



**JHARKHAND UNIVERSITY OF TECHNOLOGY,  
RANCHI**

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**SYLLABUS  
FOR  
BACHELOR OF BUSINESS ADMINISTRATION  
(B.B.A.) PROGRAMME  
(THIRD YEAR-5<sup>th</sup> and 6<sup>th</sup> Semester)  
Effective from Academic Year 2022-23**

**BBA IIIrd YEAR  
5<sup>th</sup> SEMESTER**

**SUBJECT: STRATEGIC MANAGEMENT [SM]  
SUBJECT CODE: BBA501 (CCC)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

### **Course Objectives:**

To familiarize the students the concept and process of strategic management and to emphasize the monitoring of external opportunities and threat in the light of corporation's strengths and weaknesses.

### **Learning outcomes:**

1. To appraise the environment to determine the long – run strategies.
2. To examine different strategies applied in organizations at different levels.
3. To correlate corporate strategies in action in organizations.
4. To employ the Intellectual curiosity for successful performance of a corporation

### **UNIT 1:**

**An overview of Strategic Management-**Concept, evolution of strategic management as a discipline, characteristics of strategic management, strategic management model

### **UNIT 2:**

**Environmental Appraisal-**Concept, environment appraisal, importance of environmental appraisal, Strategic analysis and choice, environmental threat and opportunity profile (ETOP), SWOT analysis, porter's five forces model of competition

### **UNIT 3:**

**Corporate level strategies-**Grand strategies, stability strategies, expansion strategies and issues related with all these strategies, Process of strategic choice, corporate-level strategic analysis, business-level strategic analyses, subjective factors in strategic choice

### **UNIT 4:**

**Strategic implementation & Strategy Evaluation-** Issues in implementation, types of strategic implementation techniques, Importance, strategy evaluation tools, role of organizational systems in evaluation

### **UNIT 5: New Business Models**

Strategies for Internet Economy, E-commerce environment, E- commerce businessmodel

**REFERENCE BOOKS:**

1. Business policy and strategic Management, AzharKazmi, Tata McGraw-Hill
2. Strategic management and business policy, William F. Glueck, Tata McGraw-Hill
3. Strategic Management, Michael Porter, Prentice Hall of India
4. Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books

**SUBJECT: INTEGRATED MARKETING COMMUNICATION [IMC]****SUBJECT CODE: BBA502 (CCC)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The purpose of this course is to impart to the students' knowledge of the tools of IMC and their utilization by the marketer to achieve market campaign and to provide learning to the students about the role of advertising and other promotional tools.

**Learning outcomes:**

- 1.To analyze the tools of Marketing communication and their application.
2. To Know and create a comprehensive and integrated Marketing Communication plan to target the market.
- 3.Develop an integrated cross-media strategy to deliver the brand promise to the target audience through an IMC campaign for a brand.
- 4.Critically evaluate the effects of communication and the results of IMC Campaign to determine its success.

**Unit 1:**

**An Introduction to Integrated Marketing Communication (IMC)**-Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour Case Study

**Unit-2:**

**Communications Process**-Source, Message, Channel. Marketing Communications – Meaning and Process. Attention, Interest, Desire, and Action (AIDA) Model and its role in developing effective marketing communication strategies. Marketing Communication Tools and their significance.

**Unit-3:**

**Advertising**-Objectives; Social, Ethical and Legal aspects of Advertising; Recent Modes of Advertising – Digital Media, Social Media, Mobile Advertising. Sales Promotion –Types and Methods; Opportunities and Challenges in Sales Promotion. Publicity – Meaning, Objectives and tools. Public Relations – Importance and Strategies to build good Public Relations. Marketing Communications for Image Management and Reputation Management.

**Unit-4:**

**Media Planning and Strategy**-Overview, Print and support media; Mass media & print media. Newspaper- Classification, Strengths and Limitations. Outdoor media- Types, merits and demerits. Broadcast media- Television, Radio and Films, their strengths and weaknesses. Preparing the media plan. Steps involved and Problems encountered. Advertising Agencies-Types and their function; Role and Services offered.

**Unit-5:**

**Integrated Approach to Marketing Communications**-Overview, Role in Marketing Success; Model, Tools. Budgets, Objectives and Evaluation- Setting communication objectives; The DAGMAR approach. Budgeting for Marketing Communications. Measuring the communication effectiveness. Planning and Implementation of a Creative Strategy for IMC. Examples of IMC. Recent Trends in IMC.

**REFERENCE BOOKS:**

1. Belch and Belch, Advertising & Promotion, Tata McGraw Hill Publishing.
2. Kotler, Philip, Marketing Management, Prentice – Hall of India.
3. Blythe and Blythe, Marketing Communication, Pearson Education India, New Delhi.
4. Shah, Kruti and D'Souza, Alan, Advertising & Promotions: An IMC perspective, Tata McGraw Hill.

**SUBJECT: ORGANIZATIONAL CHANGE AND DEVELOPMENT[OCD]  
[Elective-A]**

## **SUBJECT CODE: BBA503 (PEC/DEC-1)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The basic objective is to acquaint the students with the concepts underlying organizational change and development and to explore the practice of change management and to examine individual group and organizational reactions to change.

### **Learning outcomes:**

- 1.To acquaint about different approaches to managing organizational change and understand and utilize the competencies to induce and manage changes organization, group and individual levels.
2. To understand the framework Organisational Development and its foundations
3. To design and implement effective intervention strategies and to learn abilities to critically address problems of implementation, responsibility and measurement of effectiveness
4. To understand the contemporary issues in OD

### **UNIT –1:**

**Introduction to Organizational Change and Development-**Definitions & its distinguishing characteristics, Dynamics of planned change, triggers for change, strategies for implementing organizational change. Foundations of OD: Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

### **UNIT 2:**

**Types of Change-**Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behavior Changes and Organizational Performance Changes.

### **UNIT –3:**

**Action Research and OD-**Action Research: A Process and an Approach. Managing OD Process: Diagnosis, Nature of OD intervention; Creating Parallel Learning Structures Change and its Impact: Diagnosis and Resistance to Change; Implementing Change; Strategies and Skills for Communicating Change; Consolidating Change  
Introduction to Organizational Development; Foundations of Organizational Development; Process of Organizational Development; Diagnostic Strategies and Skills; Power, Politics and Ethics in OD; Evaluating change and future of Organizational Development

**UNIT –4:**

**OD Interventions-**An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors. Team Interventions, Intergroup and Third-Party Peace-Making Interventions.

