

BBA P01 ENGLISH LANGUAGE SKILLS FOR COMMUNICATION

General Objectives

The general objective of the course is to make the students proficient communicators in English. It aims to develop in the learners the ability to understand English in a wide range of contexts. The main thrust is on understanding the nuances of listening, speaking, reading and writing English. The course is a step towards preparing the learners to face situations with confidence and to seek employment in the modern globalized world. As knowledge of English phonetics will help the students to listen and to speak English better, they would be given rudimentary training in English phonetics. It also enhances the student's general standard of spoken English. The knowledge of the phonetic alphabets/symbols will help the students to refer the dictionary for correct pronunciation.

Module I Listening

Introduction, definition of listening, listening Vs hearing, process of listening, problems students face in listening, sub-skills of listening, what is good listening? strategies of listening, barriers to listening, listening in the workplace, activities that help you to become better listeners.

Module II Speaking

English, the *lingua franca*, varieties of English; Indian English, Received Pronunciation, Why phonetics? Organs of speech and speech mechanism; Classification of English sounds- vowels; consonants; IPA symbols, transcription, the syllable, syllable structure, stress and intonation, some rules of pronunciation, Indian English and deviations from RP, Speaking as a skill; speaking on formal and informal occasions; how to perform a wide range of language functions such as greeting, thanking, complaining, apologizing.

Module III Reading

Introduction, The Reading Process, Reading and Meaning, Methods to Improve Reading, Strengthening Your Vocabulary, Understanding Graphics and Visual Aids, Previewing, Reading in Thought Groups, Avoiding the re-reading of the Same Phrases, Barriers to Reading, Skills for Speed Reading, Sub-skills of Reading, Skimming, Scanning, Extensive Reading, Intensive Reading, Reading E-mail, E-books, Blogs and Web pages

Module IV

Letter writing- formal and informal; CV; report writing; presentation as a skill- elements of presentation strategies-audience-objectives-medium- key ideas, structuring the material, organizing content, audio-visual aids-handouts-use of power point .

Course Material

Modules 1-3 Core Reading: English Language for Communication Part I (OUP)

Module 4 Core Reading: Part III of English for Effective Communication (OUP)

For further Reading

Marks Jonathan. *English Pronunciation in Use*. New Delhi: CUP, 2007.

Lynch, Tony. *Study Listening*. New Delhi. CUP, 2008.

Kenneth, Anderson, Tony Lynch, Joan Mac Lean. *Study Speaking*. NewDelhi: CUP, 2008.

Reference

Jones, Daniel. *English Pronouncing Dictionary 17th edition*. New Delhi: CUP, 2009.

BBA P02 - ENVIRONMENTAL STUDIES

OBJECTIVE: To create the awareness among the students about the deteriorating condition of our environment and to make them understood the importance of managing environmental hazards

Module 1: The Multidisciplinary Nature of Environmental Studies

Definition, Scope and Importance – Need for Public Awareness – Institutions in Environment – People in Environment.

Module 2: Natural Resources

Introduction – Renewable and Non-Renewable Resources – Use, Exploitation, Changes, Problems, Benefits and Conflicts – Renewable Resources – Forest, Water, Mineral, Food, Energy and Land Resources

Module 3: Ecosystem

Concept – Structure And Functions – Producers, Consumers And Decomposers – Energy Flow In The Ecosystem – Ecological Succession – Food Chains, Food Webs And Ecological Pyramids – Types Characteristic Features, Structure And Functions Of Ecosystem

Module 4: Biodiversity

Introduction – Definition– Genetic, Species, Ecosystem Diversity – Biogeographic Classification of India and Kerala. – Value of Biodiversity

Module 5: Conservation of Biodiversity

Biodiversity at Global, National and Local Levels – Indiaas a Mega Diversity Nation – Hotspots of Biodiversity – Threats To Biodiversity: Habitat Loss, Poaching Of Wildlife, Man-Wildlife Conflicts – Endangered and Endemic Species in India– Conservation of Biodiversity -In-Situ and Ex-Situ

Module 6: Pollution

Definition – Causes, Effect And Control Measures Of :Air, Water, Soil, Marine, Noise, Thermal, Nuclear Hazards – Solid Waste Management – Role Of Individuals In Pollution Prevention

Module 7: Social Issues and Environment

From Unsustainable To Sustainable Development – Urban Problems Related To Energy – Water Conservation, Rain Water Harvesting, Watershed Management – Resettlement and Rehabilitation of People – Disaster Management – Floods, Earthquakes, Cyclones and Landslides.

Module 8: Environmental Ethics

Resource Consumption Patterns, Equitable Distribution of Resources – Preserving Resources – Rights of Animals – Traditional Value System of India– Environmental Education and Awareness.

Module 9: Legal Aspects of Environment

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 – Role Of IT In Environment.

Module 10: Human Population and the Environment

Population Growth – Population Explosion – Environmental and Human Health, Human Rights, Value Education - Women and Child Welfare

Recommended books:

1. Misra S.P and Pandey S.N. *Essential Environmental Studies*, Ane Books India, New Delhi.
2. Kiran B. Chokkas and others. *Understanding Environment*, Sage Publications, New Delhi.
3. Arumugam N. and Kumaresan V. *Environmental Studies*, Saras Publications, Kanyakumari.
4. Benny Joseph. *Environmental Studies*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.

BBA P03 - PRINCIPLES OF MANAGEMENT

Objective: The Basic Purpose of this Course is to introduce the Concepts and Basic Principles of Management and Organisational Behaviour to the Students.

Module 1: The Concept of Management

Nature, Meaning, Theories, Evolution- Significance of Management – Principles and Practice of Management, Levels of Management – Management of Business and Non-Business Organisations

Module 2: Managerial Class

Management as a Profession – Management Education – Training and Development – Managerial Values – Role of Manager and Management in Economic Development.

