

**Prof. R. VENKATESWAR RAO**

MBA, Ph.D.

Chairman, Board of Studies



(Accredited with NAAC Grade "A+")

**DEPARTMENT OF BUSINESS MANAGEMENT**

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**Date:** 30.06.2018

## **NOTICE**

Dear Faculty Members of all BBA Colleges affiliated to Osmania University. Please find enclosed the Structure of Third Year BBA programme along with the detailed. Content of the courses proposed for V and VI Semesters.

I request you all to go through the various courses and offer your valuable suggestions to further improve the course content.

You can offer your suggestions online at [aarvee5969@yahoo.co.in](mailto:aarvee5969@yahoo.co.in). or in person.

However, you are requested to attend a meeting of for all teachers of BBA Programme in the Auditorium, Department of Business Management, UCC & BM, Osmania University on 03.07.2018 (Tuesday) at 3.00 pm.

Thanking you,

Yours Sincerely,

**CHAIRMAN**

**CHAIRMAN**

**BOS IN BUSINESS MANAGEMENT**

**OSMANIA UNIVERSITY,**

**HYDERABAD-500 007, T.S.**

## BBA (CBCS) Structure - 2016-17

I Year						II Year						III Year					
I Semester	HP W	Cr	II Semester	HP W	Cr	III Semester	HP W	Cr	IV Semester	HP W	Cr	V Semester	HP W	Cr	VI Semester	HP W	Cr
101 - AEC	2	2	201 - SEC	2	2	301 - PD & C	2	2	401 - Stat. S/Ware	2	2	501 - Business Correspondence	2	2	601 - Intellectual Property Rights (IPR)	2	2
102 - English	5	5	202 - English II	5	5	302 - English – II	5	5	402 - English II	5	5	502 - Basic Quality Management	2	2	602 - Startup Management	2	2
103 - 2nd Language	5	5	203 - 2nd Language II	5	5	303 - 2nd Language II	5	5	403 - 2nd Language II	5	5	503 - Management Science (MS)	5	5	603 - Business Policy and Strategy	5	5
104 - Principles of Mgt.	5	5	204 - OB	5	5	304 - Fin. Accounting	5	5	404 - Fin. Mgt.	5	5	504 - Cost and Management Accounting (CMA)	5	5	604 - Business Analytics (BA)	5	5
105 - Basics of Marketing	5	5	205 - Bus. Statistics	5	5	305 - HRM	5	5	405 - Marketing Research	5	5	505 - Logistics Management	4	4	605 - Project Work	4	4
106 - Business Economics	5	5	206 - Business Law	5	5	306 - I - IT	4	4	406 - B.Ethics& C-Governance	5	5	506 - <b>Elective - I</b>	5	5	606 - <b>Elective - III</b>	5	5
						307 - IT - Lab	2	1				a) Financial Markets and Services (F)			a) Banking and Insurance Services (F)		
												b) Brand Management and Buyer Behaviour (M)			b) Services Marketing (M)		

												c) Organisation Development (HR)			c) Leadership and Change Management (HR)			
												507 - <b><u>Elective</u></b> <b><u>- II</u></b>	5	5	607 - <b><u>Elective –</u></b> <b><u>IV</u></b>	5	5	
												a) Analysis of and Investment in Financial Assets (F)			a) Risk Analysis and Management (F)			
												b) Retail Management (M)			b) Advertising and Sales Promotion (M)			
												c) Performance Appraisal and Counselling (HR)			c) Employee Relations (HR)			
<b>Total</b>	<b>27</b>	<b>27</b>		<b>27</b>	<b>27</b>		<b>28</b>	<b>27</b>			<b>27</b>	<b>27</b>		<b>28</b>	<b>28</b>		<b>28</b>	<b>28</b>
<b>Grand Total</b>																	<b>165</b>	<b>164</b>

## **BUSINESS CORRESPONDENCE - 501**

### **COURSE OBJECTIVE:**

This course is intended to help the students to present themselves properly to the corporate world. It enables them to communicate formally highlighting their strengths.

### **UNIT - I : INTRODUCTION :**

Introduction - Understanding Workplace Communication, Communicating across cultures, Importance of Business Correspondence, Communication and organizational effectiveness, Perception and conception, Formal and informal communication systems.

### **UNIT - II : REPORT WRITING :**

Report Writing - What is a report, Importance of Reports, Types of reports, Characteristic of good report, Structure of Reports.

### **UNIT - III : BUSINESS LETTERS :**

Business Letters - Structure and Format of Business Letter, Types of Business Letters, Writing Cover letters, Letters for enquiry, Offer, Order, Purchase and Complaint.

### **UNIT - IV : INTERVIEW & GROUP DISCUSSION:**

Writing Applications for Jobs, Preparing CV, Preparing for Interviews, Preparing for Group Discussion.

### **UNIT - V : MEETINGS AND AGENDA :**

Meetings - Types of Meetings; Importance of Business Meetings; Different Types of Business Meetings - Developing agenda and Writing Minutes.

### **SUGGESTED BOOKS:**

1. Technical Communication: M.Raman & Sharma, Oxford University Press.
2. Business Communication: From Principles to Practice – Matukutty M.Monippally, UBS Publishers
3. Business Letters: The Effective Commercial Correspondence- R.Gupta, RPH Editorial Board
4. Commercial Correspondence – Ghosh & Bhushan
5. Business Communication, Urmila Rai and S.M.Rai, Himalaya Publishers

## **BASIC QUALITY MANAGEMENT - 502**

### **COURSE OBJECTIVE :**

Quality is the most significant characteristic of product or service in today's world. This course introduces traditional and modern quality perspectives.

### **UNIT – I : INTRODUCTION :**

The concept of Quality. Quality Dimensions. Product and Service Quality. Inspection, Statistical Quality Control, Quality Assurance and Total Quality Management. Conventional Quality Management versus Total Quality Management. Evolution of TQM. Customer and supplier focus in TQM. Benefits and Costs of TQM.

### **UNIT – II : PERSPECTIVES OF TQM :**

Historical perspectives of TQM – Deming, Juran, Crosby and Taguchi's Contributions. Statistical Tools - Check Sheets, Histograms, Scatter Diagrams, Pareto's Chart, Regression Analysis & Control Charts.

### **UNIT – III : TQM TECHNIQUES :**

Cause and Effect Diagrams, The Five Why's, Five S's, Kaizen, JIT, Quality Circles, Gantt Chart and Balanced Score Card.

### **UNIT – IV : TQM IN ORGANISATION :**

Implementation of TQM in service organizations. Dimensions of service Quality. SERVQUAL scale. Framework for improving service quality and Model to measure service quality programs.

### **UNIT – V : TQM IN SERVICES :**

An overview of application of TQM in Health care services, Hotels, Financial Services, Banks, Insurance, Investment and Mutual Fund Firms.

### **SUGGESTED BOOKS :**

1. Sunil Sharma, "Total Engineering Quality Management", 2003, Macmillan India Ltd.
2. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2016, THOMPSON.
3. Kanishka Bedi, "Quality Management", Oxford University Press.
4. Mujkherjee, PN, "Total Quality Management", 2007, PHI.
5. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books. 2016

## MANAGEMENT SCIENCE - 503

### **COURSE OBJECTIVE :**

The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance and need managerial skills to address the problems.

### **UNIT - I: INTRODUCTION TO PRODUCTION & OPERATIONS MANAGEMENT :**

Definition of Production and Operations. An overview of Manufacturing processes: Casting, Machining, Welding, Shearing Extrusion, heat treatment and unconventional machining.

Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle.

Process design – Project, Job, Batch, Assembly and Continuous process.

### **UNIT – II: PLANT MANAGEMENT AND WORK STUDY :**

Capacity Planning, factory location, plant layout – types of layout.

Sequencing of Operations: n-Jobs with one, two and three facilities.

Maintenance Management: Repair Programme, Break down, Preventive and Corrective maintenance.

Work Study: The concept and various techniques of methods analysis and work measurement.

### **UNIT – III: PURCHASE AND STORES MANAGEMENT :**

Purchase Management: Sources of Supply of Materials, selection, evaluation of Vendors. Methods of vendor rating.

Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials. Bin Card, Double-Bin and stores Ledger.

Economic Order Quantity. Selective Inventory Control Techniques: ABC, VED, FNSD & XYZ.

### **UNIT – IV: INTRODUCTION TO OR AND LPP :**

Introduction to Operation Research: Introduction, Nature, Managerial applications and limitations of OR. Types of Operation Research Models.

Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by Graphical Method.

### **UNIT – V: TRANSPORTATION, ASSIGNMENT AND QUEUING THEORY :**

Transportation Problem (TP) - Mathematical model, IBFS using North West Corner Rule, Least Cost Method (LCM) and Vogel's Approximation Method(VAM).

Assignment Problem (AP): Mathematical model, method of obtaining solution- Hungarian method.

Queuing Theory - Concepts of Queue - General structure of a Queuing system- Operating Characteristics of Queues.

### **SUGGESTED BOOKS :**

1. S.N. Chary, "Production & Operation Management" 5<sup>th</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.
2. N.G. Nair, "Production and Operation Management", 2<sup>nd</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.
3. Kanishka Bedi, "Production and Operations Management", 2007, 3<sup>rd</sup> Edition, Oxford University Press.
4. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4<sup>th</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.
5. J.K. Sharma, "Operations Research Theory and Applications 2009, 4<sup>th</sup> Edition, Macmillan.

## **COST AND MANAGEMENT ACCOUNTING – 504**

### **COURSE OBJECTIVE :**

To acquaint the student with the various connotations of costs and their utility in decision making.  
Help the students in formulating long term strategies.

### **UNIT - I : INTRODUCTION TO COST ACCOUNTING :**

Definition, Nature and Scope, Essentials of Good Cost Accounting system, Techniques and Methods of Costing, Importance of Cost Accounting, Elements of cost, Classification of Costs.

### **UNIT - II : OUTPUT OR UNIT COSTING :**

Costing Methods, Collection of Costs, Valuation of Materials issues, Overheads, Preparation of cost Sheet, Process Costing – Nature of process costing, Important aspects of process Accounts, Costing of Equivalent Production Units.

### **UNIT - III : JOINT PRODUCTS AND BY PRODUCTS :**

Distinguish between Joint Products and By products, Joint costs and Subsequent Costs, Methods of allocating Joint Costs, Accounting for Joint costs, By products.

### **UNIT - IV : INTRODUCTION TO MANAGEMENT ACCOUNTING :**

The users of Accounting Information, Differences between management Accounting, cost Accounting and Financial Accounting, Elements of Functions of Management Accounting, C-V-P Analysis- assumptions, inter relationships of cost, volume and profits, Constructing the break even (graphical approach).