**UNIT –5:**

**Issue in Consultant-Client Relations:** Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, Ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.

**REFERENCE BOOKS:**

1. V. Nilakant and S Ramnaryan , Managing Organisational Change, Response Books, New Delhi.
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York
4. S. Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi

**SUBJECT: FINANCIAL MANAGEMENT[FM]  
[Elective-B]**

## **SUBJECT CODE: BBA503 (PEC/DEC-1)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The objective of the course is to give the knowledge of the meaning, definition and scope of financial management and to provide the basic concepts of financial management and an understanding of financial statement analysis through the different analysis tool.

### **Learning outcomes:**

1. To appraise the area of financial management and its scope.
2. To analyse how funds are determined and explain the different techniques of financial statement analysis.
3. To calculate and solve the required fund of working capital
4. To illustrate the time value of money concept and can apply in decision making process

### **UNIT 1:**

**Nature of Financial Management**-Scope of Finance & Financial Management, Finance Functions, Financial Manager's Role, Objective of Financial Management, Organization Chart of Finance Dept

### **UNIT 2:**

**Analysis of Financial Statements**-Significance of their Preparation, Fund Flow Statement (definition of funds, purpose of preparation, simple numerical exercises) Cash Flow Statement (purpose of preparation, simple numerical exercises), Ratio Analysis (purpose of preparation, types of ratios and their implications for business, simple numerical exercises)

### **UNIT 3:**

**Working Capital Management**-Concept of Working Capital, Characteristics of Current Assets, Factors Influencing Working Capital Requirements, Level of Current Assets (Permanent & Variable Working Capital), Financing of Current Assets, Operating Cycle/ Cash Conversion Cycle, Simple Numerical Exercises

### **UNIT 4:**

**Concept of Value & Return and Capital Budgeting Decisions**-Future Value & Present Value of Single Amount, Annuity. Meaning and Importance of Investment Decisions, Types of Investment Decisions, Techniques for Evaluating Investment Proposals (Discounted Cash Flow Methods- NPV, PI, IRR; Non-Discounted Cash Flow Methods- Payback Period, ARR) Simple numerical exercises

**UNIT 5:**

**Financing Decisions-**

Meaning & Importance of Capital Structure, Factors affecting Capital Structure Capitalisation (Meaning, Theories of Capitalization, Over & under Capitalisation), Dividend Policy Decision: Reason for Paying Dividends, Considerations of Dividend Policy, Stability of Dividends and Forms of Dividends.

**REFERENCE BOOKS:**

1. Chandra, P Financial Management-Theory and Practices, (Tata Mcgraw Hill :New Delhi)
2. Pandey, I.M. Financial Management, (Vikas : New Delhi)
3. Khan, M.Y. Financial Management,(Tata Mcgraw Hill : New Delhi)
4. Reddy, G. Sudarsana Financial Management- Principles and Practice (Himalaya Publishing House)

**SUBJECT: INTERNATIONAL BUSINESS MANAGEMENT [IBM]**

**[Elective-C]**

**SUBJECT CODE: BBA503 (PEC/DEC-1)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher’s Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** To introduce the basic issues associated with international business.

**Learning outcomes:**

1. To assess and advise on business operations and relationships (with JV partners, government agencies) in complex international business environments.
2. To understand the role played by multinational economic and social aid organizations such as the UN, EU, IMF and World Bank in facilitating international trade and business.

**UNIT 1:**



**Overview:** International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness- Financial Perspectives- International monetary systems and financial markets, IMF, World Bank, IBRD, IFC, IDA, existing international arrangements; Globalization and foreign investment- Introduction FDI, national FDI policy framework, FPI, Impact of globalization

## **UNIT 2:**

**Globalization-** Technology and its impact, Enhancing technological capabilities, Technology generation, Technology transfer, Diffusion, Dissemination and spill over, Rationale for globalization, Liberalization and Unification of World economics, International Business theories, Trade Barriers- Tariff and Non Tariff Barriers.

## **UNIT 3:**

**Strategy making and international business-** Structure of global organizations, Types of strategies used in strategic planning for achieving global competitive advantage, Meaning, Concept and scope of distinctive competitive advantage, Financial Integration, Cross border merger and acquisitions.

## **UNIT 4:**

**Socio cultural Environment-** Managing Diversity within and across cultures, Country risk analysis, Macro environmental risk assessment, Need for risk evaluation; Corporate governance, globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications.

## **UNIT 5:**

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

## **REFERENCE BOOKS:**

1. V.K Bhalla and S. Shivaramu; *International Business: Environment and Management*, Anmol Publication Pvt. Ltd., 2003 Seventh Revised Edition.
2. P. Subba Rao, *International Business*, Himalaya Publishing House, 2002 Second Revised Edition.
3. Corl Radriqpes, *International Management – A, Cultural Approach*, South West College Publishers, 2001.
4. Fransis, Cherunilam; *International Marketing*, Himalaya Publication House, 1998.

5. Hibbert, Edgar P; *International Business: Strategy and Operations*, MacMilan Press Ltd.

**SUBJECT: DATABASE MANAGEMENT SYSTEM [DM]  
[Elective-D]  
SUBJECT CODE: BBA503 (PEC/DEC-1)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** This course aims to introduce the core principles and techniques required in the design and implementation of database systems and to develop an understanding of database management system and abilities to use DBMS packages.

**Course outcomes:**

- 1.To use the basic concepts of Database Systems in Database design.
2. To apply SQL queries to interact with Database.
3. To design a Database using ER Modelling and to apply normalization on database design to eliminate anomalies.
- 5.To analyze database transactions and can control them by applying ACID properties

**UNIT – 1:**

**Introduction:** Introduction and applications of DBMS, Purpose of data base, Data, Independence, Database System architecture- Levels, Mappings, Database, users and DBA DATABASE DESIGN: Database Design Process, ER Diagrams - Entities, Attributes, Relationships, Constraints, keys, extended ER features, Generalization, Specialization, Aggregation, Conceptual design with the E-Rmodel.

