ARYABHATTA KNOWLEDGE UNIVERSITY
PATNA

RULES AND REGULATIONS

FOR

BACHELOR IN BUSINESS ADMINISTRATION
(B.B.A.)

CREDIT BASED SEMESTER SYSTEM

EFFECTIVE FROM JULY 2012
Hon’ble members of "Syllabus & regulation committee for B. C. A & B. B. A".

1. Prof. (Dr.) S. N. Guha
   Vice-Chancellor, AKU

2. Dr. Dolly Sinha
   Principal, Magadh Mahila College, Patna

3. Dr. R. N. Jha
   Head-Management, L. N. M. I. E. S. C, Patna

4. Dr. Vijay Bahadur Singh
   Head-IT, L. N. M. I. E. S. C, Patna

5. Prof. Somnath Dutta
   Associate Professor, C. I. M. P

6. Father Nishant
   Principal, St. Xavier’s College of Mang. & Technology

7. Dr. A. Prasad
   OSD(Exam), AKU

8. Prof. (Dr.) N. K. Singh
   Registrar, AKU

Chairman

Member

Member

Member

Member

Member

Member-Secretary
1: Eligibility:

A candidate seeking admission to B.B.A. Programme must satisfy the following conditions;

1. He/She must be an Intermediate/+2 level in Arts, Science, or Commerce as a regular student or as a student of distance education.

2. He/She must have obtained at least 45% marks overall at intermediate/+2 level. The students from SC/ST/EBC/Differently Abled categories should have 40% marks overall.

2: Admission:

1. Admission will be taken in the month of July in each Academic Year.

2. The University reserves the right to cancel the admission of any student at any stage of his study at the University on grounds of unsatisfactory academic performance, irregular and insufficient attendance, or indiscipline. A minimum of 75% attendance is mandatory in each semester for appearing in semester-end examination.

3. At the time of admission, the student is required to provide the following documents in original:
   a. Matric/ICSE/CBSE/NIOS/Other Board Certificate.
   b. Pass Certificate of the qualifying examination - Plus 2 or Intermediate.
   c. Marks Sheet of the qualifying examination – Plus 2 or Intermediate.
   f. Migration Certificate (Not necessary for those from Bihar Board).
   g. Caste Certificate (from DM or competent authority for SC/ST/OBC/EBC/Differently Abled)

3: Registration:

All students must register themselves at the University within the fixed date notified by the University in the first semester itself.

4: Duration of Programme:

1. An academic year is divided into two semesters. In each semester, courses are offered in 15 teaching weeks and the remaining 5 weeks are to be utilized for conduct of examinations and evaluation purposes. Each week has at least 30 working hours spread over 6 days a week.

2. A candidate admitted to the B.B.A. Programme shall undergo a regular course of study for Three Academic Years, that is, Six Semesters. Semester-I shall be from July to December and Semester-II shall be from January to May. There shall be not less than 90 working days which shall comprise not
less than 450 teaching/working hours for each semester. (Exclusive of the days for the conduct of University or external end-semester examinations).

5: Course Structure:

1 All subjects will have Lecture-Tutorial-Practical (L-T-P) components to indicate the contact hours and will have a credit count. Teaching of subjects will be reckoned in terms of credits.

2 Every paper, identified by a single course identifier, shall be taught by an assigned teacher who may be assisted by adjunct faculty, teaching assistants, and by other members of the faculty concerned.

3 The curriculum for B.C.A. Course will include a “Project Work / Student Internship Programme (SIP)” of 04 weeks duration after the 5th semester. The experience may be obtained in any reputed company/organization belonging to any industry, or any organization of comparable repute. The place of work has to get prior approval of the Department of the College. On completion of the project, the student shall submit a report to the department, which will earn a total of 12 credits after evaluation and viva-voce examination. If there is a serious difficulty in finding placements for project work, writing a Term Paper with empirical data can be considered under a competent faculty. This will be at the discretion of the College Authority.

6: Examinations:

1 There shall be examinations at the end of each semester as per the academic calendar of the University.

2 A candidate who does not pass the examination in any paper(s) shall be permitted to appear in such failed paper(s) in the subsequent examinations to be held in December/January or May/June. Those who fail in odd-semesters will appear in a subsequent examinations of odd-semesters only. For example, if a student fails in a paper(s) in the 1st semester, s/he can appear in 3rd or 5th semester examinations only. The same applies to even-semesters. After the declaration of the result of the sixth semester examinations, special examinations will be conducted for clearing the backlog of 5th and 6th semesters.

3 A candidate should get enrolled/registered for the first semester examination. If enrollment/registration is not possible in the preceding semesters owing to shortage of attendance beyond condonation limit/regulations prescribed OR belated joining OR on medical grounds, the candidates are not permitted to move to the next semester. Such candidates shall redo the semester in the following academic year as a regular student.