### **UNIT - V : MANAGEMENT CONTROL SYSTEMS :**

Control at different organizational levels, Different types of controls, responsibility centres, the nature of management control systems, Budget – Concept, Advantages and Disadvantages, Fixed and Flexible Budgets; Cost Management – Life cycle costing, Target costing, Kaizen Costing (Theory only).

### **SUGGESTED BOOKS :**

1. Jain and Narang, principles and Practice of Cost Accounting, Kalyani Publishers
2. M.B.Shukla, Cost and Management Accounting, Himalaya Publishing House
3. Drury Colin, Cost and Management Accounting, Cengage Learning
4. Periasamy, Financial, Cost and Management Accounting, Himalaya Publishing House
5. Horngren, T. Charles, Cost Accounting- A Managerial Emphasis,
6. Kishore, M.Ravi, Cost & Management Accounting, Taxmann

## **LOGISTICS MANAGEMENT - 505**

### **COURSE OBJECTIVE :**

The Course aims to understand the role of Logistics Management in enhancing organizational efficiency and delivering customer value. The various drivers of a successful Logistics strategy and structure are also addressed in the programme.

### **UNIT – I : INTRODUCTION :**

Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of Integrated Logistics Strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics.

### **UNIT – II : PROCUREMENT :**

Sourcing of material, Global Sourcing – issues and problems. E-Procurement, Group Purchasing, Reserve Auctions, Creating and Managing Supplier Relations, Supplier Partnerships, Multi-tier Supplier partnerships.

### **UNIT – III : INVENTORY MANAGEMENT :**

Inventory Management in Supply Chain – Role and importance of inventory in SC, Inventory Policies, Inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

### **UNIT – IV : TRANSPORTATION :**

Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, Multi Model Transport, Containerization, Vehicle Scheduling and Routing, Milk run and cross docking.

### **UNIT – V : WAREHOUSING :**

Warehousing – Types of warehouses, warehousing operations, Warehouse automation, Warehouse Management Systems. Third party and value added warehousing, Role and importance of Handling Systems, Selection of Handling Systems.

Pricing, Revenue Management and role of IT in SCM.

Role, importance and selection of Handling Systems in SC integration.

### **Suggested Books :**

1. Leenders, Michiel R and others, “Purchasing and Supply Chain Management”, 2010, TMH.
2. Coyle, J.J. Bardi E.J. Etc., “A Logistics Approach to Supply Chain Management”, 2009, Cengage, 1<sup>st</sup> Edition.
3. Power Mark J & Others, “The Outsourcing Hand Book How to Implement a Successful Outsourcing Process”, 2007, Kogan Page, 1<sup>st</sup> Edition.
4. Mohanty, R.P and Deshmukh, S.G, “Essentials of Supply Chain Management”, 2009, 1<sup>st</sup> Edition. Jaico,
5. Chandrasekaran. N, “Supply Chain Management process, system and practice”, 2010, Oxford, 1<sup>st</sup> Edition.



**Elective – I - 506**  
**FINANCIAL MARKETS AND SERVICES (F)**

**COURSE OBJECTIVE :**

To explain the structure of Indian Financial System.

To understand leasing, hire purchase, Mutual funds.

**UNIT - I : STRUCTURE OF INDIAN FINANCIAL SYSTEM :**

Indian Financial System – Structure, Functions, Types of Financial Markets, Securities traded in Financial Markets, Regulatory Institutions and their functions– RBI & SEBI, Global Financial Markets

**UNIT - II : PRIMARY AND SECONDARY MARKET :**

Primary Market – Introduction, Book Building, Free Pricing, Underwriting, On-Line IPOs, e-Prospectus;  
Secondary Market – Organisation of Stock Exchanges, NSE, BSE and OTCEI, Listing of Securities, Trading and Settlement, Internet Trading, New financial instruments.

**UNIT - III : LEASING AND HIRE PURCHASE :**

Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

**UNIT - IV : NON FUND FINANCIAL SERVICES :**

Non- Fund Based Financial Services – Credit Rating, Factoring and Forfaiting, Merchant Banking – Definition, Features, Mechanism, Types.

**UNIT - V : MUTUAL FUNDS :**

Mutual Funds – History, Definition, Classification, Advantages and Disadvantages, Estimating the Net Asset Value, Mechanics of MF Operations, Functions of AMC, Evaluating Mutual Funds.

**SUGGESTED BOOKS :**

1. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House
2. Madura, Financial Institutions and Markets, Cengage Learning
3. M.Y. Khan, Financial Services, Mc Graw Hill
4. Dr. S.Guruswamy, Financial Services and Markets, Thomson
5. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mc Graw Hill

**Elective – I - 506**  
**BRAND MANAGEMENT AND BUYER BEHAVIOUR (M)**

**COURSE OBJECTIVE :**

The course introduces significance to branding.  
It focuses on buyer behaviour and decision making.

**UNIT – I : INTRODUCTION TO BRAND MANAGEMENT :**

Concept of Branding, Significance of Branding, Brand – Types, Difference between Product and Brand; Branding Challenges ; Overcoming Branding Challenges; E- Branding.

**UNIT – II : BRAND EXTENSION :**

Concept of Brand Extensions, Types of Brand Extensions, Need for Brand Extensions, Pros and Cons of Brand Extensions, Category – related Extensions, Image –related Extensions, Unrelated Extensions.

**UNIT – III : BRAND EQUITY :**

The concept of Brand Awareness, Brand Identity, Brand Image, Brand Personality  
Brand Equity; Creating brands in a competitive market; Brand Positioning & Repositioning, Brand Associations, Using Brand Elements to create brand equity.

**UNIT – IV : INTRODUCTION TO BUYER BEHAVIOUR :**

Understanding the Basics of Buyer Behaviour, Types of Buying Decision Behaviour, Factors affecting the Buyer Behaviour, Black – Box Model of Consumer Behaviour.

**UNIT – V : BUYER DECISION PROCESS :**

Buyer Decision Making: Problem Identification, Information search, Sources of Information, evaluation of alternatives, purchase decision, Post-purchase Behaviour.

**SUGGESTED BOOKS :**

1. Brand Management - Gulnar sharma, Karan Singh Khundia – Himalaya Publishing House
2. Brand Management: Principles and Practices - Kirti Dutta - Oxford University Press.
3. Brand Management: The Indian Context - YLR Moorthi - Vikas Publishing House
4. Consumer Behaviour - Schiffman and Lannik – PHI
5. Consumer Behaviour - Suja Nair - Himalaya Publishing House

**Elective - I - 506**  
**ORGANIZATION DEVELOPMENT (HR)**

**COURSE OBJECTIVE:**

This course offers an exploration of the field of OD through its human and social process and address new management and OD paradigms in rapidly changing context of Globalization and Organizational Change.

**UNIT – I : INTRODUCTION:**

Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

**UNIT – II : OD MODELS :**

Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work.

**UNIT – III : OD PROCESS :**

The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps to Transforming an Organization.

**UNIT – IV : OD INTERVENTIONS :**

Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching and Counseling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building.

**UNIT – V : APPLICATIONS OF OD :**

Socio-Technical Systems, Self-Managed Teams, MBO and Appraisal, Quality Circles, Quality of Work Life, Total Quality Management, Self-Design Systems, High Performance work systems.

**SUGGESTED BOOKS:**

1. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2006, Pearson Education.
3. Thomas G. Cummings, Christopher G Worley, “Organization Development and Change”, 2007, Thomson, 8th Ed.
4. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books.
5. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books.

**Elective - II - 507**  
**ANALYSIS OF AND INVESTMENT IN FINANCIAL ASSETS (F)**

**COURSE OBJECTIVES:**

The objective of the course is to provide the students with a basic view of valuation and investment in financial assets.

To explain the basic concepts of risk and return and various methods of analysis.

To explain the concept of portfolio and the various portfolio theories and evaluation methods.

**UNIT – I: INTRODUCTION :**

Definition of Investment; Real vs. Financial assets; Investment, Speculation, Hedging and Arbitraging. Par Value, Book Value, Market Value and Intrinsic Value of Financial of Assets. Sources of investment information. Factors to be considered in investment decisions-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept of returns – realized return and expected return. Concept and Types of risk. Measurement of Risk -Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Behavioural aspects of investing. An overview of approaches to security analysis - Fundamental Analysis; Technical Analysis and Efficient Market Hypothesis.

**UNIT – II: VALUATION OF FIXED INCOME SECURITIES :**

Features and types of fixed income securities. Bond yield measures - Current yield, holding period return, YTM, AYTm and YTC. Bond duration, Valuation of deep discount bonds. Bond price theorems.

**UNIT – III: - VALUATION OF COMMON STOCK:**

Features of Common Stock. Approaches to valuation of Common Stock. Dividend Discount Model, Earnings Capitalization Models, Price-Earnings Multiplier Approach Systematic and Unsystematic Risk, Capital Asset Pricing Model (CAPM).

**UNIT – IV: BASIC PORTFOLIO THEORY:**

Concept of portfolio, return and risk. Harry Markowitz's Portfolio Theory – The concept, assumptions, merits and demerits. Risk and return of two assets portfolio. Construction and evaluation of Minimum Risk Portfolio.

**UNIT – V: EVALUATION OF PORTFOLIO:**

Measures of return – Types of Formula Plans: Constant – Rupee – Value Plan, Constant Ratio Plan, Variable Ratio Plan; Rupee-Cost Averaging; Risk – Adjusted Measures of Performance: Sharpe's Reward – to – Variability Ratio, Treynor's Reward – to – Volatility Ratio, Jensen's Differential Return Measure.

**SUGGESTED BOOKS:**

1. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3<sup>rd</sup> Ed.
3. V.K. Bhalla, "Fundamentals of Investment Management", S. Chand & Company Ltd.
4. R.P.Rustagi, "Investment Management", Sultan Chand & Sons.
5. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.

**Elective – II - 507**  
**RETAIL MANAGEMENT (M)**

**COURSE OBJECTIVE :**

This course introduces the role of retailing and various formats and theories. It focuses on distribution management.

**UNIT – I : INTRODUCTION TO RETAIL MANAGEMENT :**

Retailing: Role, Relevance and Trends - Introduction to retailing - Types of Retailing, Characteristics of Retailing, Functions and activities of Retailing.

Emergence and growth of Retailing in India, FDI in Indian Retailing.

**UNIT – II : RETAIL FORMATS AND THEORIES :**

Traditional retail formats – cooperatives and Government and Modern Retail formats in India; Emergence of Malls in India; Franchising – Types of Franchising, Advantages and disadvantages of franchising; legal issues in franchising in India.