**UNIT – 2:**

**The Relational Model-** Introduction to the relational model, Integrity constraints over relations, Enforcing integrity constraints, Querying relational data, Logical database design: E-R to relational, Introduction to views, Destroying/altering tables and views. RELATIONAL ALGEBRA AND CALCULUS: Preliminaries, relational algebra operators, relational calculus - Tuple and domain relational calculus, expressive power of algebra and calculus.

**UNIT – 3:**

**SQL-** Basics of SQL, DDL, DML, DCL, structure – creation, alteration, defining constraints – Primary key, foreign key, unique, not null, check, IN operator, Functions - aggregate functions,

Built-in functions – numeric, date, string functions, set operations, sub-queries, correlated sub-queries, Use of group by, having, order by, join and its types, Exist, Any, All , view and its types.

#### **UNIT – 4:**

**Schema Refinement and Normal Forms:** Introduction to schema refinement, functional dependencies, reasoning about FDs. Normal forms: 1NF, 2NF, 3NF, BCNF, properties of decompositions, normalization, schema refinement in database design, case studies.

#### **UNIT – 5:**

**Transactions Management:** Transaction concept, transaction state, implementation of atomicity and durability, concurrent executions, Serializability, recoverability, implementation of isolation, transaction definition in SQL, testing for Serializability.

**CONCURRENCY CONTROL AND RECOVERY SYSTEM:** Concurrency control, lock based protocols, time-stamp based protocols, validation based protocols, multiple granularity. Recovery system - failure classification, storage structure, recovery and atomicity, log- based recovery, shadow paging, buffer management, failure with loss of non-volatile storage, advanced recovery techniques, remote backup systems

#### **REFERENCE BOOKS:**

1. Ramakrishnan, R. and J. Gehrke; Database Management Systems, McGrawHill, Company, Higher Education, 2000.
2. Elmasri, R. and S B Navathe; Fundamentals of Database Systems, Addison Wesley, 2000.
3. Date, C. J.; An Introduction to Database System, Vol. I & Vol. II, Addison Wesley Publishing Company
4. Oracle Developer 2000 by Ivan Bayross, BPB Publishers

**SUBJECT: INDUSTRIAL RELATION [IR]  
[Elective-A]  
SUBJECT CODE: BBA504 (PEC/DEC -2)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher’s Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The objective of the course is to enable the student to become familiar with the concept of industrial relations and its approaches as well as key institutions. The course aims to help the students understand the role and importance of Labour Management Relations.

### **Course Outcomes:**

1. To develop better understanding about the Labour Management Relations practised in industries.
2. To create awareness about all the legal aspects related with Trade Union and unionism.
3. To formulate clear idea and expert view about Collective Bargaining and developing understanding about all the issues related with it.
4. To develop proper understanding and practice of discipline and grievance handling in industrial area.

### **UNIT 1:**

**Labour Management Relations** – Concept, concept of Labour Management Relations, characteristics and objectives of Industrial Relations, Industrial Relation Theories, Industrial Relation in major industrialized economies, characteristics of Indian Industrial relation system.

### **UNIT 2:**

**Trade union and unionism** – Trade union movement in India, concept and definition of trade union, functions of trade union, theories of trade union, Managerial trade unionism, Problems and characteristics of trade unions in India.

### **UNIT 3:**

**Collective Bargaining** – Definition and concept, characteristics and importance, theories of Collective Bargaining, objectives and process of Collective Bargaining, analysis of collective agreements, essential conditions for success of Collective Bargaining.

### **UNIT 4:**

**Workers Participation in management** – Concept and definition, level and forms of participations, workers participation in India, Institutions for participation, pre- requisite for effective participation.

### **UNIT 5:**

**Grievance Handling:** Discipline and grievance handling, work-place discipline, discipline procedure, work-place counselling, types of counselling, counselling process, grievance handling, causes of grievance.

### **REFERENCE BOOKS:**

1. P.N.Singh & Neeraj Kumar, Employee Relation Management, Pearson
2. R.Sivarethinamohan, Industrial Relations and Labour Welfare, PHI learnings
3. P.R.N.Sinha, Industrial relations Trade Unions, and Labour Legislation, Pearson Education
4. A.Monnappa, Industrial Relations, Tata McGraw Hill, New Delhi
5. A.M.Sharma, Industrial Relations, Himalaya Publishing House

**SUBJECT: INVESTMENT BANKING & FINANCE [IBF]**

**[Elective-B]**  
**SUBJECT CODE: BBA504 (PEC/DEC -2)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The objective of course is to expose students to the concept, importance dynamics of investment Finance & Banking. The course also discusses theoretical foundations of investment to the extent these are relevant to understand the mechanics of global business operations and development.

**Course Outcomes:**

1. To understand the importance and relevance of Investment Bankers in any Financial System.
2. To understand the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
3. To understand the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance

**UNIT: 1**

**Introduction-** An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers

**UNIT: 2**

**Issue Management-** Public Issue, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, Book Building process, designing and pricing, Right Issue: promoter's contribution, minimum subscription, advertisements, Investor protection, Broker, sub broker and underwriters.

**UNIT: 3**

**Venture Capital-** Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

**Insurance:** concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology

#### **UNIT: 4**

**Banking concepts-** Different types of banking systems, an overview of Indian banking system, Evolution of commercial banks, Meaning & definition of Banking - features, Classifications; Commercial Bank-concept & role, definition of customer to commercial banks. RBI - its importance, Objective, Credit Control Function; E-Banking: Concept, ATM, Core Banking, Virtual Banking, Electronic Payment System (EPI), Electronic Data Interchange (EDI).

#### **UNIT :5**

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

#### **REFERENCE BOOKS:**

1. M. Y. Khan: Financial Services, Tata McGraw –Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K. Sriram: Hand Book of Leasing, Hire Purchase and Factoring, ICFAI, Hyderabad

**SUBJECT: RURAL MARKETING[RM]  
[Elective-C]  
SUBJECT CODE: BBA504 (PEC/DEC -2)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher’s Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The course aims to familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of agricultural inputs and produce.

#### **Course Outcomes:**

1. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
2. To familiarize with the special problems related to sales in rural markets,
3. To help understand the working of rural marketing institutions.

