



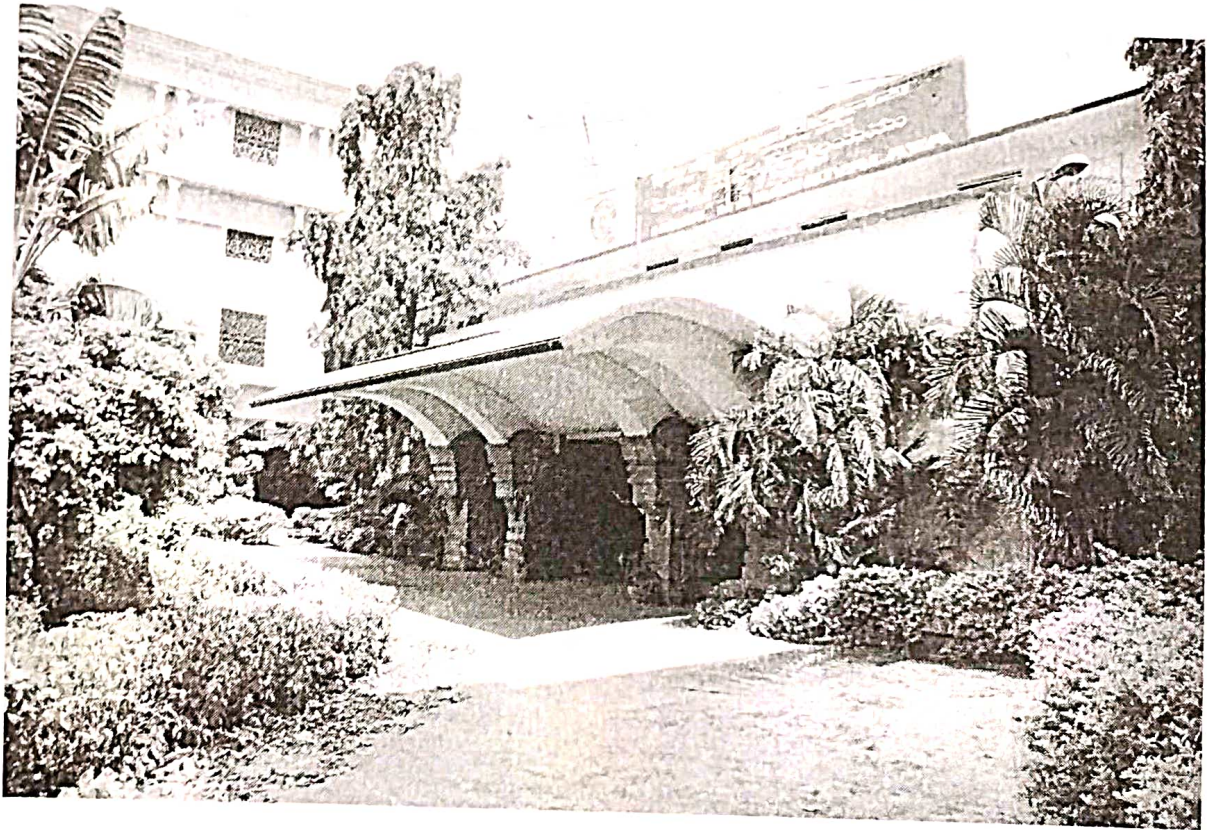
**HINDI MAHAVIDYALAYA
(AUTONOMOUS)**

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DEPARTMENT OF BACHELOR OF BUSINESS ADMINISTRATION

2014-15

Br. J. J.

✓ & ✓ / Sem

**DEPARTMENT OF BACHELOR OF BUSINESS
ADMINISTRATION**

2014-15

Third Year- V Sem.

- **BOS**
- **Agenda**
- **Members Present and Minutes of Meeting**
- **Syllabus**
- **Model Question Papers**
- **Panel of Examiners**

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DEPARTMENT OF BACHELOR OF BUSINESS MANAGEMENT

Agenda

Date: 05-07-14

- Welcoming the Members by Professor, Dr. P. Uma.
- Minutes of Meeting of Previous Year 2013-14.
- To present the Syllabus of the V and VI Semesters Papers and approval by the BOS members.
- To approved the III Year Syllabus
- Any other matter with the permission of Principal/Director.

(Mrs. Jyoti Hastak)

Principal



HINDI MAHAVIDYALAYA
(An Autonomous College of Osmania University)

Course: Bachelor of Business Administration
Academic Year: 2014-15

Course Objectives:

- To impart the students with multi Disciplinary knowledge in Business Management, Commerce and Accounting, Economics, Mathematics, Statistics, IT and Legal Framework governing modern enterprises and corporate.
- To train students to have competitive advantage in terms of both horizontal and vertical mobility in their career path and growth.
- To equip students to become successful in getting placement in corporate as Junior Managers, Professional Certification and Higher Education.

Eligibility Conditions:

Candidates should have passed 10+2/ Intermediate or Equivalent to intermediate with CEC/MEC/MPC/Bi.PC, Vocational candidates with commerce/ computer subjects are also eligible.

Instructions Schedules:

The course is carried out under Semester pattern with respect to teaching, evaluation, assessment and award of degree. Semester is a period of instruction lasting 16 weeks.

(Mrs. Jyoti Hastak)
Principal



HINDI MAHAVIDYALAYA
(An Autonomous College of Osmania University)

FIFTH SEMESTER

Course Code	Course	Course Title	Lecture hours / week	Practical hours / week	Internal Assessment test	External Examination	Max Marks
301	Common	Business Environment	4	-	10	40	50
302	Common	Management Accounting	4	-	10	40	50
303	Common	Business & Corporate Law	4	-	10	40	50
304	Common	Information Technology	4	-	10	40	50
305	Common	Management Science	4	-	10	40	50
306 A	Core	Financial Services (Finance Elective - I) / Sales And Advertising (Marketing Elective-I) / Management Leadership (Hr -Elective - I)	4	-	10	40	50
307A	Core	Investment Management (Finance Elective - II) / Customer Relationship Management (Marketing Elective-II) / Change Management (Hr-Elective - II)	4	-	10	40	50



HINDI MAHAVIDYALAYA
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SIXTH SEMESTER

Course Code	Course	Course Title	Lecture hours / week	Practical hours / week	Internal Assessment test	External Examination	Max Marks
301	Common	Business Environment	4	-	10	40	50
302	Common	Management Accounting	4	-	10	40	50
303	Common	Business & Corporate Law	4	-	10	40	50
304	Common	Information Technology	4	-	10	40	50
305	Common	Management Science	4	-	10	40	50
306 A	Core	Financial Services (Finance Elective - I) / Sales And Advertising (Marketing Elective-I) / Management Leadership (Hr -Elective - I)	4	-	10	40	50
307A	Core	Investment Management (Finance Elective - II) / Customer Relationship Management (Marketing Elective-II) / Change Management (Hr-Elective - II)	4	-	10	40	50

(Mrs. Jyoti Hastak)
Principal



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BOARD OF STUDIES

DEPARTMENT OF BACHELOR OF BUSINESS MANAGEMENT

Chairperson:

Thakur Shikha Singh,
Asst.Professor,
Department of Business Management,
Hindi Mahavidyalaya,
Nallakunta, Hyderabad -44,
Mobile No: 8977357959.