Theories of Retail Development – Environmental theory, cyclical theory, conflict Theory and Concept of Life cycle in retail

**UNIT – III : MERCHANDISE MANAGEMENT :**

Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

**UNIT – IV : RETAIL STORE DESIGN :**

Store layout, significance of Store layout, types of store layout, layout selection - Chief Considerations, Need and Importance of Store Environment, Visual Merchandising, Promotions Strategy, Retail Communication Mix and POP Displays.

**UNIT – V : DISTRIBUTION MANAGEMENT :**

Role and functions of channels of distribution, selecting channel Members – Criteria; Motivating the Channel participants, controlling channel participant, Managing Channel Conflicts, Physical Distribution System.

**SUGGESTED BOOKS :**

1. Retailing Management - Swapna Pradhan – Tata Mcgraw Hill
2. Contours of Retailing Management - S.A. Chunawalla - Himalaya Publishing House
3. Retail Management - Gibson G. Vedamani – Jaico Books
4. Retail Marketing Management - Second Edition – David Gilbert - Pearson Education
5. The Art of Retailing - A. J Lamba - Tata Mcgraw Hill
6. Sales and Distribution Management - Dr. S. Gupta - Excel Books
7. Sales and Distribution Management - Panda & Sahadev - Oxford University Press

**Elective – II - 507**  
**PERFORMANCE APPRAISAL AND COUNSELLING (HR)**

**COURSE OBJECTIVE:**

This course offers an understanding of employee performance and measures to improve through HRD.

**UNIT – I : INTRODUCTION :**

Performance Appraisal – Concept, Definition, Philosophy, Nature, Scope purpose, Uses, Benefits, Components, objectives and systems.

**UNIT – II : PLANNING PERFORMANCE :**

Performance Appraisal – Employer and Employee perspective, performance appraisal versus performance management and merit rating. Identifying performance dimensions, KPA's and performance planning, Performance Appraisal process. Developing an effective appraisal program. Issues in appraisal design.

**UNIT – III : PERFORMANCE MEASUREMENT :**

Methods of Performance Appraisal, Pro's and con's of 360 Degree Appraisal. Types of Appraisal Interviews and Conducting Appraisal Interviews.

Barriers to effective appraisal and overcoming barriers to appraisal.

**UNIT – IV : IMPROVING PERFORMANCE :**

Identifying sources of ineffective performance. Performance Diagnosis, factors that influence performance, legal issues in Performance Appraisal. Strategies to improve performance.

**UNIT – V : COUNSELLING :**

Employee counselling, characteristics of people with good mental health, need and functions of counselling, manager's role in counselling. Types of counselling.

**SUGGESTED BOOKS :**

1. David A Decenzo, Stephen P Robbins, "Fundamentals of Human Resource Management", Wiley Publications.
2. Snell / Bohlander, "Human Resource Management", Thomson.
3. Luis R. Gomez Mejia, David B Balkin, Robert L. Cardy, "Managing Human Resources, PHI Pvt. Ltd.
4. John W Newstrom, "Organizational Behaviour", Mc Graw Hill.
5. L.M. Prasad, "Principles and practices of Management", Sultan Chand & Sons.

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# **VI SEMESTER**

## INTELLECTUAL PROPERTY RIGHTS (IPR) - 601

### **COURSE OBJECTIVES :**

This course offers an understanding into IPRs.  
It focuses on Infringement of IPR and its remedies.

### **UNIT – I : INTRODUCTION :**

Intellectual property rights meaning Nature, Classification and Protection of IPR - Features of IPR - Forms of IPR copyrights, Trademark Patents, Design.

### **UNIT – II : PATENT ACT :**

Patent, Basic principles of patenting Requirements for patenting - Kinds of patents, Infringement, remedies.

### **UNIT – III : COPY RIGHT ACT :**

Copyright Act 1957 meaning - Copyright in literary, dramatic musical works, Cinematograph films – Infringement and Remedies.

### **UNIT – IV : TRADEMARK ACT :**

IPR in Trademark – Definition – Registration of Trademark - Infringement of trademark and Remedies.

### **UNIT – V : DESIGN ACT :**

Design Act 2000 – Definition – Characteristics of design – Registration of design – Infringement and Remedies.

### **SUGGESTED BOOKS :**

1. P. Narayanan: Patent Law, Eastern Law House, 1995.
2. Choudary Skp & Saharay HK “Laws of Trade Marks” Copy right patents and design part 1 part 2 Kamal Law House, Calcutta.
3. Roy Chowdhary, S.K. & Other: Law of Trademark, Copyrights, Patents and Designs, Kamal Law House, 1999.
4. David Bainbridge “Intellectual Property Rights” Person Education.
5. Dr. G.B. Reddy, Intellectual Property Rights and the Law 5th Ed. 2005 Gogia Law Agency.
6. Groves PJ “Intellectual Property Rights and their Valuation” A Hand Book for bankers, companies and their Gresham Books.



## STARTUP MANAGEMENT - 602

### **COURSE OBJECTIVE:**

It helps the students to acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.

### **UNIT – I : ENTREPRENEUR AND ENTREPRENEURSHIP :**

Evolution of the Concept of Entrepreneur. Characteristics of an Entrepreneur. Distinction Between an entrepreneur and a Manager. Functions of an Entrepreneur. Traits/ Qualities of Entrepreneurs: Types of Entrepreneurs, Opportunities for an Entrepreneurial career in India. The Concept of Entrepreneurship – Functions and Problems. Entrepreneurial process.

### **UNIT – II : FACTORS AFFECTING ENTREPRENEURIAL GROWTH :**

Role of Entrepreneurship in Economic Development. Growth of Entrepreneurship in India. Recent Trends of Women Entrepreneurship. Need for Rural Entrepreneurship. Problems and Development of Rural Entrepreneurship. Early career Dilemmas Defining Survivals & Success of an Entrepreneur.

### **UNIT – III : ENTREPRENEURIAL COMPETENCIES :**

Economic Factors and Non – Economic Factors. Role of Government, Entrepreneurial motivation. Entrepreneurial Competencies: Role of Entrepreneur, Task and personality. Entrepreneurial Skills: Creativity, Problem Solving, Decision Making, Communication, Leadership quality: McClelland's nAch Theory. Entrepreneurial mobility.

Entry strategies for startups – Licensing, franchising, Partial Momentum, Sponsorship, Merger and Acquisition.

### **UNIT – IV : ROLE OF SUPPORT INSTITUTIONS & MANAGEMENT OF SMALL BUSINESS :**

Entrepreneurship Development Programmes (EDPs) – Need, objectives. Course contents, curriculum. Phases of EDP's and Evaluation of EDPs. Institutional Finance to Entrepreneurs like Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SISI, SIDCs, SIDBI, and EXIM Bank and venture capital firms. Micro finance firms and other specialised institutions.

### **UNIT – V : SMALL ENTERPRISES :**

Definition, Characteristics. Relationship of Small Enterprises with large units. Rationale, Objectives, Scope of small Enterprises. Role of Small Enterprises in Economic Development. Problems and Prospects of Small Enterprises - Project Identification, Project Formulation, Project Appraisal. Ownership Structures, MSME act.

### **SUGGESTED BOOKS :**

1. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH, Millenium Edition.
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises" 2006, Pearson Education.
4. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. Cengage Learning.
6. Longencker, Morge, Mitchell, "Managing Small Business", Sage South Asia Edition.

## **BUSINESS POLICY AND STRATEGY - 603**

### **COURSE OBJECTIVE :**

To acquaint the students with understanding the business environment and design strategies to meet challenges. It focuses on designing plans and policies.

### **UNIT – I : INTRODUCTION TO BUSINESS POLICY AND STRATEGY :**

Strategy, Strategic Management Process, Establishing Corporate directions – Vision, Mission and Objectives. Crafting and Executing Business Policy and Corporate Planning. Strategic Intent, Strategy decision making.

### **UNIT – II : ENVIRONMENTAL ANALYSIS FOR BUSINESS POLICY FORMULATIONS :**

Evaluating a Company's External and Internal Environmental analysis for creating business policy and strategy, Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Industry analysis; Stages of Industry Life Cycle.

### **UNIT – III : STRATEGY FORMULATION :**

Strategy Formulation; Business-Level, Functional Level Strategy, Strategy analysis and choices Competitive analysis and advantages: Generic strategies, Choice based strategies, Tailoring Strategy to fit specific industry, Strategy for Leaders, Challengers, weak crisis Businesses.

### **UNIT – IV : ALTERNATIVE STRATEGY DEVELOPMENT :**

Strategy Alternatives; Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Using Offensive and defensive strategies. Outsourcing Strategies, Growth and Drivers of outsourcing. Market diversification strategies.

### **UNIT – V : STRATEGY IMPLEMENTATION AND CORPORATE ETHICS :**

Strategy Implementation: Evaluation and Control, Corporate Culture and Promoting S M A R T governance. Re-Designing Organizational Structure and Controls, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

### **SUGGESTED BOOKS:**

1. Arthur A Thompson Jr, Strickland “Strategic Management- Concepts and Cases” TATA McGraw Hill Company Ltd, Second Reprint 2010, New Delhi.
2. P. Subba Rap, “Business Policy and Strategic Management” HPH, 2017.
3. Fred R. David, “Strategic Management” 2008, 12<sup>th</sup> Edition, PHI Learning Limited, New Delhi.
4. Michael Porter, “Competitive Strategy” 2005 Reprint, Free Press, London.
5. R.M.Srivastava, “Management Policy and Strategic Management- Concepts, Skills and Practices” 2014, Revised edition, H P H , Hyderabad.

## **BUSINESS ANALYTICS - 604**

### **COURSE OBJECTIVE:**

The objective of the course is to provide an understanding of basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.

### **UNIT - I: INTRODUCTION TO BUSINESS ANALYTICS :**

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data.

### **UNIT - II: DESCRIPTIVE ANALYTICS :**

Over view of Description Statistics (Central Tendency, Variability), Data Visualization-Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.

### **UNIT - III: PREDICTIVE ANALYTICS :**

Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining -Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modeling.

### **UNIT - IV: PRESCRIPTIVE ANALYTICS :**

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.

### **UNIT - V: PROGRAMMING USING R.**

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

### **SUGGESTED BOOKS :**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition, 2017.
3. Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
4. Sahil Raj, Business Analytics, Cengage Learning.

**Elective – III - 606**  
**BANKING AND INSURANCE SERVICES (F)**

**COURSE OBJECTIVES :**

The course helps the students to know about banking and its regulations.  
It focuses on latest trends in banking and insurance.

**UNIT-I : INTRODUCTION TO BANKING:**

Evolution of Commercial Banking in India, Definition of Banker, Customer, Functions of Commercial Bank and Reserve Bank. Emerging role of bankers and Role of Banks in Economic development, Reforms in banking sector, Global financial crisis & Indian banking sector.