4 Student must have 75% of attendance in each paper for appearing in the end Semester examination. A shortage of attendance upto 10% can be condoned by the Principal as per his/her discretion and beyond that by the Vice-Chancellor as per the University rules.

7: Passing of Examinations and Promotion Rules:

A student will be promoted from second semester to the third semester and from fourth semester to the fifth semester if s/he has secured a minimum CGPA of 5.
8: Evaluation:

1. Pattern of Evaluation of the End-semester examinations will be as per the rules of the University.

2. The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points. Evaluation for each course shall be done by a continuous internal assessment (CIA) by the course teacher concerned as well as by an end semester examination and will be consolidated at the end of the course. The ratio of marks to be allotted to continuous internal assessment and to end semester examination is 40:60. The evaluation of practical work, wherever applicable, will also be based on continuous internal assessment and on an end-semester practical examination.

3. The details of the Continuous Internal Assessment (CIA) should be worked out by the College and a copy should be given to the University. All the relevant records of the CIA should be preserved by the College till the student passes out.

4. The passing minimum for CIA (Continuous Internal Assessment) shall be 40% out of 40 marks (i.e. 16 marks). Failed candidates in the Internal Assessment are permitted to improve their Internal Assessment marks by writing a re-test or by submitting assignments as per the decision of the College Authority.

9. Awarding of Degree:

Degree will be awarded to a student provided, s/he fulfils the following conditions;

1. A student passes in all examinations and thus earns the required number of credits.

2. S/he completes the requirement of spending 30 hours during the period of three years in involving herself/himself in social work in order to raise the social consciousness of the students and make a small contribution to society. This could be in a village/NGO/Charitable Institutions or NSS or Adult Literacy Programme, etc. A declaration letter from the College regarding the completion of required number of hours to the University is a must.
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GRAND TOTAL:
CREDITS = 161
MARKS = 3700
BBA
SEMESTER 1
BBA 101: PRINCIPLES & PRACTICES OF MANAGEMENT

Concept of Management: Definition, Nature, and scope, and overall view of Management, Relation with other social sciences and industry.

Evolution of Management thought:
(A) Classical Theory of Management.
(A2) Scientific Management - F.W. Taylor and his followers.
(A3) Process Management - H. Fayol and others.
(B) Neoclassical Theory of Management.
(B1) Human Relations - B.E. Mayo and Roethlisberger
(B2) Behavioral Science approach - By D. McGregor, A. Maslow & others.
(C) Modern Management theories: Peter Drucker.

Management Functions: Planning, Organizing, Staffing, Directing, and Controlling.

Executive Functions: Production, Marketing, Finance, Personnel.


Staffing: Selection, Recruitment, Training, Development and Welfare

Directing: Leadership and Supervision, Motivation and Communication

Controlling: The Elements, Process and style of Control, Techniques of control. Social Responsibility of business

Text Books:

Reference Books:
- P.F. Drucker - Management - Task and Responsibility
- P.F. Drucker - The Practice of Management
- Newman and Warren - Process of Management
- E.F.L. Beach- The Principles and Practical Management
- H.F. Merril - Classics in Management – Preface
- Mee J.E. - Management Thought in a Dynamic Economy
- Daniel A. Wren - The Evolution of Management – Thought
- S. N. Banerjee - Principles of Management
Section I
- Demand, supply & market equilibrium, Demand ANALYSIS: Nature of demand for a product individual demand, Market demand, determinants of demand, concepts of income elasticity of demand price elasticity of demand, revenue concepts.

Section II
- Theory of consumer behavior: Marginal utility theory: indifference curve theory.
- Theory of production and costs: production with one variable input: production and optimal input proportions; two variable inputs: Theory of costs in short run and in long run.

Section III
Theory of firm and market organization: pricing under perfect competition; pricing under monopoly, pure and discriminating; pricing under monopolistic competition; pricing under oligopoly, kinked demand curve and price leadership.

Text Books:

Reference Books:
BBA 103 : MACROECONOMICS

Section I
- Introduction to macroeconomics: Macro static and macro dynamics.
- Keynesian theory of income determination: Concept of employment, determinant of macroeconomics equilibrium with aggregate demand and aggregate supply analysis.

Section II
- Consumption: Meaning, determinant and importance. Consumption function. Theories of consumption – absolute income, relative income and permanent income hypothesis.
- Theory of multiplier: Income generation process in a static and dynamic setting. Tax multiplier, foreign trade multiplier and balanced budget multiplier bankers from multiplier process, relevance of multiplier to a developing economy.