#### **Unit 1:**

**Concept of Rural Economy and Marketing-** Rural Economy - Rural - Urban disparities, policy interventions required, Rural face to Reforms ; Meaning of Rural marketing, Concept, Phased Evolution, Significance factors, environmental structure and characteristics of the Rural Markets. Rural Vs. urban Marketing rural marketing in India, Rural Marketing Information System

#### **Unit 2:**

**Rural Marketing Challenges and Opportunity-** Rural Consumer, Characteristics, Significance of consumer behavior, Factors influencing Decision Making Process of Rural Consumers, Rural Consumers Buying Decision Process, Shopping habits of Rural Consumer

#### **Unit 3:**

**Rural Marketing Mix Strategies-** Need, Types, Product Life Cycle, New Product Development, Brand Management and Channel Management, Marketing-mix strategies for Indian Rural Markets, Shift in Strategic Perspective for Rural Marketing.

#### **Unit 4:**

**Product and Pricing strategy-** Selection of Markets, Product Strategy, Product mix Decisions, Competitive product strategies for rural markets, Pricing strategy- pricing policies, innovative pricing methods for rural markets, promotion strategy - appropriate media, Designing right promotion mix, promotional campaigns

#### **Unit 5:**

**Emerging Issues in Marketing-** Green Marketing, Sports marketing and Social Marketing Rural Financial Institutions: Regional Rural Banks (RRB), Co-operative Banks, NABARD (National Agricultural Bank for rural Development)

#### **REFERENCE BOOKS:**

1. Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers, 2007
3. CSG Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia. 2009
4. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi
5. Agarwal A.N, Indian Economy, Vikas Publication, New Delhi

**SUBJECT: WEB TECHNOLOGY[WT]  
[Elective-D]  
SUBJECT CODE: BBA504 (PEC/DEC -2)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The course aims to teach students the basics of server-side scripting using PHP and to explain web application development procedures. The course aims to explain how to develop web based applications using JavaScript.

**Course Outcomes:**

1. To create web pages using PHP
2. To identify the difference between the HTML PHP and XML documents.
3. To understand the concept of JAVA SCRIPTS.
4. Understand the JSP and Servlet concepts and to apply JDBC and ODBC technologies to create database connectivity

**UNIT –1:**

**Introduction to PHP:** Declaring variables, data types, arrays, strings, operations, expressions, control structures, functions, Reading data from web form controls like Text Boxes, radio buttons, lists etc., Handling File Uploads, Connecting to database (My SQL as reference), executing simple queries, handling results, Handling sessions and cookies. File Handling in PHP: File operations like opening, closing, reading, writing, appending, deleting etc. on text and binary files, listing directories.

**UNIT – 2**

**Client-side Scripting:** Introduction to JavaScript: JavaScript language – declaring variables, scope of variables functions, event handlers (on click, on submit etc.), Document Object Model, Form validations. Simple AJAX applications.

**UNIT – 3**

**XML:** Introduction to XML, Defining XML tags, their attributes and values, Document type definition, XML Schemas, Document Object model, XHTML  
Parsing XML Data - DOM and SAX parsers in java

**UNIT – 4**

**Introduction to Servlets:** Common Gateway Interface (CGI), Lifecycle of a Servlets, deploying a Servlets, The Servlets API, Reading Servlets parameters, Reading initialization



parameters, Handling Http Request & Responses, Using Cookies and sessions, connecting to a database using JDBC.

## UNIT – 5

**Introduction to JSP:** The Anatomy of a JSP Page, JSP Processing, Declarations, Directives, Expressions, Code Snippets, implicit objects, Using Beans in JSP Pages, Using Cookies and session tracking, connecting to database in JSP.

### REFERENCE BOOKS:

1. Uttam K Roy ,Web Technologies, Oxford University Press
2. Steven Holzner ,The Complete Reference PHP , Tata McGraw-Hill
3. Chris Bates, Web Programming, building internet applications, 2nd edition, Wiley Dremtech
4. Hans Bergsten , Java Server Pages –, SPD O’Reilly
5. Beginning Web Programming-Jon Duckett WROX
6. C. Xavier, Web Technology & Design, New Age International Publishers, 1stEdn, New Delhi, 2004

## SUBJECT: PRODUCTION AND OPERATION MANAGEMENT[POM]

### SUBJECT CODE: BBA505 (SDC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher’s Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-2, Tutorial-1, Practical-2.	End Term Examination Marks: 60

**Course Objectives:** To enable the students to understand the basic principles of Production Management and to help them apply techniques of production management.

### Course Outcomes:

1. This course aids in understanding the role of operations in achieving various competitive capabilities.
2. The students also learn how to help an organization in improving productivity and meeting customer’s competitive capabilities.

## UNIT-1:

**Introduction:** Definition, Objectives, Scope and Functions of production and operations Management, Types of production systems, Transformation process model, Systems perspectives of operations Management and relationship of operations Management with other functional areas.

**Production and Operations Management** - Production and Operation Functions - Manufacturing Systems –Differences Between Manufacturing and Service Operations - Functions of Production and Operations Manager.

#### **UNIT-2:**

**Production Planning and Control:** Steps in PPC – Techniques and levels of Production Planning and Control

Production design and development: Product Design, Factors determining the design of a product, Approaches to product design, Product development process, and factors influencing product development.

#### **UNIT-3:**

**Plant Location and Layout Planning:** Location of Service Facilities -Location Decision - Types of Layout – Factors Affecting Plant Location. Plant location methods

Purchasing and Materials Management- Objectives and importance of Materials Management, Organisation of Materials Management, Factors responsible for providing economy in Materials Management, Steps in Purchasing procedure and methods of purchasing.