**UNIT-II : BANKER CUSTOMER RELATIONSHIP :**

Banker and customer relationship, Procedure for opening account, different types of loans & advances, Operation of banking, cheques crossing and endorsement, Types and rules of crossing, principles of sound lending.

**UNIT-III : REGULATION AND INNOVATION IN BANKING SYSTEM :**

Commercial Bank, credit allocation policies, Types of banks, Branch banking, Unit banking, Group banking, RRB, Co operative banks, micro, NABARD, IDBI.

Latest trends in banking ATM, E-banking, mobile banking, E-payment, credit card, online banking, plastic money, electronic purse, digital cash, EFT, ECS (Electronic Clearing System), Safeguard for Internet Banking, comparison of traditional banking and E-banking. MSME'S, role of foreign banks, advantages & disadvantages of foreign banks.

**UNIT-IV : INTRODUCTION TO INSURANCE :**

Definition and nature of insurance, Role, importance and functions of insurance.

Meaning of insurance and re-insurance, principles of insurance, types of insurance, globalization of insurance and insurance sector reforms in India.

IRDA Insurance Regulatory & Development Authority Duties; powers; functions of Authority.

**UNIT-V : LIFE AND GENERAL INSURANCE :**

Life insurance- procedure for issuing a policy, policy loans revival

The concept of life insurance, life insurance products- traditional and market related, pension plans, group insurance, tax treatment of life insurance, claims settlement, General insurance types- health, accident, motor and fire insurance.

**SUGGESTED BOOKS:**

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
3. Bank Financial Management, IIBF, Macmillan 2010.
4. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
5. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
6. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16<sup>th</sup> Edition

**Elective – III – 606**  
**SERVICES MARKETING (M)**

**COURSE OBJECTIVE :**

It focus on targeting and position of services.

It helps the students to know the consumer behavior in services

**UNIT – I : NATURE AND SCOPE OF SERVICES :**

Introduction, meaning of services, 7Ps of service marketing, 4 I's characteristics of services, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries.

**UNIT – II : SEGMENTING AND TARGETING OF SERVICES :**

Introduction, Need for segmentation of services, bases of segmentation of services, segmentation strategies in service marketing, need for targeting, Approaches to Target Marketing.

**UNIT – III : POSITIONING OF SERVICES :**

Positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning through Pricing Strategies, Positioning through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies

**UNIT – IV : CONSUMER BEHAVIOR IN SERVICES MARKETING :**

Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight

**UNIT – V : EMERGING ISSUES IN SERVICES MARKETING :**

Introduction, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

**SUGGESTED BOOKS :**

- 1) Services Marketing - Valarie Zeithaml, Mary Bitner – 6<sup>th</sup> Edition - TMH
- 2) Services Marketing – Rampal Gupta - Galgotia Publications.
- 3) Services Marketing - Christopher Lovelock – Pearson Publications
- 4) Adrian Payne- The Essence of Service Marketing, Prentice- Hall of India,
- 5) Hellen Woodruffe - Service Marketing, Macmillan India Ltd. Delhi, 1997.

**Elective – III - 606**  
**LEADERSHIP AND CHANGE MANAGEMENT (HR)**

**COURSE OBJECTIVE:**

This course offers an understanding into Leadership Activities and its influence on the Management of change in the organisations.

**UNIT – I: INTRODUCTION :**

Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organisational performance.

**UNIT – II: LEADERSHIP STYLES AND THEORIES :**

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Trait and Path – Goal theories of leadership.

**UNIT – III: ORGANISATIONAL CHANGE :**

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model. Individual and organisational barriers to change management and overcoming the barriers to change management.

**UNIT – IV: INFLUENCE OF CHANGE :**

Six belief changers that Influence change, organisational change through influencing individual change. Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

**UNIT – V: ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT :**

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

**SUGGESTED BOOKS:**

1. S. Chandan, "Organisational Behaviour", Vikas Publishing House Pvt. Ltd. 3<sup>rd</sup> Edition.
2. Herbert G. Hicks and C.Ray Gullett, "Theory and Behavior", McGraw Hill.
3. Andrew I Dubrin, "Research Findings, Practice and Skills", Houghton Mifflin Company, 3<sup>rd</sup> Edition.
4. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
5. Adrain thornhill, Phil Lewis, Mike Millmore, Mark Saunders, "Managing Change – A Human Resource Strategy Approach", Pearson Education, 2006.
6. Nilakant V and Ramnarayan, "Managing Organizational Change", Response Books, 2006.

**Elective – IV - 607**  
**RISK ANALYSIS AND MANAGEMENT (F)**

**COURSE OBJECTIVE :**

This course enables the students to understand the Risk associated with Financial Institutions and helps to manage risk effectively.

**UNIT - I: INTRODUCTION :**

Risk, Risk Management, objectives and tools of Risk Management. Principles of Risk Management and Risk Management process.

Risks associated with Financial services firm – Product and Capital Market Risk. Risk Reporting: Internal and External reporting.

**UNIT – II : MEASUREMENT & MANAGEMENT OF FINANCIAL RISK :**

Types of Risk and Management, Value – at – Risk (VaR), stress testing and back testing. Cash flow – at – Risk (CaR).

Management of Credit Risk, Liquidity Risk, Interest Rate Risk and Exchange Rate Risk. Asset – Liability Management – need and significance. RBI guidelines.

**UNIT – III : FORWARD AND FUTURES CONTRACTS TO MANAGE RISK :**

The concept of Derivatives and types of derivatives. The role and significance of derivative's in managing risk. Participants in Derivative Markets: Individuals, speculators, Hedgers and Arbitrageurs.

Forward contracts. Definition features, their utility is risk management. Limitations of Forward contracts. Futures contracts: Definition, features and their utility in Risk management limitations. Clearing House initial & Daily Margins and Marking to the market. Differences between Forward and Futures contracts.

**UNIT – IV : SWAPS AND OPTIONS TO MANAGE RISK:**

Swaps, Concept of Swap. Types of Swaps: Interest Rate and Currency Swaps. The process of Managing Risk using Swaps.

**Options :** Definition, terminology, types of options : call, puts, Americans, European options.

Options in the money, out of money and at the money. Black and Scholes option pricing model: Assumptions and limitations.

**UNIT – V : FINANCIAL ENGINEERING :**

Concept, scope of financial engineering. Factors contributing to growth of Financial Engineering: Environment and intra firm factors. Tools of Financial Engineer: New product development and New Product Strategy.

**SUGGESTED BOOKS :**

1. Dun and Bradstreet, “Financial Risk Management”, 2007, TMH, Delhi.
2. Ravi Kumar, “Asset Liability Management”, Vision Books Pvt. Ltd.
3. “Theory and Practice of Treasury and Risk Management in Banks”, Indian Institute of Banking and Finance, March 2006, Taxmann
4. Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
5. John. F. Marshall & Vipul.K.Bansal, “Financial Engineering: A Complete guide innovation”, PHI.

**Elective – IV - 607**  
**ADVERTISING AND SALES PROMOTION (M)**

**COURSE OBJECTIVE :**

It helps the students to understand the important of advertisements for promotion of products.  
It focuses on media planning and personal selling.

**UNIT – I : INTRODUCTION :**

Introduction a promotion mix, Elements of Promotion mix, types of promotion budget, promotion Strategies – Push Strategy and Pull Strategy.

**UNIT – II : CREATION OF ADVERTISEMENT :**

Model of mortally Communication decision process. Advertisement, Types of Advertisements.  
Concept of creativity. Creative Approaches and Execution styles.  
Advertisement Appeals – Emotion and Rational Appeals.

**UNIT – III : MEDIA PLANNING :**

Media planning, Types of Media, Media Vehicles, Media Concentration V/s Media Disruption. Media scheduling.

**UNIT – IV : PERSONAL SELLING :**

Introduction to personal selling, Role and Importance of Personal Selling, Theories of Personal Selling.  
Personal Selling process. Personal Selling in Service Industry.

**UNIT – V : SALES PROMOTION :**

Sales Promotion – Objectives Types of Sales Promotion – Trade oriented Sales Promotion and Consumer Oriented Sales Promotion.  
Consumer Sales Promotion Tools : Off – Self Offers, Price Promotions, Premium Promotions.

**SUGGESTED BOOKS:**

1. Belch & Belch, “Advertising and Promotion”, TMH.
2. S.A. Chunawalla, “Advertising Management”, HPH.
3. Aaker, Kumar, “Advertising Management”, PHI.



**Elective – IV - 607**  
**EMPLOYEE RELATIONS (HR)**

**COURSE OBJECTIVE:**

The main aim of this course is to introduce students to the theories and practices of Industrial Relations. The module examines the relationship existing between employer and employee.

**UNIT – I : INDUSTRIAL RELATIONS:**

Concept, Definition, Objectives, Scope, Approaches, Principles. Factors affecting employee stability. Employee Relations at Workplace, Culture.

**UNIT – II : INDUSTRIAL CONFLICT:**

Causes of Industrial Disputes, Machinery for settling of disputes – Negotiation, Conciliation, Mediation, Arbitration and Adjudication. Grievance Handling: Causes of grievances – Guidelines for grievance handling – Grievances Redressal procedures. Employee Discipline: Causes of indiscipline – Code of discipline – Disciplinary procedure – Code of conduct. Collective Bargaining.

**UNIT –III : EMPLOYEE RELATIONS :**

Changing concept of management and labour relations; Laws, development of the idea of social justice, limitation of management prerogatives, increasing labour responsibility in productivity. Joint consultation in India. The employment relationship, Employee relations, Managing employee relations, Employee voice.

**UNIT –IV : Trade Unionism and Industrial Relations :**

Labour movement: Trade union movement, Functions and problems of trade unions. International Labour Movement: International Confederation of Free Trade Unions (ICFTU), World Federation of Trade Unions (WFTU), International Labor Organization's (ILO). Worker's Participation in Management – Forms.

**UNIT –V : WAGE LEGISLATION AND ADMINISTRATION :**

Wage Legislation and Administration: The need for wage legislation, payment of wages Act-1936, The minimum wages Act-1948, The payment of Bonus Act- 1965, Equal remuneration Act-1976. Managing the work environment, Health and safety management.

**SUGGESTED BOOKS :**

1. Mamoria C.B and Sathish Mamoria, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 1998.
2. P.N. Singh and Neeraj Kumar, “Employee Relations Management”, 2010, Pearson Education, New Delhi.
3. Pylee. M.V and Simon George, “Industrial Relations and Personnel Management” ,Vikas Publishing House (P) Ltd., New Delhi,1995
4. Michael Armstrong, “Essential Human Resource Management Practice” Kogan Page Limited, 2010
5. Srivastava, “Industrial Relations and Labour Laws”, Vikas, 4TH edition, 2000 .