UNIVERSITY NOMINEE:

a) Dr.K.Kalidas

Department Of Business Management
Professor & Chairman BOS
Osmania University, Hyderabad-7
Mobile No: 9849535737

b) Dr. A. Vidyadhar Reddy

Senior Professor
Department Of Business Management
Osmania University, Hyderabad-7

MEMBERS BOS:

a) Dr. P.V.RAO

Professor & Director,
VSPGS,
Panjagutta, Hyderabad.



b) Mr. P. Ramchander

M.D., APITCO Limited,
Hyderabad
Mobile No: 9866512517

c) Mrs. Preeti Sarda,

Asst. Professor,
Department of Business Management,
Hindi Mahavidyalaya,
Nallakunta, Hyderabad -44,
Mobile No: 8374378080.



INDUSTRY EXPERT & GUEST FACULTY

Prof. G .Surender Reddy
Advisor, APITCO Limited,
Hyderabad
Mobile No: 9989334057





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BOARD OF STUDIES

DEPARTMENT OF BACHELOR OF BUSINESS MANAGEMENT

Notice/Agenda

For 4th Board of Studies Meeting

Date: 05-07-2014

Time: 2.30 pm

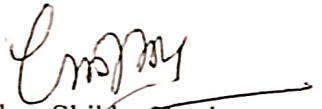
Location: Committee Room, Hindi Mahavidyalaya

Notice is hereby given to the members of the Board of Studies, Department Of Business Management, Hindi Mahavidyalaya that the Board of Studies will hold on 05-07-2014 (Saturday) at 2.30pm in Committee Room. All the members are requested to attend the meeting and give their valuable suggestions.


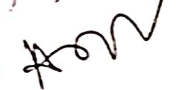
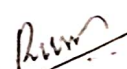
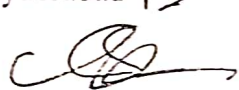
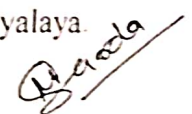
The Agenda for the meeting is as follows:

Topic:

1. Approval of III year Syllabus
2. Approval of Question Paper pattern
3. Approval of Model Question Paper
4. Any other matter with the permission of the chairman.


Ms. Thakur Shikha Singh,
Chairperson

Copy To:

1. **Dr.K.Kalidas**, Professor& Chairman BOS Department Of Business Management, OsmaniaUniversity, Hyderabad. 
2. **Dr. A. Vidyadhar Reddy**, Senior Professor& Head ,Department Of Business Osmania University, Hyderabad 
3. **Dr.P.V.RAO**, Professor & Director, VSPGS, , Panjagutta, Hyderabad 
4. **Mr. P. Ramchander**, M.D., APITCO Limited, Hyderabad
5. **Prof.G .Surender Reddy**, Industry Expert & Guest Faculty 
6. **Mrs.Preeti Sarda**, Asst.Professor,Department of Business Management, Hindi Mahavidyalaya. 


Topic No. 2: Question Paper pattern was discussed for the SEM-I and SEM-II and the following points are incorporated:

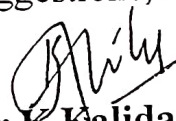
- Model question paper is of 40 marks.
- Theory paper for each semester has two sections, Sec-I and Sec-II.
- Sec-I contains 6 questions of 10 marks each. Out of which student is required to attempt any three questions i.e. (3*10=30 marks).
- Sec-II contains 5 short answers questions of 5 marks each, out of which any two should be attempted i.e. (2*5=10).
- Internal Assessment is of 10 marks.
- In each semester two internal assessments of 10 marks each will be conducted and an average of both the internal assessments will be added in the marks of theory exam.


Topic No. 3: The members of BOS discussed the Model Question Paper for Semester I and II and after taking into account all the suggestions proposed by the members, the Model Question Paper was approved and enclosed. The panel of examiners was approved. The same is enclosed.


Topic No.4: The Chairperson BOS took a note of the member's suggestion to exercise the option of introducing some new topics in the syllabus.

The meeting ended with a vote of thanks by the BOS chairperson who thanked all the members for their valuable suggestions, efforts and cooperation.


Ms. Thakur Shikha Singh
Chairperson

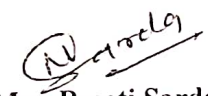

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Chairman BOS
Dept. of Business Management
Osmania University, Hyd. -07.


Dr. A. Vidyadhar Reddy
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Dept. of Business Management
Osmania University, Hyd. -07


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BBA 3rd Year- 5th Semester
BUSINESS ENVIRONMENT (Paper 3.1)

OBJECTIVES: To help the students and develop an understanding of the dimensions of the business environment, with particular reference to different policies and practices in India

Unit-I: Business Environment:

Nature, Composition and Scope of Business Environment. Business Environment and its impact on different kinds of business decisions. Economic growth and Economic Development.

Unit-II: Business Environmental Analysis:

Analysis of India's National Income. Recent trends in the growth of National Income and its important components: Investment, Industry, Agriculture and Tertiary Sectors.

Unit-III: Socio-Cultural Environment of Business:

Concept and nature of culture, impact of culture on business, cultural resources, ethics and social responsibilities, argument for and against social responsibility.

Unit IV: Political and Legal environment of business:

Fundamental rights and directive principles of state policy-state intervention in economic affairs, role of the government in creating proper business environment- economic planning in India: Features and objectives of Indian plans, the change in legal environment of business.