Section III
- Theory of investment: Management efficiency of capital and measures to promote investment, internal rate determination – classical, non-classical and Keynesian control.
- Inflation: Meaning, types and theories, stabilization policies monetary and fiscal policies.

Text Books:

Reference Books:
Section I

- Basic components of computer system: Functional units and their interrelation.
- Types of computer system: Computer categories & classification.
- Communication - The Electronic Web: Network Applications: Fax, voice, Information Services, Person to person Communication, Group Communication;
- LAN: Architecture, System; Introduction to WAN; Link between Networks: Devices & Media, Protocol and dial up access.
- World Wide Web: Introduction, Web access through online services, Using Web Browser.
- Internet and Intranet: Meaning of Internet; Difference between the Internet and Intranet: Introduction to TCP/IP; Setting up an Internet, what is Internet addressing, IP address; types of Internet connections, sending and reading e-mails.

Section II

- MS - Excel: Concepts of spreadsheet, building a spreadsheet application using formulae, conditional calculations and inbuilt functions; printing worksheets; using graph plotting capabilities of spreadsheet package to display and print graphs; database management & interfacing spreadsheets with database systems; writing macros and creating customized menus with macros.
- MS - Word: Creating and editing files, basic formatting and text enhancement, block operations, printing, file management global searches & substitutions, special print features merging files with mail merge, checking spelling with spell star, index & table of contents.
- MS - PowerPoint: Creation of new slides; Slides from templates; Animation effects; Inserting objects in the slides; Creating hyperlinks; embedding audio/video files.

Section III

- Windows: What is Windows, using the programme manager to run programme, creating and using ICONS, using the file manager to work with directions, files and disks; customizing windows with the control panel, installing a printer and using the print manager using windows accessories like windows write, paintbrush etc.
- Linux: Introduction; Flavors of Linux – Debian Family, Red Hat Family; Graphical Desktop Display Managers – GNOME, Unity, KDE - features, functions, customizations, default programmes, software management. LibreOffice suite, GIMP, Inkscape, Scribus.

Text Books:

Reference Books:
BBA 105: MARKETING MANAGEMENT – 1 [MARKETING & SALES]

Section I
- Marketing: Nature and scope of marketing, concepts of traditional and modern marketing, marketing environment-marketing and its environment.
- Consumer Buying Behaviour: Factors affecting, purchase behaviour.

Section II

Section III
- Pricing decision: Importance, objectives & strategies.
- Product promotion: Promotion mix & factors affecting it.
- Distribution: Channel decisions, types & factors, physical distribution system & its components.
- Marketing of services: Introducing services, characteristics, services marketing mix, successful marketing of service, mastering service quality.

Text Books:

References:
BBA 106 : COMMUNICATIVE ENGLISH

**Business Correspondence:** Structure of a Letter, Inquiry Letter, Sales Letter, Order Letter, Complaints, Complaint Handling, Routine letter

**Government Correspondence:** Memo, Agenda, Minutes, Proposals.

**Writing Skills:** Report Writing, Composition (argumentative, explanatory, descriptive and narrative), Paragraph writing

**Grammar:** Sentence Structure, Idiomatic Usage of Language, Tenses, Direct & Indirect Parts of Speech, Active & Passive Voice, Vocabulary.

**Selected Short Stories:**

1. Rahul Bajaj/ Bajaj Group (Page No. 20)
2. Subhash Chandra/ Essel Group/Zee TV (Page No. 40)
3. NR Narayana Murthy/Infosys (Page No. 148)

**Preparation for Job :**
Writing Applications for Jobs, Preparing Curriculum Vitae, Preparing for Interviews, Preparing for Group Discussions.

**Text Books:**
1. Added Value: The Life Stories of Indian Business Leaders; Peter Church; Roli Books.
2. Organisations - Structures, Processes and Outcomes; Richard Hall; Prentice Hall India.
3. English for the Secretary; Yvonne Hoban; Tata McGraw Hill.

**Reference Books:**
1. Human Behavior at Work; John W Newstorm & Keith Davis; Tata McGraw Hill.
2. The Most Common Mistakes in English Usage; Thomas Elliot Berry, Tata McGraw Hill.
SEMESTER 2
Section I

- **Principles of Modern Industry**: Division of Labour, Standardization, Scientific Management, Rationalization, Integration, Combination – Horizontal and Vertical, Factors leading to combination, Forms of Business Combination – Trusts, Cartels, Syndicates, Holding Companies.


Section II

- **Economic environment**: Economic systems, economic planning in India, objectives, strategies and evaluation of current five year plan. Industrial policy and industrial licensing. New economic policies.


- **Technological environment**: Impact of technology on business. Technological policy, import of technology, appropriate technology, problems in technology transfer.