Module 3: Management Objectives

Importance of Objectives – Setting Up Of Objectives – Quantitative and Qualitative Objectives – Harmonizing Objectives – Management Participation

Module 4: Organising

Nature and Purpose – Structural Design – Concept, Principles and Processes – Dimensions of Structure – Horizontal and Vertical – Formal and Informal – Departmentalization – Delegation – Decentralisation – Span of Management – Line Staff Relationships. Staffing – Nature and Role – Concepts and Elements – Selection Performance Appraisal – Human Resource Development

Module 5: Coordinating

Principles – Methods Of Achieving Coordination – Planning And Coordination – Decision Making And Coordination. Directing – Nature and Scope – Small Groups and Their Dynamic Learning, Motivation and Leadership. Controlling – Nature and Process – Concepts of Controlling – Control Cycles – Conventional and Contemporary Control Techniques of Human Problems

Module 6: Organisational Behaviour

Definition – Key Elements – Nature and Scope – Need for Studying Organisational Behaviour – Contributing Disciplines to OB – Modes of OB - Challenges and Opportunities of OB.

Module 7: Individual Perspective

Foundation of Individual Behaviour – Biographical Characteristics – Ability. Fundamental of Learning – Value – Attitude and Job Satisfaction – Personality – Fundamentals of Perception

Module 8: Groups

Definition – Types – Development – Group Norms – Group Cohesiveness – Group Decision Making – Conflict – Individual, Interpersonal and Group.Resolution – Introduction to Transactional Analysis.

Module 9: Motivation

Maslow’s Need Hierarchy Theory – Herzberg’s Two Factor Theory – Vrooms Expectancy Theory – Theory X – Theory Y - Financial And Non-Financial Incentives.

Module 10: Organisational Development (OD)

Meaning, Characteristics, Objectives, Modes of OD, Interventions – Organisational Effectiveness (OE) Meaning, Approaches, Factors – Organisational Climate. Quality of Work Life – Definition, Evolution and Development Of The Concept of QWL. QWL in Indian Context.

Recommended Books:

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|--|---|----------------------|
| 1. Principles of Management | - | Koontz and O’Donnell |
| 2. Principles of Management | - | George R Terry |
| 3. Practice of Management | - | Peter Drucker |
| 4. Principles and Practice of Management | - | Prasad L.M |
| 5. Business Organisation and Management | - | M.C. Shukla |
| 6. Organisational Behaviour | - | Stephen P Robbins |
| 7. Organisational Behaviour | - | S.S Khanka |
| 8. Organisational Behaviour | - | Jit S Chandan |
| 9. Organisational Behaviour | - | K Aswathappa |

BBA P04 - MANAGERIAL ECONOMICS

Objective : To acquaint the student with the principles of Economics which are used for managerial decision making

Module 1: Introduction

Meaning, definition, nature, scope and objectives of Managerial Economics. Decision making in business – steps in decision making – decision models – Application of economic theories in business decisions - Economic environment of business

Module 2: Profit Decision

Business firm – the economic unit – Nature of profit – Function of profit – Measurement of profit – Theories of profit – Profit policies

Module 3: Demand Analysis

Meaning of demand – Law of demand – exceptions to the law of demand – Law of diminishing marginal utility – consumers' surplus – indifference curve - determinants of demand – extension and contraction of demand - shift in demand - elasticity of demand – price elasticity of demand – income elasticity of demand – advertising elasticity of demand – cross elasticity of demand – measuring demand elasticity – use of demand elasticity in business decisions.

Module 4: Demand forecasting

Short term forecasting and long term forecasting – purpose – methods of forecasting – forecasting demand for new products – essentials of good forecasting

Module 5: Theory of supply

Meaning of supply – individual and market supply – factors determining supply - law of supply – supply schedule and supply curve – causes for the operation of the law of supply – assumptions of the law of supply – extension and contraction of supply

Module 6: Production Theory

Meaning of production – production function – laws of production – laws of returns to variable proportions – laws of returns to scale – economies and diseconomies of scale – Isoquant – optimum input combination – laws of returns and business decisions.

Module 7: Cost Analysis

Different concepts of costs – cost output relations – short run and long run cost – long run marginal cost curves – Break-even analysis (Theory) – cost control and cost reduction – areas of cost control (elementary aspects)

Module 8: Market structure and pricing policy

Types of markets – perfect competition – features – price determination and equilibrium in the short run and long run. Monopoly – features -equilibrium condition – price discrimination

Module 9: Monopolistic competition

Features – equilibrium. Duopoly, Oligopoly, Non collusive and collusive oligopoly models. Price output determination under monopolistic competition – pricing under oligopoly – kinked demand curve – price leadership – pricing under collusion – pricing policies – cost plus pricing – rate of return pricing – multi product pricing – pricing of new product

Module 10: Business Cycles

Meaning of business cycle – phases of business cycle – causes and indicators – control of business cycles – business forecasting

Books Recommended:-

1. Managerial Economics : Joel Dean
2. Managerial Economics : D C Hague
3. Managerial Economics : W W Haynes & W R Henry
4. Managerial Economics : C J Stokes
5. Managerial Economics : M Adhikary
6. Managerial Economics : Barry Keating and J Holton Wilson
7. Managerial Economics : S M Wali and A B Kalkundrikar
8. Business Economics : V G Mankar and S P Denkar
9. Managerial Economics -Concepts & Cases : V L Mate Samuel Paul & V S Gupta
10. A Study in Managerial Economics : D Gopalakrishnan
11. Managerial Economic Theory and Application for decision making : Larry C Peppers & Dale G Bails
12. Managerial Economics : D V Dwivedi

BBA P05 - QUANTITATIVE METHODS FOR MANAGEMENT

Objective: To acquaint the student with some basic quantitative methods for decision making by management people.