#### **UNIT- 4:**

**Inventory Management & JIT:** Inventory management & Analysis, Inventory control, Essentials of a good inventory control system, Factors affecting inventory control policy, Models/ Methods of inventory control-EOQ, Re-order level, ABC analysis, VED analysis, SDE Analysis, HML Analysis, and FSN Analysis

#### **UNIT-5:**

**Plant Maintenance:** Importance of Maintenance Management, types of Maintenance-Breakdown, preventive, predictive, routine and planned Maintenance

**Emerging concepts and issues in Manufacturing Systems:** IT in modern Production Management, Supply chain Management, ERP in Manufacturing systems(Only introduction)

#### **REFERENCE BOOKS:**

1. Aswathappa& Bhat (2013), Production and Operations Management,New Delhi: Himalaya Publishing House.
2. Everett E. Adam, Jr. and Ronals J. E. Ebert (2012),Production and Operations Management: Concepts, Models and Behavior,New Delhi: Prentice Hall of India.
3. S.N. Chary (2011), Production and Operations Management, New Delhi:Tata Mc-Graw Hill Publishing Co. Ltd

## **BBA-IIIrd YEAR**

### **6<sup>th</sup> SEMESTER**

#### **SUBJECT: PROJECT MANAGEMENT [PM] SUBJECT CODE: BBA601 (CCC)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The course aims to help students understand the concepts of Project Management for planning to execution of projects and to make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation. Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.

#### **Course Outcomes:**

- 1.To understand project characteristics and various stages of a project
2. To understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic.
3. To analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
4. To appraise a project and decide whether to carry the project or not
5. To schedule, execute, review and administer the project

#### **UNIT 1:**

##### **Introduction:**

Definition, nature and scope of projects, Classification of projects, Project life cycle, Benefits of project management, Simulation as a technique in project management, Characteristics and types of projects, Gaining importance, project life cycle and its phases. Project selection, non-quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

#### **UNIT 2:**

**Project feasibility analysis-** Introduction of Technical analysis, concept of technical analysis, application of technical analysis. Introduction of Financial analysis, concept of financial

analysis, application of financial analysis.

### **UNIT 3:**

**Project appraisal criteria-** Introduction and concept of NPV(Net Present Value), Introduction and concept of IRR(Internal Rate of Return), Introduction and concept of PBP(Pay Back Period).

### **UNIT 4:**

**Implementation of Project Management and Network technique of project management:** Forms of project management, project planning, project control, human aspect of project management, pre-requisite for successful project implementation. Development of project network, time estimation, network cost system, scheduling when resources are limited, PERT model, CPM model. Concept and Calculation of Path Time, Expected Beginning Time, Earliest Beginning Time, Expected Completion Time, Latest Beginning Time, and Slack Time.

### **UNIT 5:**

**Project Review and administrative aspects-** Initial review, performance evaluation, abandonment analysis, behavioural aspect of capital budgeting, evaluating the capital budgeting system of an organization. Different criteria for project appraisal, Project review and administrative aspects, Environmental appraisal of projects

### **REFERENCE BOOKS:**

1. Chandra. P, Projects planning, analysis, selection, financing, implementation and review, New Delhi, Tata Mc Graw Hill.
2. Adam Everett. E, Ebert Ronald J. Jr, Production and Operation Management, Concepts, Models and Behaviour, Prentice Hall of India (5th Edition)
3. Beenet P Lientz, Kathyn, Project management, Pearson Academic Press,
4. David I Cleland, Project management, McGraw Hill International Edition
5. Gopalakrishnan, Project management, McMillian India Ltd.
6. Prasanna Chandra, Project Management, Tata McGraw Hill

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## **6<sup>th</sup> SEMESTER**

**SUBJECT: CUSTOMER RELATIONSHIP MANAGEMENT[CRM]**

**SUBJECT CODE: BBA602 (CCC)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term

	Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The course aims to make the students understand the organizational need, benefits and process of creating long-term value for individual customers and to disseminate knowledge regarding the concept of e-CRM and e-CRM technologies. The course also enables the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations.

**Course Outcomes:**

1. To understand the basic concepts of Customer relationship management
2. To understand marketing aspects of Customer relationship management.
3. To learn basics of analytical Customer relationship management.
4. To understand basics of operational Customer relationship management.

**Unit 1:**

**Introduction-**Definition of CRM, CRM as a business strategy, elements of CRM, Evolution of CRM, Schools of thoughts on CRM, Relationship Pyramid, Dynamics of Customer Supplier Relationships, Nature and context of CRM, Strategy and Organization of CRM: strategy, The relationship-oriented organization: Mission, Culture, Structure, People, Communication & Information Systems, Significance and Importance of CRM in Modern Business Environment

**Unit 2:**

**Marketing Aspects of CRM-** Customer Knowledge: Value of Customer knowledge, The utilization of data as an asset, From Data to Customer Knowledge, Privacy, Personal Data Protection, Information Policy, Communication & Multi-channels, The Individual Customer Proposition: Customization, Individualization of the product offering, Individualized pricing policy.

Introduction to Relationship Policy: Relationship Policy Per Segment, Relationship policy by relationship phase, The Relationship Policy Translating the relationship policy into contact moments.

**UNIT 3:**

**Analytical CRM-** Relationship data management: Customer Identification, Expanding the size of the customer database, Customer profiling. Data analyses & Data mining, Segmentation & Selections, Retention, cross-selling. Evaluating the effect of marketing activities on the customer value, Lifetime value, Alternatives for lifetime value, Balanced scorecard, Reporting Results.

#### **UNIT 4:**

**Operational CRM-** Call centre management, Internet and website, Direct mail, Effective direct mail message. CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation Choosing CRM Tools / Software Package: Shortlisting prospective CRM vendors, setting evaluation criteria for the appropriate CRM package selection.

#### **UNIT 5:**

**CRM implementation-** CRM systems and Implementation, Implementation of CRM systems Applications in various industries: Applications in manufacturing, banking hospitality and telecom Sectors, Ethical issues in CRM

#### **REFERENCE BOOKS:**

1. E. Peelan, Customer Relationship Management. Pearson Education. ISBN: 978-0273681779
2. B. Ken, Customer Relationship Management: The Handbook of Key Customer Relationship Management. Prentice Hall. ISBN: 9780273650317
3. Alok Kumar Rai, customer relationship management concept & cases, Prentice Hall of India Private Limited, New Delhi. 2011
4. S. Shanmugasundaram, customer relationship management, Prentice Hall of India Private Limited, New Delhi, 2008
5. Kaushik Mukherjee, customer relationship management, Prentice Hall of India Private Limited, New Delhi, 2008

### **SUBJECT: HUMAN RESOURCE DEVELOPMENT[HRD]**

#### **[Elective-A]**

#### **SUBJECT CODE: BBA603 (PEC/DEC-3)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The objective of this course is to help the students to develop an understanding of the concept & techniques and essential functions for human resource development.