- **Structure of Public Enterprises in India**: Public and Joint Sectors, Management of Industries

Text Books


Reference Books

BBA 202 : FINANCIAL MANAGEMENT – I [FINANCIAL ACCOUNTING]

BASIC ACCOUNTING

Section I

Section II
- Preparation of financial statements – Profit and loss account and Balance Sheet with necessary adjustments.

Section III
- Fund Flow Statement and Cash Flow Statement
- Marginal Costing, Break-Even Analysis, Applications of Marginal Costing.

COST ACCOUNTING

Section IV
- Concept & classification: Material, labour, overhead, fixed & variable, direct & indirect, product & period costs.
- Cost volume profit analysis: Contribution, PV ratios, Break even analysis

Section V
- Conditions of boom & depression, margin of safety.
- Relevant costs & decision making: Pricing product profitability, make or buy decision.

Section VI
- Standard costing and variance analysis: Material labour & overhead, reconciliation between budgeted profit and actual profit, preparation of cost-sheet.

Text Books:

Reference Books:
Section I
- Organizational Behaviour - What managers do, definition of OB, field of OB, contributing
discipline to OB, models of OB, challenges and opportunities for OB.
- Foundations of Individual behaviour - meaning, biographical characteristics, ability, and
learning
- Values, Attitudes and Job satisfaction
- Personality, Emotion and Emotional Intelligence
- Perception - Process & principles, Nature & importance, sensation vs perception, Perceptual
selectivity, organization, errors and social perception

Section II
- Motivation - Concept, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model,
Application of Motivation concept.
- Foundations of Group Behaviour - types, theories, Group formation, development and
structure, group processes, group decision-making techniques, work teams.
- Interpersonal Skill - Transactional analysis, Life Positions, Johari Window, games and
strokes, body language
- Leadership: Concept, theories, models, Styles and their application.
- Communication process - Types, processes and reaction patterns

Section III
- Power and politics in organization
- Conflict Management, Stress Management
- Organizational Culture

Text Books:
Education.
Education.

Reference Books:
McGraw Hill Education.
Section I
- Set theory, linear and quadratic equation. Permutations and combinations.

Section II
- Binomial theory, arithmetic and geometric progressions, functions, limitations and continuity, differential calculus, maxima and minima; (excluding trigonometric functions).

Section III
- Integral calculus – Integration by parts, by substitution, by partial fractions and its applications to business (excluding trigonometric functions).
- Matrix: Algebra of Matrices, simultaneous equations, gauss limitation methods and their application to business.

Text Books:

Reference Books
Section I
- **Introduction:** Definition & Significance, Evolution, MIS Support for Programmed and Non-Programmed Decision Making, Model of Decision Making.
- **Structure of MIS:** Based on Management Activity & Organizational Function, Conceptual & Physical Structure of MIS.
- **Systems Concept:** Definition of a System, Types of Systems, Sub-System, and Systems Concepts & Organization.
- **Information Concept:** Definition of Information, Information Presentation, Quality of Information.

Section II
- **Organization & Information Systems:** Relationship, Salient Feature of Organization, Effect of organization on Information Systems and Vice Versa.

Section III
- **ERP:** An Introduction, Application Examples of Information Systems.

Text Books:
2. ITL Education Ltd., (2010), Introduction to Database System, Pearson Education.

Reference Books:
BBA 206 : BUSINESS ENGLISH

Section I: Grammar
Expressing in Style; Words often confused; One-word substitution; Phrases; Idioms.

Section II: Advanced Reading
Paraphrasing; Interpreting visual information: Tables, Graphs, Charts; Speed Reading.

Section III: Effective Writing
Business Correspondences: Fax, Email; Taking Notes; Making Inquiries; Placing Orders; Asking & Giving Information; Registering Complaints; Handling Complaints; Drafting Notices; Job Applications; Expository Composition; Argumentative Composition; Techniques of Argument; Logical Presentation; Descriptive Composition; Narrative Composition; Summary Writing, Proposal; Abstract, Agenda, Minutes.

Section IV: Speaking
Business Etiquettes; Impromptu Speech; Debate; Role Play; Presentations.

Section IV: Listening
Business-related Conversation Exercises.

Reference Books:
1. Spencer Johnson; Who Moved My Cheese; Vermilion; (2009).
SEMESTER 3
BBA 301 : MARKETING MANAGEMENT – 2 [CONSUMER BEHAVIOR]

Section I
- Consumer as an individual
- Consumer needs & Motivations.
- Influence of personality, psychographics & attitude on consumer behaviour.

Section II
- Consumer as a perceiver & learner.
- Individual differences in behaviour personality, values, lifestyle.
- Consumer behaviour & external influences
- Group dynamic & consumer reference groups

Section III
- Social class & Status.
- Culture & ethical values.
- Family & household influences.
- Situational influences.