Unit V: International environment of business:

Globalization as a part of new industry policy-concept and nature of globalization, strategies for entering foreign markets: exporting, licensing and franchising, Management contracting, contract manufacturing, joint venture and merger and acquisition

Suggested Books:

1. K. Aswathappa, 2012, "Essentials of Business Environment".
2. Misra S.K and Puri V.K, 2012 'Indian Economy', Himalaya Publishing House, Mumbai.
3. Justin Paul, 2012 "Business Environment", McGrawhill
4. Rudra Dutta and Sundaram, 2012 "Indian Economy", S. Chand & Co. New Delhi
5. A.C. Fernando, 2012 "Business Environment", Pearson Education, New Delhi.



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BBA 3rd Year- 5th Semester
Management Accounting (Paper 3.2)

OBJECTIVES: To understand various facts of Management Accounting and to create an understanding of the various accounting methods and practices of accounting. To comprehend the emerging trends in Management Accounting

Unit-I: Cost Accounting

Definition, Objectives, Functions, Significance, advantages & limitations of Cost Accounting. Concept of cost, elements of cost & Components of total cost. Classification of costs based on their nature, functions, behavior. Cost sheet, cost unit Vs cost centre, cost estimation Vs cost ascertainment, cost allocation Vs cost apportionment, and cost reduction Vs cost control.

Unit-II: Management Accounting

Definition, Nature, Scope, Objectives and Functions of Management Accounting, Need, Importance, Tools, techniques, Advantages & Limitations of Management Accounting

Unit-III: Methods & relationship between Accounting

Methods & systems of costing. Relationship between Financial Accounting & Cost Accounting; Financial Accounting & Management Accounting; and Cost Accounting & Management Accounting, cost unit Vs cost centre, cost estimation Vs cost ascertainment, cost allocation Vs cost apportionment, and cost reduction Vs cost control.

Unit-IV: Responsibility Accounting

Responsibility Accounting- Types of responsibility centers, performance evaluation criteria, responsibility reporting, budgeting- role of budgets and budgeting process, Operational and financial budgeting

Unit-V: Ratio Analysis

Meaning of Financial Ratio. Classification, Advantages & Limitations of Ratio Analysis. Liquidity Ratios; Leverage Ratios; Turnover Ratios. Profitability Ratios based on investment & sales

Suggested Books:

1. Management Control Systems, Robert N. Anthony and Vijay Govindarajan, Tata McGraw-Hill, 12th Edition.
2. Management Accounting, Shashi K. Gupta and Sharma, Kalyani Publications
3. Management Accounting, R.P. Rustogi, Galgotia Publishing Company
4. Management Accounting, M.Y. Khan and P.K. Jain
5. Accounting for Managers: Effective techniques for Decision Making, S. Jayapandian, Ane Books India



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BBA 3rd Year- 5th Semester
Business and Corporate Law (Paper 3.3)

Unit-I: Indian Contract Act 1872:

Essential elements of Contract - Definition, offer and acceptance. Consideration, capacity to contract, free consent, legality of object, performance of contract, discharge of contract and breach of contract, quasi contracts. Special Contracts: indemnity and guarantee bailment and pledge, contract of agency.

Unit-II: Sale of Goods Act 1930:

Contract of Sale of goods, Definition, formation of contract, sale and agreement to sell, conditions and warranties — transfer of property in goods — rights of an unpaid seller. The Partnership Act 1932 — Definition, Characteristics of Partnership Deed - Definition, Characteristics and Format of Partnership deeds.

Unit-III: The Negotiable Instruments Act 1881:

Definition, Types of Negotiable Instruments, Promissory Notes, Bills of Exchange, Cheques,- Characteristics of Negotiable Instruments holder and holder in due course, transfer of negotiable

Instrument, presentment, dishonor and discharge, hundis, banker and customer - crossing of cheques.

Unit-IV: Company Management

Director- Legal position, Appointment, Qualification, Disqualification, Removal power, duties, liabilities. Managing Director- Meaning, Appointment, Qualification, Disqualification, Manager- Meaning, Disqualification,

Unit-V: Board Meeting

Meaning of meeting, general body meeting, Statutory meeting, annual general meeting, Extra ordinary meeting- Board meeting.

Suggested Books:

1. All Concerned Bare Acts.
2. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.,
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. K. Aswathappa, "Essentials of Business Environment", 2009, HPH.
5. S.S. Gulshan, "Business Laws," 2010, Excel Books.
6. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand.



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BBA 3rd Year- 5th Semester
Information Technology (Paper 3.4)

Unit-1: Introduction to Information Technology

Computer Systems- I/O devices, Memory devices, Processors-Software, Hardware Definitions— Classification of software- systems software, Application software, Networks - Definition- Types of Network- LAN, WAN, MAN, CAN.

Unit- 2: Operating Systems

Definition- Types of OS-real time, time sharing, multiprogramming, Multiprocessing etc- Understanding of GUI. Trends in Software & Hardware

Unit-3: Introduction to Information Systems

Definition of Data, Information & Knowledge- Definition of IS- IT vs IS-Types of IS from functional perspective — Human resources IS, financial IS, Marketing IS- IS from managerial perspective- Operation, Tactical

Unit-4: Introduction to Management Information Systems

MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Strategic IS-MIS and others Systems- MIS, DSS.

Unit-5: Multimedia Concepts

Definition of Multimedia- Multimedia-devices-Multimedia Formats- Audio formats-Video formats-Compression/ Decompression issues-Multimedia Storage, Business Applications of Multimedia-Education-Entertainment-Training-Business.

References

1. Kenneth C. Laudon & Jane P. Laudon - Management Information Systems-Managing the Digital Firm, Pearson Education, Fourth Edition 2008.
2. Turban, McLean, Wetherbe- Information Technology For Management,
3. Wiley Leonard Jessup, Joseph Valacich - Information Systems Today, Why IS matters, Pearson Education -Low Price Edition, Second Edition.
4. Effy 02- Management Information systems, Thomson Course Technology, Fifth Edition.
5. Alexis Leon & Mathews Leon- Introduction To Computers with MS-Office 2000, Tata McGraw- Hill Publishing Company Limited.



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**BBA 3rd Year- 5th Semester
Management Science (Paper 3.5)**

Unit I: Introduction to OR

Introduction to OR, Objectives, definitions, and limitations; Formulation of LPP, Solutions by Graph, exceptional cases.

Unit II: Introduction to Operations Management

Definition of Operations Management, Role of Operations management in total Management System, Interface between the Operations system and systems of other functional areas, Characteristics of process technologies - project, job shop, Assembly, Batch and continuous.