#### **Course outcomes:**

1. To develop an understanding of the evolution and functions of HRD
2. To identify the content, process and the outcomes of HRD applications
3. To evaluate and understand diversity issues and their impact on organizations

#### **UNIT – 1**

**HRD-Macro Perspective:** HRD Concept, Origin and Need, HRD as a Total System; Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate.

#### **UNIT -2**

**HRD–Micro Perspective:** Areas of HRD; HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD

#### **UNIT – 3**

**Instructional Technology for HRD:** Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modeling and Self Directed Learning; Evaluating the HRD

#### **UNIT – 4**

**Human Resource Training and Development :** Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.

#### **UNIT – 5**

**Training Methods:** Training with in Industry (TWI): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training; Globalization challenges and Strategies of Training Program, Review on T&D Programmes in India

#### **REFERENCE BOOKS:**

1. Nadler, Leonard : Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York .
2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.

3. Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004.
4. Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
5. Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
6. Rao, T.V: HRD Audit, Sage Publications, New Delhi

**SUBJECT: BANKING CONCEPTS AND PRACTICE[BCP]  
[Elective-B]  
SUBJECT CODE: BBA603 (PEC/DEC-3)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** To provide an insight into main banking Provisions and to impart basic knowledge about the Banking Services& Economy.

**Course Outcomes:**

1. Develop Knowledge and Technical Proficiency in Banking
2. To develop the abilities to analyse the banking environment and make strategy accordingly.
3. To develop an understanding the recent changes and challenges in Banking practices.
4. To detect the role and importance of Banks at domestics and international level
5. To develop the ability to design the strategy and analyse documents thereafter.

**UNIT 1:**

**Introduction:** Definition and Meaning of Banking – Systems of Banking – Branch Banking –Unit banking – Correspondence Banking – Indian Banking – Central Banking – RBI – Origin and growth – Functions – Bank Nationalization in India - Banking Regulation Act – Banking Sector Reforms

**UNIT 2:**

**Banking System & Commercial Banking-** Basic Concepts of Different Types of Banking Systems; An Overview and structure of Indian Banking System, recent developments in banking sector, Basic Concepts of Commercial Banks, Role of Commercial Banks in



Financial Market; Creation of Credit by Commercial Banks and factors affecting credit creation

### **UNIT 3:**

**Commercial Banks and Customer Relationship-** Definition of Customer to Commercial Banks, Features of Contractual Customer Relationship, Customer Orientation, rights of a customer and a banker, protection to collecting and paying bankers under NI Act, banking Ombudsman, consumer forums

### **UNIT 4:**

Reserve Bank of India -Organisation , Management , Functions – NABARD, State Bank of India, Exchange Banks, Commercial Banks, Indigenous Banks, Co-operative Banks, Qualitative Methods of Credit Control.

### **UNIT 5:**

**Information Technology Act 2000:** ATM - RTGS NEFT SWIFT -Digital certificates - Key infrastructure: key infrastructure and Private key infrastructure – e-cheque, Recent Regulations on Commercial Banks in India – prudential norms, Capital adequacy norms and SARFAISI Act 2002.

### **REFERENCE BOOKS:**

1. Tennan M L., Banking : Law and Practice in India, India Law House, New Delhi
2. Legal & Regulating aspect of banking- 2nd Edition IIBF - MACMILLAN
3. Natarajan andGorden - Banking Theory Law and Practice - Himalaya publishing House, Mumbai
4. Paramemeswaran , R. & Natarajan, R. Indian Banking
5. Vaish, M.C. Money, Banking and International Trade Reference Books:
6. K.P.M. Sundharam, P.N. Varshney, Banking Theory Law &Practice - Sultan Chand & Sons -New Delhi.

**SUBJECT: SALES & DISTRIBUTION MANAGEMENT [SM]  
[Elective-C]**

**SUBJECT CODE: BBA603 (PEC/DEC-3)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher’s Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

**Course Outcomes:**

1. To formulate physical distribution system for any business.
2. To appraise the need of warehousing and its various types
3. To design sales management strategy for any business
4. To evaluate the potentiality of different sales territory and to evaluate the performance of sales people

**UNIT 1:**

**Introduction to Physical Distribution-** Concept of physical distribution, function of Distribution channels, types of distribution channels, Steps in Designing a Distribution system

**UNIT -2**

**Warehouse Management and transportation:** Concept of warehouse, Need and benefits of Warehousing, Designing a Warehousing system. Important tasks in Transportation Management, Modes of Transportation. Choosing a Transportation Mode

**UNIT-3**

**Sales Management:** Concept of sales management, concept of personal selling, Objectives of Sales Management, Function of salesperson, Steps involved in selling process

**UNIT-4**

**Territory Management:** Concept of sales territory, Reasons for Establishing Sales Territories, Meaning of sales quota, types of sales quota. benefits of sales quota

**UNIT 5**

**Evaluation:** Standards of Performance (quota, selling expense ratio, call frequency ratio, order call ratio), Comparing Actual Performances with Standard . Methods of evaluating sales people

**REFERENCE BOOKS:**

1. Still, R., Cundiff, E.W. and Govoni, N.A.P. (1976), Sales Management: Decision, Policies and Cases, Prentice-Hall, 3rd Edition (illustrated).
2. Kotler, P. and Armstrong, G. (2007), Principles of Marketing, Pearson Prentice Hall, 12th Edition.
3. Ramaswamy, V. S. and Namakumari, S. (2002), Marketing Management, Macmillan Business Books

**SUBJECT: DATA NETWORKING AND COMMUNICATION[DNC]**  
**[Elective-D]**  
**SUBJECT CODE: BBA603 (PEC/DEC-3)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** To understand the basic concepts of data communication, layered model, protocols and interworking between computer networks and switching components in telecommunication systems

**Course Outcomes:**

1. To understand the basics of data communication, networking, internet and their importance
2. To analyze the services and features of various protocol layers in data networks.
3. To differentiate wired and wireless computer networks
4. To analyse TCP/IP and their protocols.