Text Books:

Reference Books:
Section I

Section II
- Capital Budgeting—Meaning, importance and various techniques—accounting rate of return, pay back method, net present value, net terminal value, internal rate of return, profitability index method.
- Measurement of cost of capital: cost of debt, cost of preference shares, costs of equity shares, calculation of overall cost of capital based on Historical and Market Weights.

Section III
- Operating and Financial Leverage, Capital Structure Decision. NI approach, NOI approach, MM approach, Traditional approach.

Text Books:

Reference Books:
Section I

- **HR audit**
- **Human Resource Planning**: Definition, objectives, process and importance, job analysis, description, specification, Recruitment, selection, placement and induction process.

Section II

- **Personnel Development Program**: Employee training, executive development and career planning & development, performance appraisal.
- **Job Compensation**: Job evaluation, wage & salary administration, incentive plans & fringe benefits, variable compensation individual & group.
- Promotions, demotions, transfers, separation, absenteeism & turnover.

Section III

- Quality of work life & quality circles, job satisfaction and morale. Social security, health and safety, employee welfare
- Counseling for effective Human Resource Development.
- **Human Relations**: definition, objectives & approaches to human relations, employee grievances and discipline, participation & empowerment, Introduction to collective bargaining.

Text Books:

Reference Books:
BBA 304: BUSINESS MATHEMATICS & STATISTICS – 2
[MATHEMATICAL STATISTICS]

Section I
- **Data Analysis**: collection and presentation of business data, Measure of Central Tendency
- **Measures of Dispersion**: Range, Quartile Deviation, Mean Deviation, and Standard Deviation
- **Measures of Variations**: Skewness and Kurtosis
- **Correlation Analysis**: Rank Method & Karl Pearson’s Coefficient of Correlation and Properties of Correlation
- **Regression Analysis**: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation

Section II
- **Theory of Probability**: Law, Conditional Probability, Bayes’ Theorem & Probability Functions
- **Forecasting**: Techniques, Exponential smoothing & Regression
- **Theoretical Distributions**: Binomial, Poisson and Normal Distribution
- **Theory of Estimation

Text Books:

Reference Books:
BBA 305 : CORPORATE COMMUNICATION

Section I:
Different types of Media Vehicles; Broadcast; Electronic, Print, Outdoor, Non-conventional.

Section II:

Reference Books:
2. Advertising: Zeigler
5. Marketing Management: Philip Kotler
UNIT 1
Income, Person, Assessee, Assessment year, Previous year, Agricultural Income, Exempted Income, Residential Status of an Assessee, Fringe benefit Tax, Tax deducted at Source, Capital and Revenue Income and expenditure.

UNIT 2
Computation of Taxable Income under the different heads of Income.
a) Profits and Gains: Definitions, Deductions expressly allowed and Business and professions disallowed (Theory and Problems).
d) Capital Gains: Chargeability-definitions-Cost of Improvement Short term and long term capital gains-deductions (Theory only).
e) Income from other sources: Chargeability-deductions-Amounts not deductible (Theory only).

UNIT 3

UNIT 4
Miscellaneous:

UNIT 5
Income Tax Authorities:
Organization structure of Income Tax Authorities /Administrative and Judicial Originations) Central Board of Direct Tax (Functions and powers of various Income Tax Authorities).

Text Books:
1. Indian Income Tax Act; Vinod Singhania.
2. Students guide to Income Tax; Dr. Vinod Singhania.
3. Income Tax, Ahuja and Gupta; Bharat Prakashan.

Reference Books:
BBA 306 [B] : PSYCHOLOGY

Section I
Introduction: Definition, Scope, Methods and Branches of Psychology (with special reference to Industrial/Organizational Psychology). Major Viewpoints – Behaviouristic approach, Gestalt school, Psychoanalytic school (Freud).

Section II
Sensation, Attention and Perception: Attributes and classification of sensation; Attention – Determinants, shift, fluctuations, distraction; Perception – Definition, determinants.


Memory: Encoding, Storage, Retrieval; STM, LTM, Other types. Forgetting – its causes. Emotion: Reaction (types), Physiological basis. Intelligence: Definition, Concept of IQ, Emotional Intelligence. Personality: Definition, Types, Traits, Tests.

Text Books:

Reference Books:
SEMESTER 4
BBA 401 : STRATEGIC MANAGEMENT

Section I
- Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists.
- **Defining strategic intent:** Vision, Mission, Business definition, Goals and Objectives.