Module 1: Introduction

Meaning – definition – scope – limitations – relationship with other sciences – types of data – collection and editing of data – diagrammatic and graphical representation of data

Module 2: Measures of central tendency

Arithmetic mean – median – mode – geometric mean – harmonic mean – merits – demerits – computation

Module 3: Measures of variation

Meaning – objects – limitations - computation of range – inter-quartile range – mean deviation – standard deviation – quartile deviation – skewness – moments - kurtosis

Module 4: Probability concepts

Classical definition – relative frequency definition – subjective definition – axiomatic definition – addition rule – multiplication rule – dependent and independent events – conditional probability – Bayes' theorem

Module 5: Probability distributions

Random variable – discrete and continuous - expected value – binomial distribution – Poisson distribution – normal distribution

Module 6: Operations Research

Evolution - definition – features – limitations – applications - Linear programming: Formulation of LPP – maximization and minimization problems – graphical method – simplex method – mix of constraints - Big M method – Two Phase method

Module 7: Transportation model

Methods of obtaining starting solution – North West Corner Rule – Least Cost method – Vogel's Approximation Method – testing the solution for optimality – MODI method – degeneracy – unbalanced problems

Module 8: Assignment model

Hungarian method of assignment – unbalanced problems - maximization problems

Module 9: Decision theory

Decision making under uncertainty – minimax criterion – maximin criterion – maximax criterion – Hurwicz criterion – Savage regret criterion – Laplace criterion – decision making under risk – EMV criterion – EOL criterion – EVPI – decision trees

Module 10: Game theory

Payoff matrix – two person zero sum games – 2x2 games – arithmetic method – mx2 and 2xn games – graphical method – principle of dominance

Books Recommended

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|-------------------------------|-------------------|
| 1. Statistical Methods | S. P. Gupta |
| 2. Fundamentals of Statistics | S. C. Gupta |
| 3. Statistics | Sancheti & Kapoor |
| 4. Operations Research | S. D. Sharma |
| 5. Operations Research | S. C. Sharma |
| 6. Operations Research | V. K. Kapoor |

BBA P06 - BUSINESS ENVIRONMENT

Objective: The objective of this course is to make the student understand the fundamentals of the prevailing environment of business.

Module 1: Introduction

Business – Meaning, definition, nature, scope and objectives – Business Environment – Meaning, characteristics, Types- micro and macro – Internal and External environment.

Module 2: Environmental Analysis

Meaning, stages, approaches and techniques for environmental analysis – Environmental forecasting, steps, types and techniques of environmental forecasting – Merits and demerits of environmental analysis.

Module 3: Economic Environment

Introduction, nature and type of economy, structure of the economy, economic policies and economic conditions – Concept of capitalism, socialism and mixed economy.

Module 4: Political Environment

Introduction - Political Institutions – legislature, executive and judiciary – Role and responsibilities of Government in business.

Module 5: Technological Environment

Introduction –Technology – Meaning and characteristics – Transfer of technology – levels and methods – Importance of technology in business.

Module 6: Socio-cultural Environment

Introduction – Society and culture – meaning and definition – Elements of culture – Importance of culture in business – Social responsibility of business.

Module 7: Financial Environment

Introduction - Overview of the Financial System, Components of Financial System, Financial Institutions and their Roles, Foreign Direct Investment.

Module 8: Corporate Social Responsibility

Introduction, Meaning and Definition - Need for social responsibility of business - Social responsibility of business towards different groups - Barriers to social responsibility.

Module 9: Consumerism and Consumer Rights

Introduction – Meaning and definition- consumer rights - Consumer protection - UN guidelines for consumer protection – Consumer protection in India.

Module 10: Global Business Environment

Introduction – Globalisation of Business – Stages of Globalisation - Essential conditions for globalisation – Strategies for foreign market entry – Merits and demerits of Globalisation of business.

Books Recommended

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|---------------------------------------|--------------------|
| 1. Business Environment | Francis Cherunilam |
| 2. Essentials of Business Environment | K Aswathappa |
| 3. Business Environment | Raj Agarwal |
| 4. Business Environment | A C Fernando |

BBA P07 MARKETING MANAGEMENT**Module 1: Introduction**

Definition of marketing - scope - marketing concepts and tools - core marketing concepts - marketing environment - macro and micro factors - marketing mix - role of marketing in modern management - marketing information system - marketing intelligence system

Module 2: Analyzing consumer markets and buyer behavior

Determinants of consumer buying behavior - buying decisions oceans - buying roles - buying motives - stages of the buying decision process - analyzing business markets and business buying behavior - buying behavior models (simple models)

Module 3 Market segmentation

Need and requirements of effective segmentation - basis for segmentation - selecting target markets - positioning the market offering - developing and communicating a positioning strategy

Module 4: Product planning

Meaning of product - types of product - product line and product mix decisions - new product development - product life cycle - branding and packaging

Module 5: Price planning

Meaning - break even analysis - relationship with other marketing variables - price and non-price competition - pricing objectives - factors affecting pricing decisions - pricing strategies

Module 6: Promotion planning

Meaning - importance - steps in developing effective communication - advertising - personal selling - publicity - sales promotion - public relations - direct marketing

Module 7: Distribution management

Meaning - structure and types of marketing channel - channel functions - role of intermediaries - selection of distribution channels - channel dynamics - channel co-operation and conflicts - wholesaling - retailing - physical distribution - channel management in India

Module 8: Managing the total marketing effort

Developing customer value and satisfaction - developing strategy - customer relationship marketing - TQM in marketing - ethics in marketing

Module 9: Services marketing

Characteristics of services - classification of services - marketing mix for services - internal marketing and service delivery - service quality - introduction to gaps model and SERVQUAL dimensions - trends in services marketing

Module 10: Retail management

Nature and scope - functions of retailing - types of retailing format - types of location - site selection - store design, layout and space allocation - pricing labeling and packaging - retail promotion mix strategy

Books Recommended

1. Marketing Management - Text and Cases - K. S. Chandrasekar
2. Principles of Marketing - Philip Kotler and Gary Armstrong
3. Marketing Management - V. S. Ramaswamy et al
4. Marketing - Rajan Nair
5. Services Marketing - S. M. Jha
6. Retail Management - Pradhan

BBA P08 FINANCIAL MANAGEMENT

Objective: The objective of this course is to familiarise the students with the fundamental principles to be followed while financing and investing in business and to gain familiarity with the tools and techniques to be used for evaluating the performance of the business.