Unit III: Scheduling of Production Operations

Inter relationship between product life cycle and process life cycle, PPC - Basic functions of production planning and control,

Unit IV: Product sequencing

Sequencing of products in multi product, multi stage situations. Plant layout - different types of layouts, location and factors influencing location.

Unit V: Decision Making Tools

Decision theory - decision making under Uncertainty - Criteria of decision making-pessimism, realism, optimism, regret, Equi—probable, certainty, decision making under Risk - EMV, EOL and EVPI and decision making under certainty

References:

1. N.D.Vohra, "Quantitative Techniques in Management", 2nd edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2001
2. K. Aswathappa, G. Sudarsana Reddy and B Krishna Reddy: "Production and Operations Management", Himalaya Publishing House, Hyderabad, 2007.
3. O.P. Khanna "Industrial Engineering and Management", Dhanpat Rai & Sons, Delhi
4. Chunnawala S. A and Patel D. R "Production and Operations Management", 7th edition, Himalaya Publishing house, Mumbai
5. V.K.Kapoor, Sumant Kapoor, "Operations Research Techniques in Management", 7th edition, Sultan Chand and Sons, New Delhi, 2001.



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BBA 3rd Year- 5th Semester
Financial Services (Paper 3.6.1)
(Finance Elective - I)

Unit - I: Introduction to Financial Services

Concept of Financial Service - Growing importance of Financial Services in Financial System
- Types of Financial Services - Fund based and Non fund based financial services - Broad overview of financial system.

Unit - II: Primary Securities Markets - Merchant Banking

Concept of New Issue market - Structure and process of new issue management – book building process - public offer - private placement - The role and functions of merchant bankers — Range of Services offered by Merchant bankers - Merchant banking scenario in India.

Unit III: Secondary Securities Markets -Stock Exchange

Secondary Securities Market: Concept and functions - Trading procedures - speculation and types of speculators — stock indices - Role of SEBI as a Regulator of Stock Market.

Unit - IV: Leasing

Leasing: Concept and process of leasing — types of leasing - Advantages of leasing - Tax and accounting aspects of leasing - Financial Evaluation of Leasing decisions.

Unit — V: Hire Purchase

Hire Purchase: Concept and Features - Hire purchase v/s leasing a comparison - Advantages of Hire purchase

Suggested Readings:

- (1) M.Y. Khan, Financial Services, Tata McGraw Hill
- (2) Gordon & Natarajan, Financial Markets and Services, Himalaya Publication
- (3) H.R. Machiraju, Indian Financial Systems, Vikas Publication House Pvt. Ltd.
- (4) John Henning, Financial Markets & Institutions, McGraw Hill International
- (5) K. Sai Ram, Handbook on Leasing, Hire Purchase and Factoring, ICAI Press.
- (6) Mishkin, F.S. and Eakins. S.G., “Financial Markets and Institutions”, Pearson Education
- (7) Meir Kohn, “Financial Institutions and Markets”, Oxford University Press.
- (8) Avadhani. V.A., “Financial Services in India”, Himalaya Publishing House.



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BBA 3rd Year- 5th Semester
Sales and Advertising Management (Paper 3.6.2)
(Marketing Elective-I)

Unit-I: Sales Management

Nature, Importance, Scope, Objectives and Functions, and Evolution of Sales Management, Sales Organization, Types of Organization, Sales force Objectives, Personal Selling, Personal Selling Objectives, Theories of Selling, Sales Process, Selling Skills, Communication Skills.

Unit-II: Sales Force Management

Sales Job analysis, Recruitment, Selection, Training the Sales Force, Motivating and Compensating the Sales Force, Methods of Compensation, Evaluation of Sales Force Performance.

Unit-III: Advertising

Definition, Importance, Functions, Objectives, Types, Social and Economic aspects of Advertising, Five Ms of Advertising, Advertising Budget, Factors affecting the Budget, Methods of Advertising Budget. Advertising Media, Evaluation of Ad Media

Unit-IV: Integrated Marketing Communication

Role of Marketing Communication, Marketing Communication Mix, Characteristics of the Communications Mix, Communication Platforms, Communication Process Models, AIDA, Hierarchy of Effects, Innovation-Adoption, Communications Models, Steps in Developing Effective Communications Design the Communications.

Unit V: Pricing & Promotion strategies:

Establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix

References:

1. Kotler Phillip: Principles of Marketing, Pearson, 2013
2. Frank Jefkins: Advertising, Pearson, 2012
3. Kruti Shah and Alan D' Souza: Advertising & Promotions, TMH, 2012
4. S A Chunawallaz Advertising, Sales & Promotion Management, Himalaya, 2012.



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BBA 3rd Year- 5th Semester
Leadership (Paper 3.6.3)
(HRM - Elective - I)

Unit I

Nature and Importance of Leadership - Leadership Effectiveness - Leadership roles - Leadership motives — Leadership as a process - Measures of success and failure of Leadership

Unit II

Effective leadership behaviors, Ohio State Leadership Studies – Michigan Leadership Studies.

Unit III

Leadership Styles - Participative Leadership - Nature and Consequences of Participative Leadership — Guidelines for Participative Leadership - Delegation and Empowerment of Participative Leadership

Unit IV

Charismatic and Transformational Leadership - Attribution and Self-concept Theory of Charismatic Leadership - Transformational Leadership Vs Charismatic Leadership.

Unit V

Contingency Theories of Leadership - Normative Decision Model - Situational Leadership Model - Contingency model — The Path - Goal

Suggested Books :

1. Leadership in Organizations - Gary Yukl - Pearson Education - 2010.
2. Leadership - Richard Hughes, Robert Ginnett, Girdon Curphy, McGraw Hill — 2006.
3. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
4. Srivastava, "Transformation Leadership", 2008, Macmillan.



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BBA 3rd Year- 5th Semester
Investment Management (Paper 3.7.1)
(Finance Elective - II)

Unit-I: Introduction to Investments:

Definition of Financial Asset. Real Assets Vs Financial Assets. Types of Financial Assets. Investment alternatives. Sources of investment information. Investment process. Investment Vs Speculation. Value and Valuation of a Financial Assets. Return, Income, Capital gain and Rate of Return of Financial Asset. Realized and Expected returns on Financial Asset. Systematic risk and Unsystematic risk and their components. Measurement of Risk: Standard deviation, coefficient of variation and Beta co-efficient.