Section II
- **Environmental Appraisal:** Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques - ETOP, QUEST and SWOT (TOWS).
- **Corporate level strategies:** Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy.
- **Business level strategies:** Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Section III
- **Strategic Analysis and choice:** Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis; Porter’s five forces model. Qualitative factors in strategic choice.
- **Strategic control and operational Control.** Organizational systems and Techniques of strategic evaluation.

Text Books:

Reference Books:
BBA 402: PRODUCTION AND OPERATIONS MANAGEMENT

Section I
- Operations Management - Concepts; Functions, introduction, nature and scope, strategic issues- impact of quality, cost, flexibility and efficiency
- Process Selection - Project, Job, Batch, Mass & Process types of Production Systems;
- Product - Process Mix
- Facility Location & Layout - importance; Factors in Location Analysis; Location Analysis Techniques; Basic Types of Layouts, mode of processing- job shop or process layout- flow line or product layout, Hybrid layout, Cellular manufacturing, line balancing, material handling

Section II
- Production Planning & Control (PPC) - Concepts, Objectives; Functions
- Materials Management - Concepts, Objectives, supply chain, MRP-I and MRP-II, inventory control models Functions

Section III
- Quality Management - Quality Concepts, Difference Between Inspection, Quality Control, Quality Assurances, Total Quality Management-Quality function deployment-monitoring performance for quality and improvement- Kaizen, incremental vs. break through improvement, QM tools, ISO 9000, Just-in- time(JIT) philosophy, Kan ban production system, world class manufacturing, TPM; Control Charts; acceptance Sampling

Text Books:

References Books:
BBA 403: OPERATIONS RESEARCH AND LOGISTICS

Operations Research
Section I
- **Introduction** to OR Managerial Decision Making and OR. **OR Models:** Principles and Types.
- **Linear Programming:** Problem Formulation, Graphical & Simplex Method, Duality, and Sensitivity Analysis

Section II
- Transportation Models, Transshipment Problem, Traveling Salesman Problem, Assignment Models.
- Game Theory – Two person zero sum game, Pure strategy, mixed strategy & saddle point, rules of dominance, Solution of special kind of games
- Decision Theory – Maximax, maximin, minimax regret criterion, Laplace criterion etc

Section III
- **Waiting line models** – Components and operating characteristics of Queuing system and channel configurations
- PERT-CPM

Logistics
Section I
- Introduction, concepts & significance, functions.
- Physical distribution, transportation, inventory control, ware housing, packaging, material handling, order processing, location analysis.

Section II
- Logistic Cost: Inventory, warehousing, production cost, channels, communication, transportation, material handling, packaging, customer service.

Section III
- Logistic information systems: Need, components and design.
- Transportation modes, made choice, inter transport, containerization, routing, logistic organization.

Text Books:

Reference Books:
BBA 404 : PROJECT & EVENT MANAGEMENT

Section I
- **Project**: Definition, characteristics, importance, types, steps in identification of projects, project life-cycle.
- **Project management**: meaning and scope.
- Technical appraisal, Environmental appraisal, Managerial appraisal.

Section II
- Economic & market appraisal including market survey for forecasting future demand and sales.
- **Financial appraisal**: project cost estimation & working capital requirements, sources of funds, appropriate composition of funds (capital budgeting), preparation of projected financial statements viz. Projected balance sheet, projected income statement, projected funds & cash flow statements. Preparation of detailed project report.
- **Need & techniques for ranking of projects**: payback method, accounting rate of return, internal rate of return, net present value method, net terminal value method, multiple internal rate of return.

Text Books:

Reference Books:
BBA 405: SOCIAL & MARKETING RESEARCH METHODS

Section I

Section II

Section III
Indian Culture: Features, Characteristics and Diversity. Differences with Western Culture, Human Values, Values in Work Life, Value Crisis in Contemporary Indian Society.

Section IV

Section V

Section VI
Data Analysis: Types of Research Data; Frequency Distributions, Bar Charts, Histograms, Pareto Charts.


Marketing Research Applications.

Section VII

Text Books:

Reference Books:
1. R. Thapar (Ed.): Tribe, Caste, and Religion in India; Macmillan.
BBA 406 [A] : ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

Section I
- **Definition of entrepreneurship** - A conceptual model of entrepreneurship - Views of Schumpeter, Walker and Drucker - Entrepreneurship culture - trail of a true entrepreneur.
- **Entrepreneur & Manager.**
- **Entrepreneurial Motivation** - Motivation factors - entrepreneurial ambitions Compelling factors - Facilitating factors - The Achievement Motivation Theory - The Kakinada Experiment Establishing idea - Source of ideas, idea processing - selection of idea-input requirement, personnel finance, information and intelligences - Role of industrial fairs. Start your own business or buy an existing one: Advantages and disadvantages. Evaluating the existing business.