Module 1: Introduction

Introduction, Meaning and Definition of Financial Management –Nature, Scope and Objectives of Financial management.

Module 2: Management of Working Capital

Meaning and definition of working capital – components – Types – Factors affecting working capital – Financing of working capital – Management of working capital –cash, receivables and inventory.

Module 3: Cost of Capital

Meaning, definition and importance – Computation of specific and weighted average cost of capital.

Module 4: Capital Budgeting

Meaning, definition and importance – Methods of evaluating project proposals – payback period method, average rate of return method, net present value method, internal rate of return method and profitability index method.

Module 5: Capital Structure

Capital – Sources of capital – Equity, preference, debentures and term loans – Capitalisation – over and under capitalisation – Capital structure – Factors affecting capital structure – Leverage – Operating, Financial and Combined Leverage.

Module 6: Dividend Policy

Dividend – meaning and definition – Types of dividend – Dividend policy – Factors affecting dividend policy.

Module 7: Analysis and Interpretation of Financial Statements

Meaning, definition, objectives and scope of management accounting – Financial statements – meaning, types and importance – Techniques of analysis – Common size analysis – Ratio Analysis – Classification of ratios – profitability ratios, liquidity ratios, solvency ratios, activity ratios, leverage ratios and interpretation of financial statements with the help of these ratios.

Module 8: Fund Flow Analysis

Meaning and definition of fund, flow of fund and fund flow statement – Uses, importance and limitations of fund flow statement – Procedure for preparing fund flow statement – Cash Flow statement – uses, significance and limitations – Procedure for preparing cash flow statement – Difference between fund flow and cash flow statements – Interpretation of fund flow and cash flow statements.

Module 9: Marginal Costing

Marginal cost and marginal costing – meaning, definition, nature and scope – basic concepts – Assumptions of marginal costing – CVP analysis – Break-even point – Break-even chart – Margin of safety – Profit Volume Graph – Applications in Decision making.

Module 10: Standard Costing and Variance Analysis

Meaning of standard cost and standard costing – Steps involved in standard costing – Advantages and limitations of standard costing – Variance analysis – material and Labour variances.

Books Recommended

1. Financial Management - S N Maheswari
2. Financial Management - M Y Khan and P K Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - I M Pandey
5. Management Accounting - S N Maheswari
6. Management Accounting - S P Gupta
7. Management Accounting - S Banerjee
8. Principles and Practice of Management Accounting - Sharma and Gupta

BBA P09 HUMAN RESOURCE MANAGEMENT

Objective: The objective of this course is to familiarise students with the basic principles of Human Resource Management

Module 1: Introduction

Significance and scope of Human Resource Management – Distinction between HRM and Personnel management. Functions of HRM – Role of HRM Managers – System approach to HRM.

Module 2: Human Resource planning

Need and importance of Human Resource planning – Process of HR Planning – Strategies of HR Planning – Advantages and limitations of HR Planning – Managing HR in Challenging times

Module 3: Job Analysis

Purpose, Contents, Methods – Job Description – Job Specification

Module 4: Human Resource Recruitment and Selection

Recruitment and selection – approaches, sources, policy Procedures – Psychological tests – types, characteristics.

Module 5: Training

Need Process, Techniques, Benefits and Training Evaluation.

Module 6: Performance Appraisal

Need, Uses, Purpose, Process, Methods

Module 7: Performance Management

Principles, Objectives, Characteristics, Functional areas of Performance management, Benefits of Performance Management

Module 8: Career Planning and Management Development

Career Management, objectives of career planning, need for career planning. Need and importance of Management Development, Methods of Management Development.

Module 9: Compensation Management

Job Evaluation – Wage and Salary Administration- Quality of Work Life

Module 10: Industrial Relations

Meaning, Concept and Trends. Trade unions – Collective Bargaining- Employee Grievance – Disciplinary procedure – Employee Welfare.

Recommended Books

1. Aquinas, P.G. - Human Resource Management – Principles and Practice
2. Robert L Mathis - Personnel & Human Resource Management
3. Wayne F Cascio - Managing Human Resources
4. Biswanth Ghosh - Human Resource Management

BBA P 10 PRODUCTION AND OPERATIONS MANAGEMENT

Objective: The Objective of this Course is to Familiarise Students with the Basic Principles of Production and Operations Management

Module 1: Introduction

Introduction to Production and Operations Functions – Planning, Organising, Controlling - Functions of Productions and Operations Management – Interaction of Operations Management with other Functional Areas of Management – Operations Planning and Control – Operations Forecasting

Module 2: Production And Process Design And Development

Product Selection, Definitions of Product Design and Development, Need, Characteristics of A Good Design. Process Design – Meaning, Need, Factors and Types of Process Designs.

Module 3: Facility Location

Meaning, Factors Affecting Location Decision – Location Selection – Location Decision Process – Cost Factor – Location Decision for Warehouses.

Module 4: Facility Layout

Meaning, Advantages of Good Layout, Types of Layout, Layout Planning for Storage and Warehousing, Methodology of Layout Planning, Materials Handling.

Module 5: Application of Inventory Management Techniques

Materials Requirement Planning (MRP) Concepts Functions, Benefits, Inventory Control, Just-In-Time (JIT) System.

