANAGEMENT

COURSE OBJECTIVES: To understand the production and operation function and familiarize students with the technique for planning and control.

UNIT I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

UNIT II

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

UNIT III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), Computer Integrated Manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

UNIT IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population. (question based on M/M/1).

SUGGESTED READINGS:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry, Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J, Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta, Statistical methods, Sultan Chand & Sons.
5. Adam, E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, & Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons

4th SEMESTER
SKILL ENHANCEMENT COURSE (SEC)

BBA416S: E-Business

Credits: 04

COURSE CONTENTS:

UNIT I

Introduction to e-commerce: Meaning and concept of e-commerce, e-commerce vs e-business, advantages and disadvantages of e-commerce, value chain in e-commerce, Porter's value chain model, competitive advantage and competitive strategy, different types of e-commerce like B2B, B2C, C2C, C2B, G2C

Technology in e-commerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.

UNIT II

Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e- cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value

Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.

Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams

Basic cryptography for enabling security in e-commerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL

UNIT III

Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH

Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.

UNIT IV

Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services.

E-core values: ethical issues, legal issues, taxation issues and international issues.

SUGGESTED READINGS:

1. Kenneth C Laudon & Carol Guercio Traver: E commerce 2018: Pearson.
2. Ravi Kalakota & Andrew B. Whinston: Frontiers of Electronic Commerce, Pearson.
3. Efraim Turban, David King, Jae Kyu Lee, Ting Peng Liang & Deborrah C. Turban: Electronic Commerce: Springer.

BBA-5TH SEMESTER

BBA 5TH SEMESTER DISCIPLINE ELECTIVE-I

OPTION - A

BBA516D1A: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 06

COURSE 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

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 and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. 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; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

UNIT II

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. 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. Efficient market hypothesis; Concept of efficiency: Random walk, three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

UNIT III

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, 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

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

SUGGESTED READINGS:

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
3. Singh, R: Security Analysis & Portfolio Management. Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.

**BBA 5TH SEMESTER
DISCIPLINE ELECTIVE-I**

OPTION - B

BBA516D1B: PROJECT APPRAISAL AND ANALYSIS

Credits: 06

Title of Course

Credits: 06

Course Code: VB-DSE-FIN

COURSE OBJECTIVES: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

UNIT I

Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principals of Project Analysis Entrepreneurship – concept, Theory and perspective.

UNIT II

Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques
Technical appraisal of a project, Business and Technology Acquisition and management of technology.

UNIT III

Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions.

Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans.

UNIT IV

Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis.

SUGGESTED READINGS:

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

**BBA 5TH SEMESTER
DISCIPLINE ELECTIVE-II**

OPTION - A

BBA516D2A: PERSONAL SELLING & SALES FORCE MANAGEMENT

Credits: 06

COURSE OBJECTIVE: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.

UNIT I

Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

UNIT II

Theories of Selling: AIDAS, Right Set of circumstances; Buying formula theory.

UNIT III

The Selling Process: Pre-approach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

UNIT IV

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force;
Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

SUGGESTED READINGS:

1. Still, Cundiff & Govani: Sales Management, Prentice Hall of India
2. Charles Futrell: Fundamentals of Selling, McGraw Hill

**BBA 5TH SEMESTER
DISCIPLINE ELECTIVE-II**

OPTION - B

BBA516D2B: RETAIL MANAGEMENT

Credits: 06

COURSE OBJECTIVE: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

UNIT I

Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

UNIT II

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non-traditional selling.

Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

UNIT III

Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing;

Retail Merchandising: Buying function, Mark-ups & Markdown in merchandise management, shrinkage in Retail merchandise management.

UNIT IV

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing;

Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

SUGGESTED READINGS:

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Prentice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

BBA 5th SEMESTER

BBA518C1

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

COURSE OBJECTIVE: To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

UNIT I

Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

UNIT II

Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes)

Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

UNIT III

Network Analysis: Construction of the Network diagram, Critical Path - float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

UNIT IV

Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information

Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero- Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

SUGGESTED READINGS:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

BBA 5th SEMESTER

BBA518C2 LEGAL ASPECTS OF BUSINESS

COURSE OBJECTIVE: To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

UNIT I

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, 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.

UNIT III

The Companies Act 2013: 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.