Section II
- **Policy Incentive** for entrepreneurial growth small scale Industrial Policy-Meaning of incentives and subsidies. Need for incentives and subsidies - Institutions assisting entrepreneurs - Role of District Industry Centres.

Section III
- **Definition of small business** - The benefits & opportunities of small business ownership - The potential drawbacks of entrepreneurship. Strategic Planning for small business - steps in Strategic Planning.
- **Steps for starting a small industry** - Selection of product form of ownership, Preparation of project report, Registration as SSI, Power connection obtaining license compliance under Factories Act, Arrangement of finances, Presentation of Project Report.

Text Books:

Reference Books:

BBA 406 [B] : BUSINESS ETHICS, CORPORATE GOVERNANCE, AND SOCIAL WORK

Section I
**Ethics in Business:** Concept of Business Ethics. **Corporate Code of Ethics:** Environment, Accountability, Responsibility, Leadership, Diversity, Discrimination. **Principles and Theories of Business Ethics:** Principles of Business Ethics, Characteristics of Ethical Organisation, Theories of
Business Ethics, Globalization and Business Ethics, Stakeholder’s Protection, Corporate Governance and Business Ethics.

Section II
Corporate Governance: Conceptual framework of Corporate Governance, Insider Trading, Rating Agencies, Whistle Blowing, Corporate Governance Reforms, Initiatives in India including clause 49.

Major Corporate Scandals: Junk Bond Scam (USA), Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), WorldCom (USA), Tyco (USA), Andersen Worldwide (USA), Kirch Media (Germany), Vivendi (France), Parmalat (Italy) and Satyam Computer Services Ltd (India).

Section III
Corporate Social Responsibility: Arguments for and Against; Strategic Planning and Corporate Social Responsibility; Corporate Philanthropy, Meaning of CSR, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models, Drivers of CSR, ISO 26000.

Section IV


Section V
Social Movements: Dalit movements, Tribal movements, Peasants movements, Working class movements, Naxalite movements, Women’s movements, Environment and Ecological movements, Movements of project affected persons.

Text Books:

Reference Books:
SEMESTER 5
Section I

Section II

Section III

Section IV

Text Books:
1. Butchev, Mc Aneity _Fundamentals of Retailing._

Reference Book:
1. Diamond Allen, Fashion – Retailing
2. Diamond, Jay & Gerald Pintal- Retailing.
4. Suja Nair- Retail Management.
BBA 502 : INDIAN FINANCIAL SYSTEM

Section I
- Financial system in India: RBI and financial system, money market, characteristics, instruments, role of DFID, introduction to capital market, its role, significance.
- History of stock exchanges, regulations of stock exchanges, licensed dealer, online trading concept, qualification for membership, functions of stock exchanges, regulations on trading, measures to promote healthy stock markets.

Section II
- Structure of Indian Financial markets; Major players in the capital market – NSE, OTCEL, Regional Exchanges; Role of Broker, merchant banker, underwriter, depository

Section III
- Regulations of the capital market in India; Securities and contracts Regulation Act; SEBI
- Evolution of Merchant Banking, scope, functions and its role in Indian context. SEBI Guidelines for Merchant Bankers.
- SEBI Guidelines on Issue Management, Pre-Issue & Post Issue work; Designing & pricing of Instruments preparing for public issues

Text Books:

Reference Books:
1. Sundaram and Varshney, (2004); Banking Theory, Law, and Practice, 3rd Edition; Sultan Chand and Sons Publisher.
Section I
1. Investment management: objective, investment opportunities, and philosophy of individual & institutional investors.
2. Fundamental analysis: concept and significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries.

Section II
1. Company analysis: nature and style of management, key role of financial analysis, ratio analysis.
2. Technical analysis: different techniques of analysis, Dow Theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

Section III
1. Portfolio analysis selection: portfolio theory, return portfolio risk, efficient set of portfolios, optimum portfolio, capital asset pricing theory (CAPM), capital market line, security market line, corporate or folio management in India, portfolio revision techniques, constant value & constant ration plan, formula plan, dollar cost averaging.
2. Options & futures: concept of derivatives, option trading, option contracts settlement, pricing of option futures, concept of futures, characteristics of future contract, its types, difference between future, options, forwards & badla contracts.
3. Introduction to Investments.
4. Portfolios of risky securities.
5. Efficient frontier.

Text Books:

Reference Books:
2. Security Analysis & Portfolio Management – Fisher and Jordan , 6/e, Pearson, PHI.
BBA 504 : E-COMMERCE

Section I
- **Introduction:** E-Business & E-Commerce.
- **Fundamentals:** E-Commerce: E-Business Infrastructure; E-Environment.
- **Internet, Intranet, World Wide Web:** Introduction; Gopher, FTP, Telnet, HTTP, Network Protocols; Internet facilities through www.