Module 6: Production and Operations Planning

Aggregate Planning, Production Planning in Mass Production System and Assembly Line Balancing – Production Scheduling – Project Scheduling – Application of Network Analysis.

Module 7: Maintenance Management

Functions, Types of Maintenance Management, Types of Maintenance Systems

Module 8: Work Study

Definition, Objectives, Significance and Advantages, Models of Work Study, Method Study – Definition, Objectives and Procedure. Work Measurement – Objectives, Techniques.

Module 9: Quality Management

Definition – Quality Parameters – Planning Quality – Inspection and Control.

Module 10: Quality Control

Statistical Quality Control, Quality Standards, TQM.

Recommended Books

1. Production and Operations Management - S N Chary
2. Production and Operations Management - Adam and Ebert
3. Modern Production and Operations Management - Elwood S Buffa
4. Operations Management - Paneerselvam

BBA P11 BUSINESS LAWS

Objectives: The objectives of this course are to familiarize the students with various legal provisions governing the business, to understand the rules and the regulations regarding Company formation corporate governance and raising of capital.

Module 1: Introduction

Definition of Law- Its importance- Branches of Nature and Sources Mercantile Law- Definition of Mercantile Law.

Module 2: Law of Contracts

Definition of contract- Essentials of valid contract -classification of contracts- Offer- Acceptance- Communication of offer- Acceptance and Revocation- Consideration- Capacity of Parties- Free Consent- Mistake- Misrepresentation- Fraud- coercion- undue influence- Performance of contract- Modes of Discharge- Breach of contract and Remedies for breach of Contract.

Module 3: Contracts of Indemnity and Guarantee

Definition- Distinction between indemnity and guarantee- Kinds of Guarantee- Surety- Nature and Extend of Suerty's Liability Discharge of Surety.

Module 4: Contract of Agency

Definition- Essentials - Creation of agency- kinds of agents- Rights and Duties of agent, Principal-Liability of Principal to third parties-Delegation of Authority by an Agent-termination of agency.

Module 5: Sale of Goods Act 1930

Definition- Goods- Classification of goods- Sale- Essentials of sale- Agreement to sell- Difference between sale and agreement to sell- Delivery of goods- Types and rules regarding delivery of goods- Rules relating to assessing of property in goods- Condition and warranty definition- Implied conditions and warranties- Distinction between condition and warranty- Caveat Emptor and its exceptions-Transfer of ownership- “Nemo dat quod non habet” and its expectation- Performance of Contract of Sale-Delivery of goods-Modes of Delivery- Unpaid seller- Rights and Duties of unpaid Seller.

Module 6: Introduction and Formation of Companies

Company Legislation in India- Definition and Nature of Company- Characteristics- Types of Companies- Private Company- Public Company-Government Company- Companies Limited by Shares- Companies Limited by Guarantee- Unlimited companies- Deemed Public Companies- New generation Companies-Privileges of Private Companies- Distinction between Private Company and Public Company-Conversion of Public Company into Private Company and Vice versa. Stages of Formation- Promotion- Functions of Promotion- Roll of Promoters - Remuneration- Position- Liability- Incorporation Procedure- Pre-incorporation and Provisional Contracts- Capital Subscription- Commencement of Business.

Module 7: Memorandum, Articles and Prospectus

Memorandum Definition- Importance- Clauses of Memorandum (Contents in Details) Procedure and alteration of Memorandum of Association- Doctrine of ultravires, Indoor Management, Lifting of Corporate Veil and its legal consequences. Articles of Association Definition- Contents in Detail- Procedure of Alteration of Articles- Constructive Notice of Memorandum and Articles and its legal effect- Table-A.

Prospectus Definition- Importance- Contents in Detail- Statement in Lieu of Prospectus- Deemed Prospectus- Misleading Prospectus-Red herring and Shelf Prospectus.

Module 8: Management and Administration: Meetings

Statutory Meeting- Statutory Report- Annual General Meeting- Extra- Ordinary General Meeting. Notice and its Requirements- Quorum- Agenda- Proxy- Voting Resolutions- Ordinary- Special- Resolution requiring special notice- Directors-Independent Directors-Key Managerial Person-Board of Directors-Appointments and Responsibilities-Corporate Social Responsibility (CSR).

Module 9: Winding up of Companies

Different Types of Winding Up-Compulsory Winding Up-Voluntary Winding Up-Role of Liquidator in Winding Up proceedings.

Books Recommended

1. Law of Contract - M. Krishnan Nair

2. Indian Company Law - Avtar Singh
3. Elements of Company Law - N D Kapoor
4. Indian Company Law - R. R. Gupta & V.S. Gupta
5. Indian Companies Act 1956 (With Amendment) - S. P. Chandran Singh
6. Test Book of Company Law & Secretarial Practice - S P Chandran Singh
7. Test Book of Company Law - M P Tandon
8. Laws for Business - Zulfi and Azhar Basheer
9. A manual of Mercantile Law - M C Shukla
10. Handbook of Mercantile Law - E Venkitesam
11. Mercantile Law - M C Kuchhal
12. Business Law - S K Agarwal
13. Elements of Mercantile Law - N D Kapoor

BBA P12 ACCOUNTING FOR MANAGERS

Objective: The objective of this course is to provide knowledge about the financial and cost accounting principles and their application in different business situations.

Module 1: Introduction

Accounting – a financial information system – inputs and outputs of accounting system – Generally accepted accounting principles, concepts and conventions and postulates.

Module 2: Final Accounts of Sole Trading Concern

Construction of manufacturing, trading and profit and loss account and balance sheet with adjustments for prepaid and outstanding expenses, unearned and accrued incomes, bad debts, provision for bad and doubtful debts and provision for discount debtors and creditors.