Unit II: Financial markets and instruments

Money and bond markets; Money market instruments; Bond market instruments; Equity markets; Equity instruments; Derivatives markets; Managed funds; Exchange traded funds; Exchange trading and over-the-counter trading; Clearing, settlements, margin trading, short sales and contingent orders; Regulation of financial markets

Unit III: History of financial markets

History of financial innovation; Recent financial innovations: floating rate debt, zero- coupon bonds, poison-pill securities, swaps, futures; Investment returns in equity and bond markets; The equity premium puzzle.

Unit IV: Active fund management and investment strategies:

Historical mutual fund performance; Market efficiency and behavioural finance; Return based trading strategies; Hedge funds.

Unit V: Market microstructure

Market microstructure effects on transaction prices; Bid-ask spread; Inventory risk; Limit Order Markets, Bidask bounce (Roll); Adverse selection (Glosten-Milgrom); Optimal insider trading (Kyle); Stealth Trading Hypothesis; Market microstructure and investment analysis.

Suggested Books.

- 1) Investment Analysis and Portfolio Management: Prasanna Chandra, TMH, 3rd edition.
- 2) Security Analysis and Portfolio Management: Punithavathy Pandian, Vikas Publishing House, 2007.
- 3) Investment Management: V.K.Bhalla, S.Chand & Company, 14th edition.
- 4) Security Analysis and Portfolio Management: 5. Kevin, PHI, 2010.
- 5) Security Analysis and Portfolio Management: Dhanesh Khatri, Macmillan, 2010.



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BBA 3rd Year- 5th Semester
Customer Relationship Management (Paper 3.7.2)
(Marketing Elective-II)

Unit-I : Introduction to CRM.

CRM, Definition, Concept and Importance. Evolution of CRM and Evolution of Relationship as a Management Tool. Factors responsible for the growth of CRM. CRM Framework and Process. CRM and Cost- Benefit Analysis.

Unit-II CRM strategy

Types of CRM, Attributes of CRM, Strategy of CRM —Strategies for building relationship-People, Process, Product and Organisation. Customer Analysis, Cost Analysis, Purchase Behaviour Patterns, Differentiation in prices and Quality Standards. Training Supply Chain Workforce. Empowerment of Service Providers.

Unit-III Customer Retention Management.

Customer Retention Management; Retention Strategies, Approaches to Retention Process, Stages of Retention in the Customer Life Cycle. Sequences in Retention Process. Attrition: Causes of Attrition.. HRM in Customer Retention Management.

Unit-IV E-CRM.

Technological Development in CRM. E-CRM - IT tool in CRM, E-CRM in Business Features, Functions, Importance and Advantages of E-CRM. Basic requirements of E-CRM, Three Dimensions in E-CRM and the Key features involved in E-CRM.

Unit-V Implementation of CRM

Issues and Problems in implementing CRM, IT role in CRM, CRM Implementation Unit Roadmap. CRM at work-Objectives, Features and Functions of Call Centers. Call Centre-Architecture, Technical Components and Planning. Measuring CRM Performance.

Suggested Books:

1. Francis Buttle: Customer Relation Management-A Concept and Technologies, IInd Edition, published by Elsevier Ltd.
2. Don Pepper and Partha Rogers: Managing Customer Relationships: A Strategic Framework, IInd Edition, published by John Wiley Son Inc., Hoboken, New Jersey.
3. Mukesh Chaturvedi and Abhinav Chaturvedi: Customer Relationship Management—An Indian Perspective, Ist. Edition.
4. H.Peeru Mohammed and A. Sagadevan: Customer Relationship Management—A step-by-step approach, IInd Edition, Published by Vikas Publishing House.



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BBA 3rd Year- 5th Semester
Change Management (Paper 3.7.3)
(HR-Elective - II)

Unit I

Organizational Change - The concept and the need for change — Types of changes - Forces of change — Theoretical framework of organizational change — Individual change - Group change and institutional change - Barriers to organizational change - Planned organizational change — Elements of planned change — Strategies for planned change techniques and methods for achieving planned change at the individual and organizational level.

Unit II

Influence of change :- Recent approaches to organizational development and change — Process based change models - Process based change models - models of evolving managerial interpretations of change - Content based models — Different approaches - Organizational change vis-a-vis, organizational transformation - Role of leader in affecting change.

Unit III

Resistance to organizational change — The concept of and nature of resistance — Positive Vs Negative resistance — Factors contributing to resistance — Mechanism underlying resistance — The human side - the behavioral elements - The cognitive and affective processes - Role of Change agents - Skills required for the role of a Change agent.

Unit IV

Management of Change and Human Resource Development — Human Resource Development contribution to Organizational Change - Reward Management and Management of Change - Reward Management Values, Structures, Processes - Role in Changing Employee Behaviors - Managing change through Employee Involvement - Organizing and Management of Change - Evaluating and Promoting Change.

Unit V

Organizational culture and Change Management - Levels of culture - main perspectives of organizational culture - Integration, differentiation and fragmentation - Understanding and managing change - Human Resources Interventions with organizations - complexity of issues associated with aligning culture.

Suggested Books :

1. Adrain Thronhill, Phil Lewis, Mike Millmore, Mark Saunders. (2006) – Managing Change — A Human Resource Strategy Approach - Pearson Education - New Delhi.
2. Kavitha Singh, - (2009) Organization Change and Development.
3. Nilakant V and Ramnarayan, (2006) - Managing Organizational Change, Response Books - New Delhi.
4. Radha R.Sharma - Change Management — Concepts and Application - (2007) McGraw-Hill Companies, New Delhi.

**DEPARTMENT OF BACHELOR OF BUSINESS
ADMINISTRATION**

2014-15

Third Year- VI Sem.

- **Syllabus**
- **Panel of Examiners**



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**BBA 3rd Year- 6th Semester
BUSINESS ENVIRONMENT (Paper 3.1)**

OBJECTIVES: To help the students and develop an understanding of the dimensions of the business environment, with particular reference to different policies and practices in India

Unit-I: Economic Policies of India:

The role of public policies in governing business. Economic and Monetary Policy. Industrial and Licensing Policies (1951-1991). The new Economic Policy, 1991. Policies on Foreign Investment and Foreign Trade.