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# BBA - III Year (V & VI Semester) Syllabus 2016 - 2018

## BBA (CBCS) COURSE STRUCTURE

### I - YEAR

S.No.	Code	Title	HPW	Credits	Exam Duration	Marks
<b>I Semester</b>						
1.	BB101	AEC - 1	2	2	2 Hours	40+10
2.	BB 102	English	5	5	3 Hours	80+20
3.	BB 103	2nd Language	5	5	3 Hours	80+20
4.	BB 104	Principle of Mgt.	5	5	3 Hours	80+20
5.	BB 105	Basics of Marketing	5	5	3 Hours	80+20
6.	BB106	Business Economics	5	5	3 Hours	80+20
		<b>Total</b>	<b>27</b>	<b>27</b>		<b>550</b>

<b>II Semester</b>						
1.	BB201	AEC – 2	2	2	2 Hours	40+10
2.	BB202	English II	5	5	3 Hours	80+20
3.	BB203	2nd Language II	5	5	3 Hours	80+20
4.	BB204	OB	5	5	3 Hours	80+20
5.	BB205	Bus. Statistics	5	5	3 Hours	80+20
6.	BB206	Business Law	5	5	3 Hours	80+20
		<b>Total</b>	<b>27</b>	<b>27</b>		<b>550</b>

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### II - YEAR

S.No.	Code	Title	HPW	Credits	Exam Duration	Marks
<b>III Semester</b>						
1.	BB301	SEC – 1 (PD & C)	2	2	2 Hours	40+10
2.	BB302	English - II	5	5	3 Hours	80+20
3.	BB303	2nd Language II	5	5	3 Hours	80+20
4.	BB304	Fin. Accounting	5	5	3 Hours	80+20
5.	BB305	HRM	5	5	3 Hours	80+20
6.	BB306	I - IT	4	4	3 Hours	80+20
7.	BB307	IT - Lab	2	1	2 Hours	40+10
		<b>Total</b>	<b>28</b>	<b>27</b>		<b>600</b>

<b>IV Semester</b>						
1.	BB401	SEC – 2 (Stat. S/Ware)	2	2	2 Hours	40+10
2.	BB402	English II	5	5	3 Hours	80+20
3.	BB403	2nd Language II	5	5	3 Hours	80+20
4.	BB404	Fin. Mgt.	5	5	3 Hours	80+20
5.	BB405	Marketing Research	5	5	3 Hours	80+20
6.	BB406	B.Ethics & C-Governance	5	5	3 Hours	80+20
		<b>Total</b>	<b>27</b>	<b>27</b>		<b>550</b>

## BBA - III Year (V & VI Semester) Syllabus 2016 - 2018

### III – YEAR

S.No.	Code	Title	HPW	Credits	Exam Duration	Marks
<b>V Semester</b>						
1.	BB501	SEC - Business Correspondence	2	2	2 Hours	40+10
2.	BB502	G E - Basic Quality Management	2	2	2 Hours	40+10
3.	BB503	Management Science (MS)	5	5	3 Hours	80+20
4.	BB504	Cost and Management Accounting (CMA)	5	5	3 Hours	80+20
5.	BB505	Logistics Management	4	4	3 Hours	80+20
6.	BB506	<b><u>Elective - I</u></b>	5	5	3 Hours	80+20
		a) Financial Markets and Services (F)				
		b) Services Marketing (M)				
		c) Organisation Development (HR)				
7.	BB507	<b><u>Elective - II</u></b>	5	5	3 Hours	80+20
		a) Analysis of and Investment in Financial Assets (F)				
		b) Retail Management (M)				
		c) Performance Appraisal and Counselling (HR)				
		<b>Total</b>	<b>28</b>	<b>28</b>		<b>600</b>

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S.No.	Code	Title	HPW	Credits	Exam Duration	Marks
<b>VI Semester</b>						
1.	BB601	SEC - Intellectual Property Rights (IPR)	2	2	2 Hours	40+10
2.	BB602	GE - Startup Management	2	2	2 Hours	40+10
3.	BB603	Business Policy and Strategy	5	5	3 Hours	80+20
4.	BB604	Business Analytics (BA)	5	5	3 Hours	80+20
5.	BB605	Project Work	4	4	3 Hours	80+20
6.	BB606	<b><u>Elective – III</u></b>	5	5	3 Hours	80+20
		a) Banking and Insurance Services (F)				
		b) Brand Management and Buyer Behaviour (M)				
		c) Leadership and Change Management (HR)				
7.	BB607	<b><u>Elective – IV</u></b>	5	5	3 Hours	80+20
		a) Risk Analysis and Management (F)				
		b) Advertising, Personal Selling and Sales Promotion (M)				
		c) Employee Relations (HR)				
		<b>Total</b>	<b>28</b>	<b>28</b>		<b>600</b>
		<b>Grand Total</b>	<b>165</b>	<b>164</b>		<b>3450</b>

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## **BUSINESS CORRESPONDENCE– 501**

### **COURSE OBJECTIVE:**

This course is intended to familiarize the students with the basic concepts of Business Correspondence from the organizational backdrop perspective.

It will also enable the students to communicate formally, highlighting their strengths and present themselves in a more appropriate manner to the corporate world.

### **UNIT - I :INTRODUCTION TO BUSINESS CORRESPONDENCE :**

Business Correspondence – Importance of Business Correspondence – Communication and organization effectiveness. Business letters – Need and Functions of Business Letters – Structure and Format of Business Letters – Types of Business Letters – Writing Cover Letters – Letters for Enquiry – Offer – Order – Purchase and Complaint.

### **UNIT - II :REPORT WRITING AND BUSINESS MEETINGS :**

Report Writing –Importance of Report Writing – Types of Reports – Characteristics of good Report – Structure of Report Writing. Business Meetings – Importance of Business Meetings – Types of Business Meetings – Agenda – Minutes of the Meeting (MOM).

### **SUGGESTED BOOKS:**

1. Technical Communication: M.Raman & Sharma, Oxford University Press.
2. Business Communication: From Principles to Practice – Matukutty M.Monippally, UBS Publishers
3. Business Letters: The Effective Commercial Correspondence- R.Gupta, RPH Editorial Board
4. Commercial Correspondence – Ghosh & Bhushan
5. Business Communication, Urmila Rai and S.M.Rai, Himalaya Publishers
6. Essentials of Business Communication – Rajendra Pal and J S Korlhalli – Sultan Chand & Sons, New Delhi.

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## **BASIC QUALITY MANAGEMENT - 502**

### **COURSE OBJECTIVE :**

Quality is the most significant characteristic of product or service in today's world. This course introduces traditional and modern quality perspectives.

### **UNIT – I :INTRODUCTION :**

The concept of Quality. Quality Dimensions. Product and Service Quality. Inspection, Statistical Quality Control, Quality Assurance and Total Quality Management. Conventional Quality Management versus Total Quality Management. Evolution of TQM. Historical perspectives of TQM – Deming, Juran, Crosby and Taguchi's Contributions. Customer and supplier focus in TQM. Benefits and Costs of TQM.

### **UNIT – II :TOOLS AND TECHNIQUES OF TQM :**

Statistical Tools - Check Sheets, Histograms, Scatter Diagrams, Pareto's Chart, Regression Analysis & Control Charts. Cause and Effect Diagrams, The Five Why's, Five S's, Kaizen, JIT, Quality Circles, Gantt Chart and Balanced Score Card. Dimensions of Service Quality. An overview of TQM in Service Organisations.

### **SUGGESTED BOOKS :**

1. Sunil Sharma, "Total Engineering Quality Management", 2003, Macmillan India Ltd.
2. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2016, THOMPSON.
3. Kanishka Bedi, "Quality Management", Oxford University Press.
4. Mujkherjee, PN, "Total Quality Management", 2007, PHI.
5. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books. 2016

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **MANAGEMENT SCIENCE - 503**

### **COURSE OBJECTIVE:**

The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance and need managerial skills to address the problems.

### **UNIT - I: INTRODUCTION TO PRODUCTION & OPERATIONS MANAGEMENT :**

Definition of Production and Operations. An overview of Manufacturing processes: Casting, Machining, Welding, Shearing Extrusion, heat treatment and unconventional machining. Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle. Process design – Project, Job, Batch, Assembly and Continuous process.

### **UNIT – II: PLANT MANAGEMENT AND WORK STUDY :**

Capacity Planning, factory location, plant layout – types of layout. Sequencing of Operations: n-Jobs with one, two and three facilities. Maintenance Management: Repair Programme, Break down, Preventive and Corrective maintenance. Work Study: The concept and various techniques of methods analysis and work measurement.

### **UNIT – III: PURCHASE AND STORES MANAGEMENT :**

Purchase Management: Sources of Supply of Materials, selection, evaluation of Vendors. Methods of vendor rating. Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials. Bin Card, Double-Bin and stores Ledger. Economic Order Quantity. Selective Inventory Control Techniques: ABC, VED, FNSD & XYZ.

### **UNIT – IV: INTRODUCTION TO OR AND LPP :**

Introduction to Operation Research: Introduction, Nature, Managerial applications and limitations of OR. Types of Operation Research Models. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by Graphical Method.

### **UNIT – V: TRANSPORTATION, ASSIGNMENT AND QUEUING THEORY :**

Transportation Problem (TP) - Mathematical model, IBFS using North West Corner Rule, Least Cost Method (LCM) and Vogel's Approximation Method (VAM). Assignment Problem (AP): Mathematical model, method of obtaining solution- Hungarian method. Queuing Theory - Concepts of Queue - General structure of a Queuing system- Operating Characteristics of Queues.

### **SUGGESTED BOOKS :**

1. S.N. Chary, "Production & Operation Management" 5<sup>th</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.
2. N.G. Nair, "Production and Operation Management", 2<sup>nd</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.
3. Kanishka Bedi, "Production and Operations Management", 2007, 3<sup>rd</sup> Edition, Oxford University Press.
4. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4<sup>th</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.



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5. J.K. Sharma, "Operations Research Theory and Applications 2009, 4<sup>th</sup> Edition, Macmillan.

### **COST AND MANAGEMENT ACCOUNTING – 504**

#### **COURSE OBJECTIVE :**

To acquaint the student with the various connotations of costs and their utility in decision making. Help the students in formulating long term strategies.

#### **UNIT - I :INTRODUCTION TO COST ACCOUNTING :**

Definition, Nature and Scope, Essentials of Good Cost Accounting system, Techniques and Methods of Costing, Importance of Cost Accounting, Elements of cost, Classification of Costs.