Module 3: Study of Partnership Accounts

Accounting – Problems related to admission, retirement and death of a partner.

Module 4: Study of Company Accounts

Share capital of a company – Types of shares – Accounting entries on issue of shares for cash – forfeiture of shares – Re-issue of forfeited shares.

Module 5: Final Accounts of Joint Stock Companies

Form of Balance Sheet as per Companies Act (Preliminary Study only).

Module 6: Cost Accounting

Meaning, scope and importance of cost accounting – Cost – Elements of cost – Cost centre and cost unit – Cost sheet – Distinction between cost and financial accounting.

Module 7: Elements of Cost

a. Material:

Accounting for material – classification, purchasing, store keeping, classification and codification, level settings – maximum, minimum and re-order level – Economic Order Quantity – Material Issues, material control, methods of pricing issues, stock valuations – Perpetual inventory system, ABC and VED analysis.

b. Labour:

Definition and classification – computation of labour cost – Treatment of idle time – overtime wages – Leave with wages, etc. – Principle methods of remuneration – Various incentive wage systems.

c. Overheads:

Definition, importance, classification, collection and accumulation of overheads – Allocation, apportionment and absorption of overheads – Treatment of over and under absorption of overheads

Module 8: Costing Methods

Unit/Output Costing, Job Costing, Batch Costing and Contract Costing – Treatment of profit on incomplete contracts – Cost plus contracts.

Module 9: Process Costing

Characteristics of process costing system – Distinction between process costing and job order costing – Process losses - Accounting for Joint product and By-product.

Module 10: Budget and Budgetary Control

Introduction – Meaning and definition of budget, budgeting and budgetary control – Objectives, Characteristics, Advantages and limitations of budgetary control.

Books Recommended

1. Advanced Accounting - S P Jain and K L Narang
2. Advanced Accountancy - R L Gupta
3. Advanced Accountancy - S N Maheswari
4. Cost Accounting - S P Jain and K L Narang

BBA P13 STRATEGIC MANAGEMENT

Objective: The objective of the course is to make the students familiar with the holistic perspective of the enterprises.

Module I: Introduction- Meaning- evolution of strategic management-nature – importance - Purpose of strategic management- objectives – industrial and business policy- differences-

Module II: Strategy: Definition and meaning- Levels of strategy- tactics- types of tactics- examples. Strategic management process- Vision- Mission – examples – Goals and objectives- examples

Module III: : Environmental appraisal – environmental scanning- organisational appraisal – examples- Corporate level strategies- Grand strategies- Stability strategies- examples.

Module IV: Expansion strategies- Retrenchment strategies- Combination strategies- examples

Module V: Generic business strategies- Strategic analysis and Choice

Module VI: implementation- Project implementation – Procedural implementation- Resource implementation –Structural implementation

Module VII: Strategy– Organisational design and change- Organisational systems- Functional strategies- Functional plans and policies- Integration of plans and policies

Module VIII: Strategic evaluation and control – Operational control- Techniques of evaluation and control- Role of organisational systems in evaluation

Module IX: Globalisation: Conditions –meaning- competitive advantages for nations- Threats and challenges- Issues in joint ventures- sell offs- divestiture- spin offs- corporate control- changes in ownership structure- exchange offers

Module X: Liberalisation in the Indian context- restructuring in Indian economy- role played by public and private sector- role of top management – Changes in Companies Act and its relevance to strategic management.

Books recommended:

1. Azhar Kazmi: Business Policy and Strategic Management, Tata Mc Graw Hill
2. LM Prasad: Business Policy and Strategic Management, Sultan Chand
3. Cherunilam: Strategic Management, Himalaya Publishers
4. Hill/Jones: Strategic Management Theory, Cengage Learning.

BBA P 14 FINANCIAL MARKETS AND SERVICES

Aim: To provide a general awareness about the financial markets and services

Objective: To familiarize the students with the structure and functioning of the financial markets and financial service sector in India.

Module 1 - Indian Financial System

Financial system- meaning- structure- Financial markets – financial institutions – Financial Instruments (Brief discussion only) - Financial services

Module 2 – Financial Markets

Financial Markets – Structure – Money market -Meaning –Segments and Instruments in money market– Capital market – Meaning – Market for financial guarantees – Foreign exchange markets

Module 3 - Capital Market in India - Classification - Primary and Secondary - Structure – Industrial securities market – Govt. Securities market – Market for mortgages

Module 4 - Primary Market

Methods of floatation of capital – Public issue – IPO – FPO - Procedure of public issue – Book building process – Fixed price issue Vs Book building - Role of intermediaries - Private placement

Module 5 - Secondary Market

Functions of stock exchange – Securities traded in the stock exchange (Brief discussion only)–Dematerialization of securities – Depositories – Listing – Trading procedure – Online trading — Clearing and settlement - Rolling settlement – Investment Vs Speculation- types of

speculators – Membership in stock exchange - stock market indices – Recent developments in the Indian stock market

Module 6 – Derivatives

Meaning - Types of derivatives – Commodity Vs Financial derivatives - Forwards – Futures – Options – Trading mechanism -commodity exchanges

Module 7 – Regulatory framework of stock exchanges

SEBI - Role and functions of SEBI – regulatory functions – developmental functions – Investor protection fund – purpose – operation.

Module 8 – Financial Services

Financial services – Types – Fund based and Fee based – Industry oriented Fund Based Financial Services – Venture Capital – Features- Types – Process, Leasing – Types – advantages – limitations – Leasing institutions in India, Factoring – objectives – features – types, Forefating (Concept only) , Merchant banking – Functions – Infrastructure financing – Private equity(Brief discussion only)

Module 9 – Other Fund based Financial Services

Hire purchase – features – institutions-operators- Installment – features, Insurance – type of insurance – Housing finance – Importance – fixed and flexible rate of interest – EMI – Securitisation of debt – objectives – benefits - Mutual funds – Meaning – classification of mutual fund schemes.