**Unit-1:**

**Introduction to data communication and networks-** Data communication-data representation, data flow, components. Definition of node, link, branch, network, network criteria. Physical structures-types of connection, working of different network topologies, network configuration and their advantages, concepts and comparison of LAN, MAN, WAN. Switching - concepts of circuit switching, packet switching & message switching and their applications

**Unit-2:**

**Networking protocols and OSI model-** Protocol layering-Scenarios, principles. Logical connection-connection oriented and connection less. Protocols in computer communications, OSI reference model - functions of all layers. Data link control- concept of framing, flow control and error control.MAC protocol- addressing mechanism. Concept of encapsulation and decapsulation.

**Unit-3:**

**Computer Networks-** Local area network-wired LANs features and classification. Ethernet- properties, frame format (IEEE 802.3), addressing, simple problems on addressing .virtual LAN- working, advantages. Access method–CSMA/CD. Token passing LANS- properties, token bus maintenance and working. Token ring properties, mechanism. FDDI –operation, self healing, Wireless LANS - features, Bluetooth architecture (IEEE 802.15). Basic concepts of WIMAX, cellular telephony, satellite networks.

**Unit-4:**

**TCP/IP** -TCP/IP-Model, protocols layers, INTERNET Address, logical address, Physical address, UDP/IP Datagram Format, classes of IP address, Dotted Decimal notation of IP address, basics of IPv4 and IPv6,simple problems on addressing. Address mapping –static mapping, dynamic mapping. ARP- need, methods, need of RARP and ICMP. Definition of fragmentation and reassembly. Features of TCP, relationship between TCP and IP.

**Unit-5:**

**Communication protocols-** Concepts of Ports and Sockets. Domain Name System (DNS) -name system, name space, working of DNS server. Email- architecture, protocols, advantages of IMAP. Basics of FTP, FTP Connections - Control and Data transfer Connection. Frame relay- Need, Working of frame relay, ATM- Architecture, characteristics.

**REFERENCE BOOKS**

1. Data Communications and Networks- 2nd edition -Achyut S Godbole- and Atul Kahate  
Tata McGraw-Hill
2. Data Communications & Networking – 5th Edition- B A Forouzan- Tata McGraw-Hill
3. Computer Networks- 4th Edition- Andrew S Tanenbaum- Pearson-Prentice Hall
4. Computer Networking - James F. Kurose & Keith W. Ross- PEARSON
5. Computer Communications and Networking Technologies - Michael A. Gallo & William M. Hancock- BROOKS&COLE

**SUBJECT: PERFORMANCE & COMPENSATION MANAGEMENT**  
**[PCM]**  
**[Elective-A]**  
**SUBJECT CODE: BBA604 (PEC/DEC-4)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher’s Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers who will develop suitable strategies & policies for performance management and conduct the performance appraisal of their subordinate

**Course Outcomes:**

1. To understand the basic concepts of 'Performance Management' as a tool to measure performance of employees in the workplace
2. To understand basics of managing compensation systems of an organization and understand its application.
3. To articulate his expertise as a good trainer in corporate sectors
4. To formulate the compensation structure in the existing organizations.

**UNIT 1:**

**Performance Management-** Introduction to the concept of Performance Management, Objectives of Performance Management, Prerequisites of Performance Management. Dimensions of Performance Management, Factors affecting Performance Management, Importance of Performance Management, Performance Management System, Characteristics of Performance Management System, Goal Setting Theory & Expectancy Theory.

**UNIT 2:**

**Performance Management Process-** Introduction to Performance Management process, Prerequisites of Performance Management Process, Performance Planning Process, Goal Setting Levels Individual & Corporate level, Needs for Performance Standards, Performance Measurement /Assessment process

**UNIT 3:**

**Performance Appraisal-** Introduction to the concept of Performance Appraisal, Objective of Performance Appraisal , Performance Appraisal Process, Traditional methods of Performance Appraisal, Modern methods of Performance Appraisal, Importance of Performance Appraisal, Need for Employee Development , Methods of Employee Development

**UNIT 4:**

**Compensation Management:** Introduction to Compensation & Compensation management, Objectives of Compensation management, Principles of Compensation management, Importance of good compensation system, Factors influencing compensation levels. Job Evaluation: Meaning of Job Evaluation, Features of Job Evaluation, Importance of Job Evaluation and Methods of Job Evaluation

## UNIT 5-

**Compensation Structure-** Introduction to Wage & Salary, Difference between Wage & Salary, Time & Piece Wage concept Components of pay: Basic pay, Dearness allowance, Incentive plans: Features, Individual & Group incentive plans & fringe benefits Executive Compensation: Meaning, Components of Pay system, New trends in compensation management

### REFERENCE BOOKS:

1. S. Kohil A. S., & Deb T (2008), Performance Management, New Delhi: OXFORD University Press (latest edition).
2. D.K Bhattacharya, , Compensation Management, Second Edition, Oxford University Press Reference books:
3. Michael Armstrong and Angela Baron (2009), Performance Management, Mumbai: Jaico Publishing House
4. T.V Rao, Performance Management and Appraisal Systems, New Delhi: Response books

**SUBJECT: FINANCIAL PLANNING [FP]  
[Elective-B]  
SUBJECT CODE: BBA604 (PEC/DEC-4)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks: 40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** To understand of financial planning and performance concepts relevant to present competitive scenario.

### Course Outcomes:

1. To achieve an understanding of strategic planning, forecasting and budgeting, recall the models of strategic planning with the process, classify the forecasting techniques and demonstrate the budget.
2. To make use of budget to prepare an annual profit plan, analyze performance by using flexible budgets and compare actual results to planned results.
3. To explain the importance and use of standard cost systems, propose performance measures and discuss key performance indicators.
4. To analyse of financial statements for top-level decision making

## **Unit 1:**

**Strategic Planning-** Analysis of external and internal factors affecting strategy, Long-term mission and goals, Alignment of tactics with long-term strategic goals, Strategic planning models and analytical techniques, Characteristics of successful strategic planning process.

## **Unit 2:**

**Budgeting and Forecasting Operations and performance goals** - Characteristics of a successful budget process, Resource allocation, Regression analysis, Learning curve analysis, Expected value, Annual business plans (master budgets) , Project budgeting - Activity-based budgeting - Zero-based budgeting - Continuous (rolling) budgets - Flexible budgeting - Annual profit plan and supporting schedules - Operational budgets - Financial budgets , Capital budgets , Pro forma income , Financial statement projections , Cash flow projections.