Unit-II: Liberalisation, Privatisation, and Globalization in Indian Economy (LPG):

Concept of LPG followed in India. Globalization and role of WTO. Regional Trading Blocks. India's Foreign Trade and Agreements with Regional Trading Blocks. Disinvestment Policy and disinvestment of Public Sector.

Unit III: Tax Environment, Economic Survey and Union Budget:

Fiscal Policy and Present Tax Environment—Direct and Indirect Taxes. Concept of Value Added Tax. Current Year's Economic Survey and Union Budget.

Unit-IV: Structure of Indian Industrial Sector:

Phases of industrialisation in India. Role of Public, Private and Joint Sectors in the Economy. Concept and Model of Public Private Partnership (PPP). Role and Impact of Micro, Small and Medium Enterprises (MSMES) and Multinational Corporations in the Economy.

Unit- V: Structure of Indian Banking Sector:

Development Banking an Overview and Current developments, Regulation of stock exchanges and the role of a SEBI, Banking sector reforms, Challenges facing public sector banks, growth and changing structure of non-bank financial institutions.

Suggested Books:

1. K. Aswathappa, 2012, "Essentials of Business Environment".
2. Misra S.K and Puri V.K , 2012 'Indian Economy', Himalaya Publishing House, Mumbai.
3. Justin Paul, 2012 "Business Environment", McGrahill
4. Rudra Dutta and Sundaram, 2012 "Indian Economy", S. Chand & Co. New Delhi
5. A.C. Fernando, 2012 "Business Environment", Pearson Education, New Delhi.



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**BBA 3rd Year- 6th Semester
Management Accounting (Paper 3.2)**

OBJECTIVES: To understand various facts of Management Accounting and to create an understanding of the various accounting methods and practices of accounting. To comprehend the emerging trends in Management Accounting

Unit-I: MARGINAL COSTING

Definition of Marginal Costing & Absorption Costing. Differences between Marginal Costing & Absorption Costing, Income determination under marginal & absorption costing. Marginal cost equation. CVP Analysis, P/V Ratio, Break-even point & Margin of safety. B—E charts: Graphic method of B.E Analysis, Merits and disadvantages of B.E charts, Advantages & Limitations of Marginal costing.

Unit-II: BUDGETING

Budget, Budgeting & Budgetary control; Objectives, Characteristics & essentials of Budgetary control, Organization of Budgetary control system, budget centre, Budget manual, Budget committee & Budget period. Budgeting Vs Forecasting. Advantages & Limitations of Budgeting

Unit-III: Variance Analysis

Standard cost & standard costing. Types of Standards, steps involved in Standard Costing, Differences between Standard costs and estimated costs, Similarities differences between Standard Costing and Budgetary Control; Advantages and Limitations of Standard Costing

Unit-IV: Job Costing

Concept and Job cost accounts, Contrast costing – concept, Contract Account and determination of profit and loss on incomplete contract, presentation of contract particulars in balance sheet.

Suggested Books:

1. Management Control Systems, Robert N. Anthony and Vijay Govindarajan, Tata McGraw-Hill, 12th Edition.
2. Management Accounting, Shashi K. Gupta and Sharma, Kalyani Publications
3. Management Accounting, R.P. Rustogi, Galgotia Publishing Company
4. Management Accounting, M.Y. Khan and P.K. Jain
5. Accounting for Managers: Effective techniques for Decision Making, S. Jayapandian, Ane Books India



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BBA 3rd Year- 6th Semester
Business and Corporate Law (Paper 3.3)

Unit-I: The Indian Partnership Act, 1932

Concept of partnership, registration, effects of non registration, rights and duties of partners towards other partners, authority of partners towards other partners, dissolution of the firm.

Unit-II: The Consumer Protection Act 1986:

Scope, Consumer Protection Councils, Consumer Disputes Redressal Agencies - Rights of Consumers - Consumer Awareness.

Unit-III: Intellectual Property Rights:

Definition, Types of IPR, Importance of IPR, intellectual Property Protection and Enforcement, Carriage of Goods Act - Right to information Act, 2005.

Unit-IV: The Companies Act 1956:

Definition, Formation of Company, Memorandum and Articles of Association, Types of Companies, Share Capital and Debentures, Management and Administration, Winding up of Corporation.

Unit-V: Foreign Exchange Management Act, 1999:

Object of FEMA, Definitions- Capital account transition, Currency, Current account transaction, foreign exchange, persons, regulation and management of foreign exchange

Suggested Books:

1. All Concerned Bare Acts.
2. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.,
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. K. Aswathappa, "Essentials of Business Environment", 2009, HPH.
5. S.S. Gulshan, "Business Laws," 2010, Excel Books.
6. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand.



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BBA 3rd Year- 6th Semester
Information Technology (Paper 3.4)

Unit-1: Introduction to Internet

Internet - History- Internet Addressing and architecture - WWW - Architecture- browsers- Servers-Search engines-Internet Services-. Email- FTP- Remote Login- Chatting-Messaging- Groups- Social Networking-Internet in Business- e-commerce definition-types of online business

Unit-2: Internet Security Issues

Security Issues in Internet-Security Threats-Measures to control them-Passwords-Smart cards-encryption/decryption—firewall-different types of firewall, digital signatures.

Unit-3: Office Management Applications

Intranets, Extranets, VPN- Internet Telephony-Use of Spreadsheets for office-spread sheet applications-Use of Databases for the Office- Database applications-Group ware-audio and video Conferencing.

Unit 4: Introduction to Electronic Spreadsheet:

Electronic spreadsheet: advantages, application arrears, creating worksheet, functions, types of graph, create graph, formatting cells and macros.

Unit-5: Introduction to Word Processor:

Word Processor: advantages, entering text, editing text, mail merge, formatting text, inserting table, updating table, bookmarks, hyperlink.

References

1. Kenneth C. Laudon & Jane P. Laudon - Management Information Systems-Managing the Digital Firm, Pearson Education, Fourth Edition 2008.
2. Turban, McLean, Wetherbe- Information Technology For Management,
3. Wiley Leonard Jessup, Joseph Valacich - Information Systems Today, Why IS matters, Pearson Education -Low Price Edition, Second Edition.
4. Effy 02- Management Information systems, Thomson Course Technology, Fifth Edition.
5. Alexis Leon & Mathews Leon- Introduction To Computers with MS-Office 2000, Tata McGraw- Hill Publishing Company Limited.