Module 10 – Fee based financial services

Fee Based Financial Services – Credit rating – objectives – Significance -credit rating factors – Credit rating agencies , Portfolio management – Meaning – objectives - significance.

References:

1. Yogehs Maheswari. Investment Management, PHI, New Delhi.
2. Kevin S. Security Analysis and Portfolio Management, PHI, New Delhi.
3. Avadhani V.A. Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi.
4. Bhole L.M. Financial Markets and Institutions, Tata McGraw-Hill Publishing Co.Ltd, New Delhi.
5. Bharathi. V. Pathak. Indian Financial System, Pearson Education, New Delhi.
6. VAsanth Desai. Indian Financial Suystem, Himalaya Publishing House, New Delhi.
7. Khan M.Y. Financial Services, Tata McGraw-hill Pubishing Co. Ltd., New Delhi

BBA P15 FOREIGN TRADE

- 1 Basics of Foreign trade: Essential elements of foreign trade - traditional and modern theories of international trade - differences between domestic and international trade - advantages and disadvantages of foreign trade - trade growth trends, direction and composition

- 2 Balance of payments: Meaning - components of BoP statement - balance of trade - types and causes of disequilibrium - measures taken to correct disequilibrium - BoP crisis in 1991 and economic reforms thereafter - analysis and changes over time
- 3 Trading blocks: Meaning - nature and scope of strategic alliances - economic considerations - impact on foreign trade - international treaties and conventions - major regional trade/economic groupings - European Union - G8 - G20 - NAFTA - ASEAN - APEC - SAARC - SAPTA - OECD - BRICS - African and Middle East initiatives - India's trade agreements with various blocks
- 4 Institutional support: UN - UNCTAD - IMF - World Bank - ADB – WTO
- 5 Foreign trade policy: Foreign trade regulations - free trade and protection - EXIM policy - India's major export items - impact of transactionalisation of economy on exports - tax incentives - special licensing and protection – FDI
- 6 Export promotion: Concept of export promotion - export promotion strategies - import substitution - export promotion and role of SEZs - export promotion organisations - export promotion schemes
- 7 Exchange rate determination: Meaning of exchange rate - factors influencing exchange rates - determination of exchange rate - gold standard - Bretton Woods system - floating rate system - international reserve currency – SDRs
- 8 Foreign exchange: Forex quotes - types - spot and forward rates - currency derivatives - currency risks
- 9 Export Financing : Sources of finance - role of commercial banks, EXIM bank, ECGC and others - insurance for exports - types - export credit insurance - risk management - types of risks - mitigation methods
- 10 Documentation and procedures: Types of foreign trade documents - letters of credit - shipping and air-cargo documents - banking documents - obtaining export license - obtaining import license - processing an export order - pre shipment practices and GR policy - excise and custom clearances - shipment of goods and port formalities - customs clearance for imports - post shipment formalities - obtaining payment - duty drawbacks and other benefits

Books Recommended

International Marketing.	Kripalini V. H.
International Finance.	S. Kevin
Foreign Exchange and Financing of Foreign Trade.	S. K. Varghese
Exports - What, Where, and How.	Paras Ram

BBAP16 E-COMMERCE AND CYBER LAWS

Aim of the course: To familiarise the students with the emerging developments in commerce and industry and also build up the experience of computer usage in business.

Module I: Introduction to E-Commerce - Emergence of the Internet – Commercial use of the Internet – Emergence of World wide Web – Advantages and Disadvantages of E-commerce – Transition to E-commerce in India - E-commerce opportunities for Industries

Module II: Models – Business Models for E-commerce – Models based on Relationship of Transaction parties: B2C,B2B,C2C,C2B; - Models based on the Relationship of Transaction types: Brokerage Model, Aggregator Model, Info-mediary Model, Community Model, Value chain Model, Manufacturer Model, Advertising Model, Subscription Model, Affiliate Model

Module III:E-Marketing – Traditional Marketing – Identifying Web presence Goals -Browsing Behaviour Model – online Marketing – E-advertising – Internet Marketing Trends – E-branding – E- marketing strategies.

Module IV:E-Security – Information system security – security on the internet – E-business risk management issues – information security environment in India.

Module V: E-Payment Systems – Digital payment requirement – Digital Token based e-payment systems – properties of Electronic cash - risk and e-payment systems – designing e-payment systems.

Module VI: CYBER WORLD - Cyber space, information overload, cyber ethics, cyber addictions, cybercrimes – categories – person, property, Government – types - stalking, harassment, threats, security & privacy issues,

Module VII: CYBER REGULATIONS – Scope of cyber laws, - Provisions under IT Act 2000, and cyber related Provisions under IPC

Module VIII: MIS: Concept of information – differences between information and data – types of decision – structures, unstructured, programmable and non-programmable. MIS structure based on management activity, organisational function.

Module IX: End user system Development – DBMS – Introduction to DSS – Characteristics & Components – Decision making – use of DSS in Business environment.

Module X: Functional Application of MIS: Production – Finance – Marketing – Personnel – Information exchange between subsystems.

Books Recommended:

1. P.T. Joseph, SJ : E-commerce An Indian Perspective
2. WP Publishers : E-commerce Development –Business to Business
3. R. Kalakota : Frontiers of E-commerce
4. R. Kalakota : E-business – Roadmap for success
5. IT Act 2000,
6. Rohas Nagpal, IPR & Cyberspace – Indian Perspective
7. Kenneth C Laudon and Jane Laudon : MIS A management Perspective
8. Murdick & Ross : MIS

BBAP17 CORPORATE TAXATION

***Aim of the course:** To familiarize the students with the provisions of the Indian Tax Laws pertaining to corporate enterprises.*

Module I: Indian Tax system: Introduction – History of Taxation - Present system of taxation in India. Different Terms used – Tax, Price, Fees, Fine, Penalty, Gift, Grants - Classification of Modern Taxes – Direct Taxes – Indirect Taxes.