#### **UNIT - II : OUTPUT OR UNIT COSTING :**

Costing Methods, Collection of Costs, Valuation of Materials issues, Overheads, Preparation of cost Sheet, Process Costing – Nature of process costing, Important aspects of process Accounts, Costing of Equivalent Production Units.

#### **UNIT - III :JOINT PRODUCTS AND BY PRODUCTS :**

Distinguish between Joint Products and By products, Joint costs and Subsequent Costs, Methods of allocating Joint Costs, Accounting for Joint costs, By products.

#### **UNIT - IV :INTRODUCTION TO MANAGEMENT ACCOUNTING :**

The users of Accounting Information, Differences between management Accounting, cost Accounting and Financial Accounting, Elements of Functions of Management Accounting, C-V-P Analysis- assumptions, inter relationships of cost, volume and profits, Constructing the breakeven (graphical approach).

#### **UNIT - V : MANAGEMENT CONTROL SYSTEMS :**

Control at different organizational levels, Different types of controls, responsibility centres, the nature of management control systems, Budget – Concept, Advantages and Disadvantages, Fixed and Flexible Budgets; Cost Management – Life cycle costing, Target costing, Kaizen Costing (Theory only).

#### **SUGGESTED BOOKS :**

1. Jain and Narang, principles and Practice of Cost Accounting, Kalyani Publishers
2. M.B.Shukla, Cost and Management Accounting, Himalaya Publishing House
3. Drury Colin, Cost and Management Accounting, Cengage Learning
4. Periasamy, Financial, Cost and Management Accounting, Himalaya Publishing House
5. Horngren, T. Charles, Cost Accounting- A Managerial Emphasis,
6. Kishore, M.Ravi, Cost & Management Accounting, Taxmann

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **LOGISTICS MANAGEMENT - 505**

### **COURSE OBJECTIVE:**

The Course aims to understand the role of Logistics Management in enhancing organizational efficiency and delivering customer value. The various drivers of a successful Logistics strategy and structure are also addressed in the programme.

### **UNIT – I : INTRODUCTION :**

Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of Integrated Logistics Strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics.

### **UNIT – II : PROCUREMENT :**

Sourcing of material, Global Sourcing – issues and problems. E-Procurement, Group Purchasing, Reserve Auctions, Creating and Managing Supplier Relations, Supplier Partnerships, Multi-tier Supplier partnerships.

### **UNIT – III : INVENTORY MANAGEMENT :**

Inventory Management in Supply Chain – Role and importance of inventory in SC, Inventory Policies, Inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

### **UNIT – IV : TRANSPORTATION :**

Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, Multi Model Transport, Containerization, Vehicle Scheduling and Routing, Milk run and cross docking.

### **UNIT – V : WAREHOUSING :**

Warehousing – Types of warehouses, warehousing operations, Warehouse automation, Warehouse Management Systems. Third party and value added warehousing, Role and importance of Handling Systems, Selection of Handling Systems.

Pricing, Revenue Management and role of IT in SCM.

Role, importance and selection of Handling Systems in SC integration.

### **SUGGESTED BOOKS :**

1. Leenders, Michiel R and others, “Purchasing and Supply Chain Management”, 2010, TMH.
2. Coyle, J.J. Bardi E.J. Etc., “A Logistics Approach to Supply Chain Management”, 2009, Cengage, 1<sup>st</sup> Edition.
3. Power Mark J & Others, “The Outsourcing Hand Book How to Implement a Successful Outsourcing Process”, 2007, Kogan Page, 1<sup>st</sup> Edition.
4. Mohanty, R.P and Deshmukh, S.G, “Essentials of Supply Chain Management”, 2009, 1<sup>st</sup> Edition. Jaico,
5. Chandrasekaran. N, “Supply Chain Management process, system and practice”, 2010, Oxford, 1<sup>st</sup> Edition.

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **Elective – I - 506**

### **FINANCIAL MARKETS AND SERVICES(F)**

#### **COURSE OBJECTIVE :**

To explain the structure of Indian Financial System.

To understand leasing, hire purchase, Mutual funds.

#### **UNIT - I :STRUCTURE OF INDIAN FINANCIAL SYSTEM :**

Indian Financial System – Structure, Functions, Types of Financial Markets, Securities traded in Financial Markets, Regulatory Institutions and their functions– RBI & SEBI, Global Financial Markets

#### **UNIT - II :PRIMARY AND SECONDARY MARKET :**

Primary Market – Introduction, Book Building, Free Pricing, Underwriting, On-Line IPOs, e-Prospectus; Secondary Market – Organisation of Stock Exchanges, NSE, BSE and OTCEI, Listing of Securities, Trading and Settlement, Internet Trading, New financial instruments.

#### **UNIT - III :LEASING AND HIRE PURCHASE :**

Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

#### **UNIT - IV :NON FUND FINANCIAL SERVICES :**

Non- Fund Based Financial Services – Credit Rating, Factoring and Forfaiting, Merchant Banking – Definition, Features, Mechanism, Types.

#### **UNIT - V :MUTUAL FUNDS:**

Mutual Funds – History, Definition, Classification, Advantages and Disadvantages, Estimating the Net Asset Value, Mechanics of MF Operations, Functions of AMC, Evaluating Mutual Funds.

#### **SUGGESTED BOOKS :**

1. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House
2. Madura, Financial Institutions and Markets, Cengage Learning
3. M.Y. Khan, Financial Services, Mc Graw Hill
4. Dr. S.Guruswamy, Financial Services and Markets, Thomson
5. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mc Graw Hill

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **Elective – I - 506** **SERVICES MARKETING (M)**

### **COURSE OBJECTIVE :**

It focus on targeting and position of services.

It helps the students to know the consumer behavior in services

### **UNIT – I : NATURE AND SCOPE OF SERVICES :**

Introduction, meaning of services, 7Ps of service marketing, 4 I's characteristics of services, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries.

### **UNIT – II : SEGMENTING AND TARGETING OF SERVICES :**

Introduction, Need for segmentation of services, bases of segmentation of services, segmentation strategies in service marketing, need for targeting, Approaches to Target Marketing.

### **UNIT – III : POSITIONING OF SERVICES :**

Positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning through Pricing Strategies, Positioning through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies

### **UNIT – IV : CONSUMER EXPERIENCE IN SERVICES MARKETING :**

Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight

### **UNIT – V : EMERGING ISSUES IN SERVICES MARKETING :**

Introduction, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

### **SUGGESTED BOOKS :**

- 1) Services Marketing - Valarie Zeithaml, Mary Bitner – 6<sup>th</sup> Edition - TMH
- 2) Services Marketing – Rampal Gupta - Galgotia Publications.
- 3) Services Marketing - Christopher Lovelock – Pearson Publications
- 4) Adrian Payne- The Essence of Service Marketing, Prentice- Hall of India,
- 5) Hellen Woodruffe - Service Marketing, Macmillan India Ltd. Delhi, 1997.

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **Elective - I - 506 ORGANIZATION DEVELOPMENT (HR)**

### **COURSE OBJECTIVE:**

This course offers an exploration of the field of OD through its human and social process and address new management and OD paradigms in rapidly changing context of Globalization and Organizational Change.

### **UNIT – I : INTRODUCTION:**

Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

### **UNIT – II : OD MODELS:**

Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work.

### **UNIT – III : OD PROCESS :**

The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps to Transforming an Organization.

### **UNIT – IV : OD INTERVENTIONS:**

Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching and Counseling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building.

### **UNIT – V : APPLICATIONS OF OD :**

Socio-Technical Systems, Self-Managed Teams, MBO and Appraisal, Quality Circles, Quality of Work Life, Total Quality Management, Self-Design Systems, High Performance work systems.

### **SUGGESTED BOOKS:**

1. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2006, Pearson Education.
3. Thomas G. Cummings, Christopher G Worley, “Organization Development and Change”, 2007, Thomson, 8th Ed.
4. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books.
5. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books.

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **Elective - II - 507**

### **ANALYSIS OF AND INVESTMENT IN FINANCIAL ASSETS (F)**

#### **COURSE OBJECTIVES:**

The objective of the course is to provide the students with a basic view of valuation and investment in financial assets.

To explain the basic concepts of risk and return and various methods of analysis.

To explain the concept of portfolio and the various portfolio theories and evaluation methods.

#### **UNIT – I: INTRODUCTION:**

Definition of Investment; Real vs. Financial assets; Investment, Speculation, Hedging and Arbitraging. Par Value, Book Value, Market Value and Intrinsic Value of Financial of Assets. Sources of investment information. Factors to be considered in investment decisions-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept of returns – realized return and expected return. Concept and Types of risk. Measurement of Risk -Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Behavioural aspects of investing. An overview of approaches to security analysis - Fundamental Analysis; Technical Analysis and Efficient Market Hypothesis.

#### **UNIT – II: VALUATION OF FIXED INCOME SECURITIES :**

Features and types of fixed income securities. Bond yield measures - Current yield, holding period return, YTM, AYTM and YTC. Bond duration, Valuation of deep discount bonds. Bond price theorems.

#### **UNIT – III: - VALUATION OF COMMON STOCK:**

Features of Common Stock. Approaches to valuation of Common Stock. Dividend Discount Model, Earnings Capitalization Models, Price-Earnings Multiplier Approach Systematic and Unsystematic Risk, Capital Asset Pricing Model (CAPM).

#### **UNIT – IV: BASIC PORTFOLIO THEORY:**

Concept of portfolio, return and risk. Harry Markowitz's Portfolio Theory – The concept, assumptions, merits and demerits. Risk and return of two assets portfolio. Construction and evaluation of Minimum Risk Portfolio.

#### **UNIT – V: EVALUATION OF PORTFOLIO:**

Measures of return – Types of Formula Plans: Constant – Rupee – Value Plan, Constant Ratio Plan, Variable Ratio Plan; Rupee-Cost Averaging; Risk – Adjusted Measures of Performance: Sharpe's Reward – to – Variability Ratio, Treynor's Reward – to – Volatility Ratio, Jensen's Differential Return Measure.

#### **SUGGESTED BOOKS:**

1. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3<sup>rd</sup> Ed.
3. V.K. Bhalla, "Fundamentals of Investment Management", S. Chand & Company Ltd.
4. R.P. Rustagi, "Investment Management", Sultan Chand & Sons.

## **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

5. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.

### **Elective – II - 507 RETAIL MANAGEMENT (M)**

#### **COURSE OBJECTIVE :**

This course introduces the role of retailing and various formats and theories. It focuses on distribution management.

#### **UNIT – I : INTRODUCTION TO RETAIL MANAGEMENT :**

Retailing: Role, Relevance and Trends - Introduction to retailing - Types of Retailing, Characteristics of Retailing, Functions and activities of Retailing. Emergence and growth of Retailing in India, FDI in Indian Retailing.