## **Unit 3:**

**Cost and Variance Measures-** Comparison of actual to planned results, Use of flexible budgets to analyze performance, Management by exception, Use of standard cost systems, Analysis of variation from standard cost expectations.

## **Unit 4:**

**Responsibility centers and reporting segments-** Types of responsibility centers, Transfer pricing - Reporting of organizational segments

## **Unit 5:**

**Performance Measures-** Product profitability analysis, Business unit profitability analysis, Customer profitability analysis , Return on investment , Residual income , Investment base issues , Key performance indicators (KPIs) , Balanced scorecard

## **REFERENCE BOOKS:**

1. Wiley CMA, excel Learning System, Part 1: Financial Planning, Performance & Analytics
2. Thomas Wheelen, J. David Hunger, Alan N. Hoffman, and Chuck Bamford; Strategic Management and Business Policy: Globalization, Innovation and Sustainability; Pearson
3. Edward Blocher, David Stout, Paul Juras, and Gary Cokins; Cost Management: A Strategic Emphasis; McG raw Hill
4. Charles Homgren, Srikant Datar, and Madhav Rajan , Cost Accounting: A Managerial Emphasis; Pearson

**SUBJECT: INTERNATIONAL MARKETING[IM]  
[Elective-C]  
SUBJECT CODE: BBA604 (PEC/DEC-4)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** The course aims to help students understand the theoretical concepts and different forms of international Marketing and to understand the impact of cultural, political and legal differences on the product and the company.

**Course Outcomes:**

1. To identify the issues related to design and implementation of International Marketing Strategy
2. To relate and analyze factors affecting international marketing environment
3. To analyze the issues and challenges related to market entry and expansion strategies into foreign markets.
4. To develop strategies for international markets.

**UNIT 1:**

**Introduction:** Definition, Scope and Importance of International Marketing, Major issues in International Marketing, Similarities and Dissimilarities between Domestic Marketing and International Marketing

**UNIT 2:**

**Introduction to International Marketing Environment-** Cultural, Political and Legal Environment, Balance of Payments, Process of International Market Selection, Forces affecting global integration and international marketing, The Global Trade Environment

**UNIT 3:**

**International Trade Barriers-** Meaning and Types of Trade Barriers, Meaning and Types of Tariff and Non-Tariff Barriers, Impact of Tariff and Non-Tariff Barriers

**UNIT 4:**

**The International Marketing Mix-** Product and Brand Decisions, Pricing Decisions,



Marketing Channels and Physical Distribution in the context of International Marketing, Global Marketing Communications decisions

Product Adaptation & Standardization, Product Life Cycle in International Marketing, Packaging Direct and Indirect Exporting, Intermediaries in International Marketing, Different types of Transportation modes, Developments in transportation

#### **UNIT 5:**

**Export Incentives-** Types of Export Incentives and Assistance in International Marketing, Management of Risks, ECGC, Export Documentation

Digital Revolution, Strategy and Leadership in International Marketing, Global E-commerce, Value Networks and Disruptive Technologies in the context of International Marketing

The Digital Revolution: New Products and Services, Global Competition and National Competitive Advantage

#### **REFERENCE BOOKS:**

1. F. Cherunilam, International Marketing- Text and Cases, Mumbai, Himalaya Publishing House, 15thEdition
2. R.L Varsheny, and B. Bhattacharya, B., International Marketing Management, New Delhi, Sultan ChandPublication,
3. P.R Cateora, J.L Graham, and P. Salwan, International Marketing, New Delhi, Tata McGraw Hill, 13thEdition

**SUBJECT: FUNDAMENTALS OF ARTIFICIAL  
INTELLIGENCE & MACHINE LEARNING [AI & ML]  
[Elective-D]  
SUBJECT CODE: BBA604 (PEC/DEC-4)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-1, Practical-0.	End Term Examination Marks: 60

**Course Objectives:** This course as a part of specialized business administration programme provides cutting edge fundamental knowledge in the frontiers of artificial technology and machine learning required for a budding professional.

## **Course Outcomes:**

1. To outline the evolutionary journey of Artificial Intelligence as a functional discipline
2. To identify the different intelligent agents at play in the financial technology field
3. To identify the role of Machine Learning as an applied science
4. To assess how Artificial Intelligence and Machine Learning are reshaping financial services

### **Unit 1:**

**Introduction to Artificial Intelligence-** Definition of Artificial Intelligence, History of Artificial Intelligence, Evolution of Artificial Intelligence

### **Unit 2:**

**Types of Artificial Intelligence-** Types of AI-Logic Based, Knowledge Based AI, Contemporary AI

### **Unit 3:**

**Intelligent Agents** - Rationality, Intelligent Agent, PEAS Framework, Task Environment, Types of Agents, Problem solving agents, Uninformed search strategies, Informed search strategies

### **Unit 4:**

**Machine Learning-I** - Machine Learning, Types of Machine Learning, Supervised Learning-Linear regression, Classification Decision Trees, Random Forest, Neural Networks using Python

### **Unit 5:**

**Machine Learning-II** -Unsupervised Learning-Clustering, Association, Reinforcement learning, Natural Language Processing using Python

AI and Machine Learning in Financial Services-I Customer focused uses-credit scoring, insurance and client facing chatbots, Trading and portfolio management-Robo-Advisory, Algorithmic Trading Using Python

AI and Machine Learning in Financial Services-II Operation focused uses-Capital optimization, model risk management and stress testing, market impact analysis using Python

## **REFERENCE BOOKS:**

1. Stuart J. Russell, Peter Norvig , Artificial Intelligence: A Modern Approach (2nd edition), Prentice Hall
2. Steven Finlay, Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies, Relativistic.

**SUBJECT: TALENT & KNOWLEDGE MANAGEMENT [TKM]**

**SUBJECT CODE: BBA605 (SDC)**

## **COMPLETE COMPREHENSIVE VIVA**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	End Term Examination Marks: 100

**Course Objectives:** To assess the comprehensive knowledge gained in basic courses relevant to the branch of study.

**Course Outcomes:**

Complete Comprehensive Viva [CCV] will be conducted by external examiners at the end of sixth semester which will be covering the complete syllabus. This will test the student's learning and understanding during the course of their BBA program. The viva shall normally cover the subjects taught in all the semesters of BBA Program.

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