Module II: Principles of Taxation: Objectives of Taxation – Effects of Taxation on Production, Distribution and Employment - Canons of Taxation - Characteristics of a good tax system - Taxation under Constitution - Union list (List I) relevant to taxation – Entry No. 82 to Entry No. 97 - State list (List II) relevant to taxation – Entry No.46 to Entry No. 54 - Concurrent list (List III).

Module III: Direct Tax Laws – Meaning of direct taxes – Income Tax Act 1961 – Basic Concepts : Assessee – Assessment Year - Previous Year – Person – Income - Gross Total Income - Total Income – Casual income – Agricultural income.

Module IV: Indirect Tax Laws - Meaning of Indirect Taxes – Features – Advantages – Disadvantages – Distinction between Direct and Indirect Taxes - Central Indirect Tax Laws - Indirect Tax Laws of the States.

Module V: Computation of Income under Different Heads – Salaries - Income from House Property - Profits and Gains of Business or Profession – Capital Gains – Income from Other Sources.

Module VI: Clubbing of Income - Meaning of clubbing of income – Different items come under the provisions of clubbing of income.

Module VII: Set off of Losses – Meaning of set-off of losses and carry-forward and set-off of losses – Types of set-off - Intra-set off and Inter-set off.

Module VIII: Deductions under Income Tax Act – Persons entitled to claim deductions – Provisions relating to deductions under various sections of the Income Tax Act.

Module IX: Taxation of Companies - Rule of Corporate Tax - Residential Status of a Company - Types of companies - Computation of taxable income of companies - Computation of the amount of corporate tax liability - Minimum Alternate Tax - Tax on distributed profits of domestic companies.

Module X: Tax Planning and Management - Important Concepts – Tax Evasion – Tax Avoidance – Tax Management – Tax Planning – Need for Tax Planning – Areas for Tax Planning - Factors to be considered for Tax Planning.

Books Recommended

1. Direct Tax Law and Practice, Girish Ahuja & Ravi Gupta, Bharat Law House Pvt. Ltd, New Delhi.
2. Income Tax Law and Practice, Vinod K. Sinhanian & Monica Sinhanian, Taxmann Publications Pvt. Ltd, New Delhi.
3. Taxation Planning, Mehtrotra & Goyal, Sahitya Bhavan Publication, Agra.
4. Direct Taxes, Lal B.B, Konark Publishing House, New Delhi.

5. Bhagavathy Prasad, Direct Taxes Laws Practice, Wishwa Prakashan.
6. Corporate Tax Planning, E.A. Srinivas, Tata McGraw Hill.

BBA P18 ENTREPRENEURSHIP DEVELOPMENT

Objective: The objective of this course is to make the student understand the concept of entrepreneurship and project management to give him a comprehensive idea of opportunities for small enterprises.

1. **Definition of Entrepreneurship** – Definition of entrepreneur – characteristics – qualities – types and functions of an entrepreneur – meaning and definition of entrepreneurship – barriers of entrepreneurship – role of entrepreneurship in economic development – types of entrepreneurs – institutions assisting entrepreneurs – DIC, SIDCO, NSIC, SSIC, SISI, STBI, TCO's, KVIC, Commercial Banks, Venture capital.
2. **Entrepreneurial Development Programmes in India** – Phase of entrepreneurial development programmes – content of training programme – steps for starting a small industry – selection of forms of organisation.
3. **Small Enterprise** : Small enterprise – definition – types – legal forms – role of small business in economic system – advantages and disadvantages with regard to size of business – factors affecting success of small business management – steps for starting a small industry – identification of location – problems of MSME units – Sickness – meaning – definition – causes of sickness – remedies – Government assistance to MSMEs.
4. **Franchising** : As a strategy to start up with small business code of ethics in franchising – merits and demerits of franchising – Venture capital as a source of fund to SSEs – Tapping venture capital funds – stages of financing – estimating return on various types – family business.
5. **Feasibility Study in Setting up a New SSI**: Study with regard to location, Market, physical layout facilities, finance and personnel – practical study.
6. **Introduction to Project Management**: Project meaning and definition, features, project management – meaning and definition, characteristics, processes, benefits, project family tree, project life cycle, classification, scope and significance, systems approach, project manager – skills, roles and responsibilities.
7. **Project Analysis**: Market and demand analysis, feasibility analysis, technical analysis, financial analysis, break even analysis, profitability analysis, risk analysis and social cost benefit analysis.
8. **Project Planning and Organisation**: Development of project organisation, forms of project organisation, planning the project organisation structure, modular approach to project management, effective and ineffective project management.
9. **Project Finance**: Sources of project financing, institutional finance to entrepreneurs, financial institutions, working capital management, incentives and subsidies.
10. **Project Evaluation**: Techniques for project evaluation and review, project control, performance control, cost control, control during different stages of project.

Books Recommended

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| 1. Entrepreneurial Development | Vasant Desai |
| 2. Entrepreneurial Development Programmes | Kanuga |
| 3. Small Business management | Gupta and Srinivasan |
| 4. Entrepreneurial Development | P Saravanavel |
| 5. Project Planning and Control | Prasanna Chandra |
| 6. Project Management | Vasant Desai |
- Project management V C Sontakki, Himalaya Publishing House

BBA P 19 CASE STUDY ANALYSIS

It is a general paper which carries Compulsory Case Study Analysis. It is an organization related case study on any functional area. It consists of one Summary and SWOT Analysis. There will be four questions from Case Study. Summary & SWOT carries 20 Marks and each question also carries 20 marks. The Total marks will be 100. (No choice, One compulsory question)