#### **UNIT – II : RETAIL FORMATS AND THEORIES :**

Traditional retail formats – cooperatives and Government and Modern Retail formats in India; Emergence of Malls in India; Franchising – Types of Franchising, Advantages and disadvantages of franchising; legal issues in franchising in India. Theories of Retail Development – Environmental theory, cyclical theory, conflict Theory and Concept of Life cycle in retail

#### **UNIT – III : MERCHANDISE MANAGEMENT :**

Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

#### **UNIT – IV : RETAIL STORE DESIGN :**

Store layout, significance of Store layout, types of store layout, layout selection - Chief Considerations, Need and Importance of Store Environment, Visual Merchandising, Promotions Strategy, Retail Communication Mix and POP Displays.

#### **UNIT – V : DISTRIBUTION MANAGEMENT :**

Role and functions of channels of distribution, selecting channel Members – Criteria; Motivating the Channel participants, controlling channel participant, Managing Channel Conflicts, Physical Distribution System.

#### **SUGGESTED BOOKS :**

1. Retailing Management - Swapna Pradhan – Tata Mcgraw Hill
2. Contours of Retailing Management - S.A. Chunawalla - Himalaya Publishing House
3. Retail Management - Gibson G. Vedamani – Jaico Books
4. Retail Marketing Management - Second Edition – David Gilbert - Pearson Education
5. The Art of Retailing - A. J Lamba - Tata Mcgraw Hill
6. Sales and Distribution Management - Dr. S. Gupta - Excel Books
7. Sales and Distribution Management - Panda & Sahadev - Oxford University Press

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **Elective – II - 507**

### **PERFORMANCE APPRAISAL AND COUNSELLING (HR)**

#### **COURSE OBJECTIVE:**

This course offers an understanding of employee performance and measures to improve through HRD.

#### **UNIT – I : INTRODUCTION :**

Performance Appraisal – Concept, Definition, Philosophy, Nature, Scope purpose, Uses, Benefits, Components, objectives and systems.

#### **UNIT – II : PLANNING PERFORMANCE :**

Performance Appraisal – Employer and Employee perspective, performance appraisal versus performance management and merit rating. Identifying performance dimensions, KPA's and performance planning, Performance Appraisal process. Developing an effective appraisal program. Issues in appraisal design.

#### **UNIT – III : PERFORMANCE MEASUREMENT :**

Methods of Performance Appraisal, Pro's and con's of 360 Degree Appraisal. Types of Appraisal Interviews and Conducting Appraisal Interviews. Barriers to effective appraisal and overcoming barriers to appraisal.

#### **UNIT – IV : IMPROVING PERFORMANCE :**

Identifying sources of ineffective performance. Performance Diagnosis, factors that influence performance, legal issues in Performance Appraisal. Strategies to improve performance.

#### **UNIT – V : COUNSELLING :**

Employee counselling, characteristics of people with good mental health, need and functions of counselling, manager's role in counselling. Types of counselling.

#### **SUGGESTED BOOKS :**

1. David A Decenzo, Stephen P Robbins, "Fundamentals of Human Resource Management", Wiley Publications.
2. Snell / Bohlander, "Human Resource Management", Thomson.
3. Luis R. Gomez Mejia, David B Balkin, Robert L. Cardy, "Managing Human Resources, PHI Pvt. Ltd.
4. John W Newstrom, "Organizational Behaviour", Mc Graw Hill.
5. L.M. Prasad, "Principles and practices of Management", Sultan Chand & Sons.



**BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

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**VI SEMESTER**

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **INTELLECTUAL PROPERTY RIGHTS (IPR) –601**

### **COURSE OBJECTIVES :**

This course offers an understanding into IPRs.

It focuses on Infringement of IPR and its remedies.

### **UNIT – I : INTELLECTUAL PROPERTY RIGHTS :**

Introduction, Need for intellectual property right (IPR), Genesis and Development IPR in IPR in India & abroad with some important examples of IPR. Kinds of Intellectual Property (OR) Major Forms of IP (Copyright, Patent, Trade Marks, Design, Geographic Indication, Semi Conductor's & Plant Varieties) Major international documents relating to the protection of IP, Economic importance of Intellectual Property.

### **UNIT – II : TRADE MARKS & PATENTS :**

**Trade Marks :** Meaning and historical development. Need of Trademarks. Functions of marks (Commercial Aspect & Consumer aspect). Kinds of Trademarks, Procedure for registration, Rights of Registered Trademark Owners. Assignment and licensing of marks & Infringement, Trade Marks Registry and Appellate Board.

**PATENTS :** Meaning and Historical Development, Criteria for obtaining Patents and Non Patentable Inventions, Procedure for Registration, Terms of Patent and Rights of Patentee, compulsory license and revocation, Government use of Patent, Infringement of Patents and Exceptions to Infringement, Remedies and Patent Office and Appellate Board.

### **SUGGESTED BOOKS :**

1. P. Narayanan: Patent Law, Eastern Law House, 1995.
2. Choudary Skp & Saharay HK "Laws of Trade Marks" Copy right patents and design part 1 part 2 Kamal Law House, Calcutta.
3. Roy Chowdhary, S.K. & Other: Law of Trademark, Copyrights, Patents and Designs, Kamal Law House, 1999.
4. David Bainbridge "Intellectual Property Rights" Person Education.
5. Dr. G.B. Reddy, Intellectual Property Rights and the Law 5th Ed. 2005 Gogia Law Agency.
6. Groves PJ "Intellectual Property Rights and their Valuation" A Hand Book for bankers, companies and their Gresham Books.

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **STARTUP MANAGEMENT - 602**

### **COURSE OBJECTIVE:**

It helps the students to acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.

### **UNIT – I : ENTREPRENEUR AND ENTREPRENEURSHIP :**

Evolution of the Concept of Entrepreneur. Characteristics of an Entrepreneur. Distinction Between an entrepreneur and a Manager. Functions of an Entrepreneur. Traits/ Qualities of Entrepreneurs: Types of Entrepreneurs. Role of Entrepreneurship in Economic Development. Growth of Entrepreneurship in India. Problems and Development of Rural Entrepreneurship.

### **UNIT – II : ROLE OF SUPPORT INSTITUTIONS & MANAGEMENT OF SMALL ENTERPRISES :**

Entrepreneurship Development Programmes (EDPs) –Phases of EDP's and Evaluation of EDPs. Institutional Finance to Entrepreneurs like Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SISI, SIDCs, SIDBI, and EXIM Bank and venture capital firms. Role of Small Enterprises in Economic Development. Ownership Structures, MSME act.

### **SUGGESTED BOOKS :**

1. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH, Millenium Edition.
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises" 2006, Pearson Education.
4. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. Cengage Learning.
6. Longencker, Morge, Mitchell, "Managing Small Business", Sage South Asia Edition.

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **BUSINESS POLICY AND STRATEGY - 603**

### **COURSE OBJECTIVE :**

To acquaint the students with understanding the business environment and design strategies to meet challenges.

It focuses on designing plans and policies.

### **UNIT – I :INTRODUCTION TO BUSINESS POLICY AND STRATEGY :**

Strategy, Strategic Management Process, Establishing Corporate directions – Vision, Mission and Objectives. Crafting and Executing Business Policy and Corporate Planning. Strategic Intent, Strategy decision making.

### **UNIT –II :ENVIRONMENTAL ANALYSIS FOR BUSINESS POLICY FORMULATIONS :**

Evaluating a Company's External and Internal Environmental analysis for creating business policy and strategy, Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Industry analysis; Stages of Industry Life Cycle.

### **UNIT – III :STRATEGY FORMULATION :**

Strategy Formulation; Business-Level, Functional Level Strategy, Strategy analysis and choices Competitive analysis and advantages: Generic strategies, Choice based strategies, Tailoring Strategy to fit specific industry, Strategy for Leaders, Challengers, weak crisis Businesses.

### **UNIT – IV :ALTERNATIVE STRATEGY DEVELOPMENT :**

Strategy Alternatives; Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Using Offensive and defensive strategies. Outsourcing Strategies, Growth and Drivers of outsourcing. Market diversification strategies.

### **UNIT – V :STRATEGY IMPLEMENTATION AND CORPORATE ETHICS :**

Strategy Implementation: Evaluation and Control, Corporate Culture and Promoting S M A R T governance. Re-Designing Organizational Structure and Controls, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

### **SUGGESTED BOOKS:**

1. Arthur A Thompson Jr, Strickland “Strategic Management- Concepts and Cases” TATA McGraw Hill Company Ltd, Second Reprint 2010, New Delhi.
2. P. Subba Rap, “Business Policy and Strategic Management” HPH, 2017.
3. Fred R. David, “Strategic Management” 2008, 12<sup>th</sup> Edition, PHI Learning Limited, New Delhi.
4. Michael Porter, “Competitive Strategy” 2005 Reprint, Free Press, London.
5. R.M.Srivastava, “Management Policy and Strategic Management- Concepts, Skills and Practices” 2014, Revised edition, H P H , Hyderabad.

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **BUSINESS ANALYTICS - 604**

### **COURSE OBJECTIVE:**

The objective of the course is to provide an understanding of basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.

### **UNIT - I: INTRODUCTION TO BUSINESS ANALYTICS :**

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data.

### **UNIT - II: DESCRIPTIVE ANALYTICS :**

Over view of Description Statistics (Central Tendency, Variability), Data Visualization-Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.

### **UNIT - III: PREDICTIVE ANALYTICS :**

Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modeling.

### **UNIT - IV: PRESCRIPTIVE ANALYTICS :**

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.

### **UNIT - V: PROGRAMMING USING R.**

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

### **SUGGESTED BOOKS:**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition, 2017.
3. Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
4. Sahil Raj, Business Analytics, Cengage Learning.

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **Elective – III - 606 BANKING AND INSURANCE SERVICES (F)**

### **COURSE OBJECTIVES:**

The course helps the students to know about banking and its regulations.  
It focuses on latest trends in banking and insurance.

### **UNIT-I :INTRODUCTION TO BANKING:**

Evolution of Commercial Banking in India, Definition of Banker, Customer, Functions of Reserve Bank and Commercial Bank. Emerging role of bankers and Role of Banks in Economic development, Reforms in banking sector, Global financial crisis & Indian banking sector.

### **UNIT-II :BANKER CUSTOMER RELATIONSHIP :**

Banker and customer relationship, Procedure for opening account, different types of loans & advances, Operation of banking, cheques crossing and endorsement, Types and rules of crossing, principles of sound lending.