Section II
- **E-Business Strategy:** Supply Chain Management; E-Procurement.
- **Case Studies:** Online Gambling; Music Industry; Amazon.com & Flipkart.com.

Section III
- **E-Marketing:** Customer Relationship Management; Change Management.

**Text Books:**

**Reference Books:**
2. Web 2.0: A Strategy Guide; Shuen, A; (2008); Cambridge, O'Reilly.
4. Business @ the Speed of Thought; Gates, Bill; (2000); Penguin.
BBA 505: OJT [ON-THE-JOB-TRAINING]

[4 WEEKS INTERNSHIP IN AN INDUSTRY]
BBA 601 : SERVICES MARKETING

Section I
- Growth of service sector economy, Service Characteristics, Service Classification, Service product, Traditional 4 P's of marketing and extended Marketing mix, Service Marketing Triangle, Service Marketing Mix, Quality Gaps Model.
- Relationship Marketing - Concept, Benefits and Strategies.

Section II
- Service recovery.
- Service Development and Design: New Service Types, Supplementary Services, Developing Positioning Strategy, Positioning Maps
- Services cape Types, Services cape effects on behaviour
- Importance and Strategies for effective delivery through Employees, Intermediaries and Customer Participation.

Section III
- Managing Demand, Managing Capacity, Waiting Line Strategies
- Services Marketing Communication Mix, Communication Strategies
- Factors related to Pricing, Pricing approaches, Pricing Strategies
- Customer Service Function.

Text Books:
1. Valerie Zeithaml & Mary Jo Bitner; Services Marketing – Tata-McGraw–Hill

Reference Books:
1. Ravi Shankar; Services Marketing Text & Readings, Indian Perspective; Excel Books.
2. Leonard L berry and A Parasuraman; Marketing Services: Competing Through Quality; Macmillan India Ltd.
BBA 602 : INTERNATIONAL FINANCE

Section I
- The international monetary system – History, Bretton woods and period after 1971.
- Foreign Exchange Market and Exchange Rate Determination.
- Currency Risk Management.

Section II
- Interest Rate Exposure Management.
- Eurocurrency Markets.
- International Project Appraisal & Project Finance.
- Currency future & options, currency swaps.

Section III
- Country Risk Analysis.
- International cash management.
- International Portfolio Management.
- International Accounting Standards - Effect of changes in Foreign Exchange Rate.

Text Books:

Reference Books:
BBA 603 : RISK MANAGEMENT

Section I

Section II
Credit Risk Measurement: Concept; Credit Analysis of Corporate Bonds; Agency Ratings; Modeling Credit Risk; Elements of Credit Risk; Default Risk; Measuring Default Probabilities; Loss given Default; Loan Portfolios, Expected Losses & Unexpected Losses; Credit Derivatives; CLN; CDO; CDS.

Section III
Operational Risk Measurement: Concept; Identification; Drivers; Approaches; Managing operational risk; Insurance; Hedging using derivatives; Application of VaR; Risk Adjusted Performance Measurement; VaR Based; Earnings Based; SVA; Integrated Risk Management; Legal; Reputational; Accounting; Other types – Regulatory, Political; Firm wide performance; Controlling Firm Wide Risk; Model Risk.

Section IV
Investment Risk Measurement: Investment companies & Evaluation Portfolio Performance; Hedge Fund Management; Hedge fund basics; Analysis of performance of Hedge funds; Risks in Hedge Funds; Individual Hedge Fund Strategies; Style Drifts – Monitoring, detection and control.

Text Books:

Reference Books:
BBA 604 : BUSINESS LAW AND INDUSTRIAL RELATIONS

Section I
- **Negotiable Instruments Act**: Definition Bills & Cheques, Parties to Negotiable Instruments, Negotiation Presentment, Dishonor, Discharge of a Negotiable Instruments, Rules of Evidence, Estoppel, Hundies, Bank and Customer.

Section II
- Concept and Importance of Industrial Relations
- Trade Unions: Structures of Trade Unions, management of trade Unions, Problems of Trade Unionism, in India New Directions in Trade Unions-White Collar Unionism, Rural Unionism.

Section III
- Workers Participation in management: Conceptual Aspects, Practice of Workers Participation-Self Management Systems Member of Management Bodies, Work Councils, Joint management Councils.

Section IV
- Grievances: Causes, Grievance Procedure, Employee Discipline.

Text Books:
1. Industrial Relation & Labor Law; Sunita Latkar; Vision Publications.

Reference Book:
BBA 605 : MANAGEMENT THESIS

[BASED ON 2 WEEKS INTERNSHIP IN SERVICES INDUSTRY]