The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

UNIT IV

Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

SUGGESTED READINGS:

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2. M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

BBA-6TH SEMESTER

BBA 6TH SEMESTER DISCIPLINE ELECTIVE-III

OPTION - A

BBA616D1A: HRD: SYSTEMS AND STRATEGIES

Credits: 06

COURSE OBJECTIVE: The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

UNIT-I

Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

UNIT-II

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs;
HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

UNIT-III

HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

UNIT-IV

Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

SUGGESTED READINGS:

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
3. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
4. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
5. Rao T.V.: Human Resource Development, Sage publication.
6. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
7. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
8. Werner J. M., DeSimone, R.L.: Human resource development, South Western.
9. Mankin, D.: Human resource development, Oxford University Press India.
10. Haldar, U. K.: Human resource development, Oxford University Press India.
11. Rao, T.V.: Future of HRD, Macmillan Publishers India.

**BBA 6TH SEMESTER
DISCIPLINE ELECTIVE-III**

OPTION - B

BBA616D1B: HRD: TRAINING & MANAGEMENT DEVELOPMENT

Credits: 06

COURSE OBJECTIVE: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

UNIT-I

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training;

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

UNIT-II

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.

UNIT-III

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

UNIT-IV

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peace-making Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

SUGGESTED READINGS:

1. Blanchard P. Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioural Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

**BBA 6TH SEMESTER
DISCIPLINE ELECTIVE-IV**

OPTION - A

BBA616D2A: PRODUCTION & OPERATIONS MANAGEMENT: MATERIALS MANAGEMENT

Credits: 06

COURSE OBJECTIVE: This course aims to arm students with a comprehensive understanding of the field of Material Management from both a strategic and tactical perspective.

Unit I:

Materials management - An overview - Introduction - Scope - Objective - Importance; Integrated approach to Materials Management

Unit II:

Material Planning - Introduction - Factors affecting material planning - Techniques of material planning - MRP; Purchasing, Procedure & Pricing Issues - Receipt - Storage - Issue

Unit III:

Inventories - Definition-Classification of Inventories- Need for inventories - Merits & Demerits of Inventories, Inventory control techniques and principles - classification, codification, standardization - ABC analysis -VED, GOLF, FSN -HML

Unit IV:

Economic order quantity concept - Derivation of EOQ formula, modified EOQ, Case Studies.

SUGESTED READINGS:

1. Materials and logistics Management - Prof. Shailesh Kasande
2. Materials and logistics Management - Dr. L. C. Jhamb
3. Materials Management - Mr. K. K. Ahuja
4. An integrated approach to Materials Management - Gopalkrishnan & Sundersan

**BBA 6TH SEMESTER
DISCIPLINE ELECTIVE-IV**

OPTION - B

BBA616D2B: PRODUCTION & OPERATIONS MANAGEMENT: PRODUCTION PLANNING AND CONTROL

Credits: 06

COURSE OBJECTIVE: To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions and the real world problems in production planning and control. Contents:

Unit I :

Forecasting for Production: Objectives, Factors affecting accuracy of forecast, Methods of forecasting; Production Planning to meet regular and Seasonal demands, Routing, Loading, Scheduling dispatching and Progress Chart.

Unit II:

Aggregate Planning, Job Shop Planning, Line Balancing, Planning Versus Execution.

Unit III:

Materials requirement Planning, Perspective, Bill of Materials, Master Production Schedules, Inventory Status, Methodology, Explosion of requirements, Determining gross/Net requirement and various reports.

Unit IV:

Various documents used in Production Planning and Control. Application of Computers in PP and C; Role of Inventory Planner in Production Planning, Use of Inventory turn to stimulate Productivity improvements, effect on service level, ROI, Integration of Sales forecast, Production Planning and Inventory Management.

SUGGESTED READINGS:

1. Principles of Production Control - Burbidge
2. Production and Inventory Control Handbook - Greene, James H.
3. Production and Inventory Control - Mc Leavey, Dennis W. And Narasimohan S.L.
4. Manufacturing Planning and Control - Valiman T.E. and Others

BBA 6th SEMESTER

BBA618C1 BUSINESS POLICY AND STRATEGY

COURSE OBJECTIVE: To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Unit I

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement-Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

Unit II

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

Unit III

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. 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), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

Unit IV

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural 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, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

SUGGESTED READINGS:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

Supplementary Readings

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

BBA 6th SEMESTER

BBA618C2 FINANCIAL INSTITUTIONS AND MARKETS

COURSE OBJECTIVE: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

UNIT I

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

UNIT II

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. 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, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

SUGGESTED READINGS:

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
3. Shahani, Rakesh(2011). *Financial Markets in India: A Research Initiative*. Anamica Publications
4. Goel, Sandeep. (2012). *Financial services*. PHI.
5. Gurusamy, S. (2010). *Financial Services*. TMH.