### **UNIT-III :REGULATION AND INNOVATION IN BANKING SYSTEM :**

Commercial Bank, credit allocation policies, Types of banks, Branch banking, Unit banking, Group banking, RRB, Co operative banks, micro, NABARD, IDBI.  
Latest trends in banking ATM, E-banking, mobile banking, E-payment, credit card, online banking, plastic money, electronic purse, digital cash, EFT, ECS (Electronic Clearing System), Safeguard for Internet Banking, comparison of traditional banking and E-banking. MSME'S, role of foreign banks, advantages & disadvantages of foreign banks.

### **UNIT-IV :INTRODUCTION TO INSURANCE :**

Definition and nature of insurance, Role, importance and functions of insurance.  
Meaning of insurance and re-insurance, principles of insurance, types of insurance, globalization of insurance and insurance sector reforms in India.  
IRDA Insurance Regulatory & Development Authority Duties; powers; functions of Authority.

### **UNIT-V : LIFE AND GENERAL INSURANCE :**

Life insurance- procedure for issuing a policy, policy loans revival  
The concept of life insurance, life insurance products- traditional and market related, pension plans, group insurance, tax treatment of life insurance, claims settlement, General insurance types- health, accident, motor and fire insurance.

### **SUGGESTED BOOKS:**

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P. Agarwal, Himalaya Publishing, 2010.
3. Bank Financial Management, IIBF, Macmillan 2010.

## **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

4. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
5. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
6. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16<sup>th</sup> Edition

### **Elective – III – 606**

### **BRAND MANAGEMENT AND BUYER BEHAVIOUR (M)**

#### **COURSE OBJECTIVE :**

The course introduces significance to branding.  
It focuses on buyer behaviour and decision making.

#### **UNIT – I :INTRODUCTION TO BRAND MANAGEMENT :**

Concept of Branding, Significance of Branding, Brand – Types, Difference between Product and Brand; Branding Challenges ; Overcoming Branding Challenges; E- Branding.

#### **UNIT – II :BRAND EXTENSION :**

Concept of Brand Extensions, Types of Brand Extensions, Need for Brand Extensions, Pros and Cons of Brand Extensions, Category – related Extensions, Image –related Extensions, Unrelated Extensions.

#### **UNIT – III : BRAND EQUITY :**

The concept of Brand Awareness, Brand Identity, Brand Image, Brand Personality  
Brand Equity; Creating brands in a competitive market; Brand Positioning & Repositioning, Brand Associations, Using Brand Elements to create brand equity.

#### **UNIT – IV : INTRODUCTION TO BUYER BEHAVIOUR :**

Understanding the Basics of Buyer Behaviour, Types of Buying Decision Behaviour, Black – Box Model of Consumer Behaviour.

#### **UNIT – V : BUYER DECISION PROCESS :**

Buyer Decision Making: Problem Identification, Information search, Sources of Information, evaluation of alternatives, purchase decision, Post-purchase Behaviour.

#### **SUGGESTED BOOKS :**

1. Brand Management - Gulnar sharma, Karan Singh Khundia – Himalaya Publishing House
2. Brand Management: Principles and Practices - Kirti Dutta - Oxford University Press.
3. Brand Management: The Indian Context - YLR Moorthi - Vikas Publishing House
4. Consumer Behaviour - Schiffman and Lannik – PHI
5. Consumer Behaviour - Suja Nair - Himalaya Publishing House

# **BBA - III Year (V & VI Semester) Syllabus 2016 - 2018**

## **Elective – III - 606**

### **LEADERSHIP AND CHANGE MANAGEMENT (HR)**

#### **COURSE OBJECTIVE:**

This course offers an understanding into Leadership Activities and its influence on the Management of change in the organisations.

#### **UNIT – I: INTRODUCTION :**

Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organisational performance.

#### **UNIT – II: LEADERSHIP STYLES AND THEORIES :**

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Trait and Path – Goal theories of leadership.

#### **UNIT – III: ORGANISATIONAL CHANGE :**

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model.

Individual and organisational barriers to change management and overcoming the barriers to change management.

#### **UNIT – IV: INFLUENCE OF CHANGE :**

Six belief changers that Influence change, organisational change through influencing individual change.

Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

#### **UNIT – V: ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT :**

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

#### **SUGGESTED BOOKS:**

1. S. Chandan, "Organisational Behaviour", Vikas Publishing House Pvt. Ltd. 3<sup>rd</sup> Edition
2. Herbert G. Hicks and C. Ray Gullett, "Theory and Behavior", McGraw Hill.
3. Andrew I Dubrin, "Research Findings, Practice and Skills", Houghton Mifflin Company, 3<sup>rd</sup> Edition.
4. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.



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5. Adrain thornhill, Phil Lewis, Mike Millmore, Mark Saunders, "Managing Change – A Human Resource Strategy Approach", Pearson Education, 2006.
6. Nilakant V and Ramnarayan, "Managing Organizational Change", Response Books, 2006.

### **Elective – IV- 607**

### **RISK ANALYSIS AND MANAGEMENT (F)**

#### **COURSE OBJECTIVE :**

This course enables the students to understand the Risk associated with Financial Institutions and helps to manage risk effectively.

#### **UNIT - I: INTRODUCTION :**

Risk, Risk Management, objectives and tools of Risk Management. Principles of Risk Management and Risk Management process.

Risks associated with Financial services firm – Product and Capital Market Risk. Risk Reporting: Internal and External reporting.

#### **UNIT – II : MEASUREMENT & MANAGEMENT OF FINANCIAL RISK :**

Types of Risk and Management, Value – at – Risk (VaR), stress testing and back testing. Cash flow – at – Risk (CaR).

Management of Credit Risk, Liquidity Risk, Interest Rate Risk and Exchange Rate Risk. Asset – Liability Management – need and significance. RBI guidelines.

#### **UNIT – III : FORWARD AND FUTURES CONTRACTS TO MANAGE RISK :**

The concept of Derivatives and types of derivatives. The role and significance of derivative's in managing risk. Participants in Derivative Markets: Individuals, speculators, Hedgers and Arbitrageurs.

Forward contracts. Definition features, their utility in risk management. Limitations of Forward contracts. Futures contracts: Definition, features and their utility in Risk management limitations. Clearing House initial & Daily Margins and Marking to the market. Differences between Forward and Futures contracts.

#### **UNIT – IV : SWAPS AND OPTIONS TO MANAGE RISK:**

Swaps, Concept of Swap. Types of Swaps: Interest Rate and Currency Swaps. The process of Managing Risk using Swaps.

**Options :** Definition, terminology, types of options : call, puts, Americans, European options.

Options in the money, out of money and at the money. Black and Scholes option pricing model: Assumptions and limitations.

#### **UNIT – V : FINANCIAL ENGINEERING :**

Concept, scope of financial engineering. Factors contributing to growth of Financial Engineering: Environment and intra firm factors. Tools of Financial Engineer: New product development and New Product Strategy.

#### **SUGGESTED BOOKS :**

1. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.
2. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
3. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006, Taxmann

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4. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
5. John. F. Marshall & Vipul.K.Bansal, "Financial Engineering: A Complete guide innovation", PHI.

### **Elective – IV - 607**

#### **ADVERTISING, PERSONAL SELLING AND SALES PROMOTION (M)**

##### **COURSE OBJECTIVE :**

It helps the students to understand the important of advertisements for promotion of products.  
It focuses on media planning and personal selling.

##### **UNIT – I : INTRODUCTION :**

Introduction a promotion mix, Elements of Promotion mix, types of promotion budget, promotion Strategies – Push Strategy and Pull Strategy.

##### **UNIT – II : CREATION OF ADVERTISEMENT :**

Model of mortally Communication decision process. Advertisement, Types of Advertisements. Concept of creativity. Creative Approaches and Execution styles.  
Advertisement Appeals – Emotion and Rational Appeals.

##### **UNIT – III : MEDIA PLANNING :**

Media planning, Types of Media, Media Vehicles, Media Concentration V/s Media Disruption.  
Media scheduling.

##### **UNIT – IV : PERSONAL SELLING :**

Introduction to personal selling, Role and Importance of Personal Selling, Theories of Personal Selling. Personal Selling process. Personal Selling in Service Industry.

##### **UNIT – V : SALES PROMOTION :**

Sales Promotion – Objectives Types of Sales Promotion – Trade oriented Sales Promotion and Consumer Oriented Sales Promotion.  
Consumer Sales Promotion Tools : Off – Self Offers, Price Promotions, Premium Promotions.

##### **SUGGESTED BOOKS:**

1. Belch & Belch, "Advertising and Promotion", TMH.
2. S.A. Chunawalla, "Advertising Management", HPH.
3. Aaker, Kumar, "Advertising Management", PHI.

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## **Elective – IV - 607 EMPLOYEE RELATIONS (HR)**

### **COURSE OBJECTIVE:**

The main aim of this course is to introduce students to the theories and practices of Industrial Relations. The module examines the relationship existing between employer and employee.

### **UNIT – I : INDUSTRIAL RELATIONS:**

Concept, Definition, Objectives, Scope, Approaches, Principles. Factors affecting employee stability. Employee Relations at Workplace, Culture.

### **UNIT – II : INDUSTRIAL CONFLICT:**

Causes of Industrial Disputes, Machinery for settling of disputes – Negotiation, Conciliation, Mediation, Arbitration and Adjudication. Grievance Handling: Causes of grievances – Guidelines for grievance handling – Grievances Redressal procedures. Employee Discipline: Causes of indiscipline – Code of discipline – Disciplinary procedure – Code of conduct. Collective Bargaining.

### **UNIT –III : EMPLOYEE RELATIONS:**

Changing concept of management and labour relations; Laws, development of the idea of social justice, limitation of management prerogatives, increasing labour responsibility in productivity. Joint consultation in India. The employment relationship, Employee relations, Managing employee relations, Employee voice.

### **UNIT –IV : TRADE UNIONISM AND INDUSTRIAL RELATIONS:**

Labour movement: Trade union movement, Functions and problems of trade unions. International Labour Movement: International Confederation of Free Trade Unions (ICFTU), World Federation of Trade Unions (WFTU), International Labor Organization's (ILO). Worker's Participation in Management – Forms.

### **UNIT –V : WAGE LEGISLATION AND ADMINISTRATION:**

Wage Legislation and Administration: The need for wage legislation, payment of wages Act-1936, The minimum wages Act-1948, The payment of Bonus Act- 1965, Equal remuneration Act-1976. Managing the work environment, Health and safety management.

### **SUGGESTED BOOKS :**

1. Mamoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 1998.
2. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2010, Pearson Education, New Delhi.
3. Pylee. M.V and Simon George, "Industrial Relations and Personnel Management" ,Vikas Publishing House (P) Ltd., New Delhi,1995

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4. Michael Armstrong, "Essential Human Resource Management Practice" Kogan Page Limited, 2010
5. Srivastava, "Industrial Relations and Labour Laws", Vikas, 4TH edition, 2000.

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