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BBA 3rd Year: 6th Semester
Management Science (Paper 3/5)

Unit I: Transportation Problem

Transportation problem - BIPs using northwest corner rule, Least cost entry method/minimal cost method, Vogel's approximation method, Unbalanced TP, degeneracy in the initial stages.

Unit II: Assignment problem

Solution by Hungarian method, concept of Unbalanced AP (no numerical), concept of Restricted AP (no numerical).

Unit III: Network Analysis (Part-I)

Network fundamentals, Network diagrams, Pulkerson's rule, introduction to CPM, determination of ES and EF in the forward pass, LS and LF in backward pass, calculation of total slack, determination of critical path, concept of time cost trade off (no numerical), concept of crashing (no numerical), PERT - Beta distribution, probabilistic models, calculation of expected time and variance, Differences between CPM and PERT.

Unit IV: Replacement Model:

Replacement of Capital Cost items when money's worth is not considered, Replacement of Capital Cost items when money's worth is considered, Group replacement of low cost items.

Unit V: Queuing Theory

Basic Elements of the Queuing Model, Poisson Arrivals and Exponential Service times, Different Queuing models with FCFS Queue discipline: Single service station and infinite population, Single service station and finite population, Multi service station models with infinite population.

References:

1. N.D.Vohra, "Quantitative Techniques in Management", 2nd edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2001
2. K. Aswathappa, G. Sudarsana Reddy and B. Krishna Reddy: "Production and Operations Management", Himalaya Publishing House, Hyderabad, 2007.
3. O.P. Khanna "Industrial Engineering and Management", Dhanpat Rai & Sons, Delhi
4. Chunnawala S. A and Patel D. R "Production and Operations Management", 7th edition, Himalaya Publishing house, Mumbai
5. V.K.Kapoor, Sumant Kapoor, "Operations Research Techniques in Management", 7th edition, Sultan Chand and Sons, New Delhi, 2001.



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BBA 3rd Year- 6th Semester
Financial Services (Paper 3.6.1)
(Finance Elective - I)

12

Unit - I: Credit Rating

Credit Rating: Concept of Credit rating, advantages of rating - types of rating - rating symbols and grades - Credit rating process, dimensions of credit rating methodology - Credit rating agencies in India and their rationale -

Unit - II: Factoring

Factoring: Concept and features - Functions of a factor - types of factoring.

Unit III: Mutual Fund and

Concept and Business process of Mutual Funds - types of mutual funds — advantages of mutual funds - concept of NAV — Mutual fund scenario in India

Unit - IV: Venture Capital Funds

Venture capital financing - concept and features - venture capital funding process - Entry strategies and Exit strategies of VCF.

Unit — V: Capital Structure:

Meaning - criteria for determining capital structure, Factors influencing capital structure

Suggested Readings:

- (1) M.Y. Khan, Financial Services, Tata McGraw Hill
- (2) Gordon & Natarajan, Financial Markets and Services, Himalaya Publication
- (3) H.R. Machiraju, Indian Financial Systems, Vikas Publication House Pvt. Ltd.
- (4) John Henning, Financial Markets & Institutions, McGraw Hill International
- (5) K. Sai Ram, Handbook on Leasing, Hire Purchase and Factoring, ICFAI Press.
- (6) Mishkin, F.S. and Eakins. S.G., "Financial Markets and Institutions", Pearson Education
- (7) Meir Kohn, "Financial Institutions and Markets", Oxford University Press.
- (8) Avadhani. V.A., "Financial Services in India", Himalaya Publishing House.



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BBA 3rd Year- 6th Semester
Sales and Advertising Management (Paper 3.6.2)
(Marketing Elective-I)

Unit I: Management of Sales-I : Strategic Planning- Role of Marketing & Sales- Marketing & personal selling Strategies – Sales Strategy – Developing sales forecast- Forecasting approaches- Sales budget- Defining sales territories- Procedures for designing territories- Assigning territories to people- Managing Territories- Sales Quotas.

Unit II: Management of Sales – II:

Concepts of Sales Organization- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force – Training and Motivating Sales Force- Compensating and Leading Sales force- Sales force expenses – Marketing audit- Sales force audit- Evaluation of sales org- Evaluating and controlling the performance of sales force.

Unit-III: Ad Copy and Ad Agency

Advertising Copy, Objectives, Attributes of Ad Copy, Types and Structure of Advertising Copy, Layout, Functions and Principles of Layout, Advertising Appeals, Copy Writing for different Media, Advertising agency, Functions of Ad Agency, Types of Ad Agency, Compensation of Ad Agencies, Advertising research.

Unit IV: Media Plan:

Type and choice criteria, reach and frequency of advertisements, cost of advertisements related to sales- media strategy and scheduling.

Unit V: Advertising Ethics:

Testing for advertising effectiveness, preparation and choice of methods of advertising budget, ethical and social issues in advertising, management of advertising agencies.

References:

1. Kotler Phillip: Principles of Marketing, Pearson, 2013
2. Frank Jefkins: Advertising, Pearson, 2012
3. Kruti Shah and Alan D' Souza: Advertising & Promotions, TMH, 2012
4. S A Chunawallaz Advertising, Sales & Promotion Management, Himalaya, 2012.



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BBA 3rd Year- 6th Semester
Leadership (Paper 3.6.3)
(HRM - Elective - I)

Unit I

Leadership in Teams and Decision groups - Nature of teams - Determinants of Teams - Effective Team Characteristic and Team Building - Performance Leadership in different types of Teams - Individual Vs Group Vs Teams –

Unit II

Nature of group - group size - Developmental sizes of group - Group Roles - Group Norms - Group Cohesion.

Unit III

Theory - Gender and Leadership - Leadership in different cultures - Managing Diversity.

Unit IV

Leadership Skills - Basic Leadership Skills - Communication - Listening – Assertiveness - Providing Constructive Feedback - guidelines for Effective Stress Management

Unit-V

Building Technical Competence - Building Effective Relationships with superiors and Peers - Setting goals - Punishment - Conducting Meetings — Managing Conflict — Negotiation - Problems solving - Improving Creativity - Building High Performance Team.

Suggested Books :

1. Leadership in Organizations - Gary Yukl - Pearson Education - 2010.
2. Leadership - Richard Hughes, Robert Ginnett, Girdon Curphy, McGraw Hill — 2006.
3. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books.
4. Srivastava, “Transformation Leadership”, 2008, Macmillan.



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BBA 3rd Year- 6th Semester
Investment Management (Paper 3.7.1)
(Finance Elective - II)

Unit-I: Fundamental Analysis:

Economic, Industry and Company Analysis. Par, Book, Market and Intrinsic value of Financial Asset.
Valuation of Common Stock - Dividend discount models and Earnings Approach.
Valuation of Debt: Current yield, Holding Period Return, YTM and YTC.

Unit-II: Technical Analysis:

Primary, Secondary and Tertiary Price movements. Line charts, Bar charts and Candle sticks.
Resistance and support levels.
Efficient market Hypothesis: Strong, Semi strong and Weak forms.

Unit-III: Portfolio Theory:

Traditional, Modern and optimal portfolio. Markowitz's graphical portfolio theory. Calculation of return and Risk of portfolio.

Unit -IV : Portfolio Evaluation:

Time-weighted Returns and dollar weighted returns of Financial Assets. Sharp's, Treynor's and Jensen's Portfolio Performance measures. Relative evaluation of the methods.

Unit V: Diversification

Utility functions and expected utility; Risk aversion; The mean-variance problem; Capital allocation with other utility functions (CARA, CRRA); Estimating covariance's: the index model; Abnormal returns: Factor models and diversification

Suggested Books.

- 1) Investment Analysis and Portfolio Management: Prasanna Chandra , TMH , 3rd edition.
- 2) Security Analysis and Portfolio Management: Punithavathy Pandian, Vikas Publishing House, 2007.
- 3) Investment Management: V.K.Bhalla, S.Chand & Company, 14th edition.
- 4) Security Analysis and Portfolio Management: 5. Kevin, PHI, 2010.
- 5) Security Analysis and Portfolio Management: Dhanesh Khatri, Macmillan, 2010.



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BBA 3rd Year- 6th Semester
Customer Relationship Management (Paper 3.7.2)
(Marketing Elective-II)

Unit I

Overview of Relationship Marketing – CRM and Relationship Marketing – Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles – Customer Life Cycle – Using Customer touch points – Deciding who should lead the CRM Functions.

Unit II

Strategy and Organization of CRM: CRM processes and systems – Dynamics of Customer Supplier Relationships – CRM strategy – The relationship oriented organization – Customer knowledge – Relationship policy – Importance of Customer Divisibility in CRM.

Unit III

Analytical CRM: Relationship data management – Prospect Database – Data analysis, Data Warehouse and data mining – Segmentation and selection – Analysis of Customer Relationship Technologies – Reporting results – setting evaluation criteria for the appropriate CRM package

Unit IV

CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation Value Chain – Concept – Integration Business Process Management – Benchmarks and Metrics – Culture Change – Customer Ecosystem – Vendor Selection – Implementation Strategy.

Unit V

Operational CRM: CRM Planning – Infrastructure, Information Process, Technology, People – Managing quality information, Quality systems, Customer privacy – Call centre management, Internet and website, Direct mail – Applications in various industries – in manufacturing, banking hospitality and telecom sectors – Best Practices in Marketing Technology – Indian Scenario.

Suggested Books:

1. Francis Buttle: Customer Relation Management-A Concept and Technologies, 1st Edition, published by Elsevier Ltd.
2. Don Pepper and Partha Rogers: Managing Customer Relationships: A Strategic Framework, 1st Edition, published by John Wiley Son Inc., Hoboken, New Jersey.
3. Mukesh Chaturvedi and Abhinav Chaturvedi: Customer Relationship Management—An Indian Perspective, 1st Edition.
4. H. Peeru Mohammed and A. Sagadevan: Customer Relationship Management—A step-by-step approach, 1st Edition, Published by Vikas Publishing House.



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BBA 3rd Year- 6th Semester
Change Management (Paper 3.7.3)
(HR-Elective - II)

Unit -1: Change Management: Introduction, An overview of change, Forces of Change, Types of Change, change models, change programmes – change levers-Change as growth – change as transformation – change as turnaround – Value-based change

Unit -2: Mapping and diagnosing change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships –systems diagramming and mapping, influence charts, multiple cause diagrams- A multidisciplinary approach-

Unit -3: Implementing change:

Organisation Development - Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – Implementing change through OD, Appreciative inquiry and sense-making approaches- Contingency and Procession Approaches to implementing change- Change at DuPont, British Airways Swipe Card Debacle, Implementing Tata Business Excellence Model in Tata Steel

Unit -4: Linking vision and Change:

Content of meaningful vision – Strategies for communicating change- Consolidating change: Actions to consolidate to change – Signs of consolidation of change - caution to be observed- Cases, Role of Vision at Mentor Graphics.

Unit -5 Cases-

A Hewlett Packard Change Story: Managing a Merger, An IBM Change Story: Transformational Change from below and above, A McDonald's Change Story: Responding to Pressure. Problems at Perrier, Innovations at Wipro. Cases Chipping Away at Intel, Nestle, Boeing.

Suggested Books :

1. Adrain Thronhill, Phil Lewis, Mike Millmore, Mark Saunders. (2006) – Managing Change — A Human Resource Strategy Approach - Pearson Education - New Delhi.
2. Kavitha Singh, - (2009) Organization Change and Development.
3. Nilakant V and Ramnarayan, (2006) - Managing Organizational Change, Response Books - New Delhi.
4. Radha R.Sharma - Change Management — Concepts and Application - (2007) McGraw-Hill Companies, New Delhi.



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DEPARTMENT OF BACHELOR OF BUSINESS MANAGEMENT

**BBA 3rd Year- 5th Semester
Information Technology (Paper 3.4)
III Year- V Sem**

Time: 2.30 hrs

Max. Marks:40

Section – A

1*10=10

Answer all the questions:

1. Define Hardware
2. Define Application Software
3. What is mean by OS?
4. What is GUI?
5. Define Information system
6. Define Data
7. Define MIS
8. What is mean by DSS?
9. Define Multimedia
10. What are multimedia devices?

Section – B

3*10=30

Answer all the Questions:

- 1) a) Define Computer System. Explain classification of Software.
Or
b) Define network and explain types of network in details.
- 2) a) Explain different types of OS briefly.
Or
b) What are the various trends in software and hardware?
- 3) a) Explain — Human resources IS, financial IS, Marketing IS.
Or
b) Explain — Business Applications of Multimedia in Education and Entertainment.



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5. Mr. V.S.P.S. Prasad
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Dr. P V Rao
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6. Mrs. Meera
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Chairman

University Nominee

Members