

ARYABHATTA KNOWLEDGE UNIVERSITY

PATNA

RULES AND REGULATIONS

FOR

BACHELOR IN BUSINESS ADMINISTRATION

(B.B.A.)

CREDIT BASED SEMESTER SYSTEM

EFFECTIVE FROM JULY 2012












ARYABHATTA KNOWLEDGE UNIVERSITY, PATNA

Established by the State Legislature Act XXIV of 2008

Hon'ble members of "Syllabus & regulation committee for B. C. A & B. B. A".

- | | | | |
|--|---|------------------|---|
| 1. Prof. (Dr.) S. N. Guha
Vice-Chancellor, AKU | : | Chairman | |
| 2. Dr. Dolly Sinha
Principal, Magadh Mahila College, Patna | : | Member |  |
| 3. Dr. R. N. Jha
Head-Management, L. N. M. I. E. S. C. Patna | : | Member | 
02.11.13 |
| 4. Dr. Vijay Bahadur Singh
Head- IT, L. N. M. I. E. S. C. Patna | : | Member |  |
| 5. Prof. Somnath Dutta
Associate Professor, C. I. M. P. | : | Member | 
Somnath Dutta
2/11/13 |
| 6. Father Nishant
Principal, St. Xavier's College of Mang. & Technology | : | Member | 
Tommy Joseph
24/10/2012 |
| 7. Dr. A. Prasad
OSD(Exam), AKU | : | Member | 
AP
2/11/13 |
| 8. Prof. (Dr.) N. K. Singh
Registrar, AKU | : | Member-Secretary | 
02.01.13 |

1: Eligibility:

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

- 1/ He/She must be an Intermediate/+2 level in Arts, Science, or Commerce as a regular student or as a student of distance education.
- 2/ He/She must have obtained at least 45% marks overall at intermediate/+2 level. The students from SC/ST/EBC/Differently Abled categories should have 40% marks overall.

2: Admission:

- 1/ Admission will be taken in the month of July in each Academic Year.
- 2/ The University reserves the right to cancel the admission of any student at any stage of his study at the University on grounds of unsatisfactory academic performance, irregular and insufficient attendance, or indiscipline. A minimum of 75% attendance is mandatory in each semester for appearing in semester-end examination.
- 3/ At the time of admission, the student is required to provide the following documents in original:
 - a/ Matric/ICSE/CBSE/NIOS/Other Board Certificate.
 - b/ Pass Certificate of the qualifying examination – Plus 2 or Intermediate.
 - c/ Marks Sheet of the qualifying examination – Plus 2 or Intermediate.
 - d/ College/School Leaving Certificate (CLC/SLC).
 - e/ Character Certificate of Plus 2/Intermediate.
 - f/ Migration Certificate (Not necessary for those from Bihar Board).
 - g/ Caste Certificate (from DM or competent authority for SC/ST/OBC/EBC/Differently Abled)

3: Registration:

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

4: Duration of Programme:

- 1/ An academic year is divided into two semesters. In each semester, courses are offered in 15 teaching weeks and the remaining 5 weeks are to be utilized for conduct of examinations and evaluation purposes. Each week has at least 30 working hours spread over 6 days a week.
- 2/ A candidate admitted to the B.B.A. Programme shall undergo a regular course of study for Three Academic Years, that is, Six Semesters. Semester-I shall be from July to December and Semester-II shall be from January to May. There shall be not less than 90 working days which shall comprise not

The bottom of the page features several handwritten signatures and initials in black ink. From left to right, there is a signature that appears to be 'Tyr', followed by a signature that looks like 'A. Pandey', then a signature that is partially legible as 'S. H. Z.', and finally a signature that is mostly illegible but seems to end in 'Kumar'. There are also some other scribbles and marks.

less than 450 teaching/working hours for each semester, (Exclusive of the days for the conduct of University or external end-semester examinations).

5 : Course Structure:

- 1 All subjects will have Lecture-Tutorial-Practical (L-T-P) components to indicate the contact hours and will have a credit count. Teaching of subjects will be reckoned in terms of credits.
- 2 Every paper, identified by a single course identifier, shall be taught by an assigned teacher who may be assisted by adjunct faculty, teaching assistants, and by other members of the faculty concerned.
- 3 The curriculum for B.C.A. Course will include a "Project Work / Student Internship Programme (SIP)" of 04 weeks duration after the 5th semester. The experience may be obtained in any reputed company/organization belonging to any industry, or any organization of comparable repute. The place of work has to get prior approval of the Department of the College. On completion of the project, the student shall submit a report to the department, which will earn a total of 12 credits after evaluation and viva-voce examination. If there is a serious difficulty in finding placements for project work, writing a Term Paper with empirical data can be considered under a competent faculty. This will be at the discretion of the College Authority.

6 : Examinations:

- 1 There shall be examinations at the end of each semester as per the academic calendar of the University.
- 2 A candidate who does not pass the examination in any paper(s) shall be permitted to appear in such failed paper(s) in the subsequent examinations to be held in December/January or May/June. Those who fail in odd-semester will appear in a subsequent examinations of odd-semester only. For example, if a student fails in a paper(s) in the 1st semester, s/he can appear in 3rd or 5th semester examinations only. The same applies to even-semester. After the declaration of the result of the sixth semester examinations, special examinations will be conducted for clearing the backlog of 5th and 6th semesters.
- 3 A candidate should get enrolled/registered for the first semester examination. If enrollment/registration is not possible in the preceding semesters owing to shortage of attendance beyond condonation limit/regulations prescribed OR belated joining OR on medical grounds, the candidates are not permitted to move to the next semester. Such candidates shall redo the semester in the following academic year as a regular student.
- 4 Student must have 75% of attendance in each paper for appearing in the end Semester examination. A shortage of attendance upto 10% can be condoned by the Principal as per his/her discretion and beyond that by the Vice-Chancellor as per the University rules.

7: Passing of Examinations and Promotion Rules:

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

8: Evaluation:

1. Pattern of Evaluation of the End-semester examinations will be as per the rules of the University.
2. The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points. Evaluation for each course shall be done by a continuous internal assessment (CIA) by the course teacher concerned as well as by an end semester examination and will be consolidated at the end of the course. The ratio of marks to be allotted to continuous internal assessment and to end semester examination is 40:60. The evaluation of practical work, wherever applicable, will also be based on continuous internal assessment and on an end-semester practical examination.
3. The details of the Continuous Internal Assessment (CIA) should be worked out by the College and a copy should be given to the University. All the relevant records of the CIA should be preserved by the College till the student passes out.
4. The passing minimum for CIA (Continuous Internal Assessment) shall be 40% out of 40 marks (i.e. 16 marks). Failed candidates in the Internal Assessment are permitted to improve their Internal Assessment marks by writing a re-test or by submitting assignments as per the decision of the College Authority.

9. Awarding of Degree:

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

1. A student passes in all examinations and thus earns the required number of credits.
2. S/he completes the requirement of spending 30 hours during the period of three years in involving herself/himself in social work in order to raise the social consciousness of the students and make a small contribution to society. This could be in a village/NGO/Charitable Institutions or NSS or Adult Literacy Programme, etc. A declaration letter from the College regarding the completion of required number of hours to the University is a must.

[Handwritten signatures and marks at the bottom of the page]

SYLLABUS FOR BBA

YEAR - 1

SEMESTER - 1

CODE	NAME OF THE PAPER	Period		Evaluation Scheme			CREDIT	HOURS
		LECTURES	TUTORIALS/PRACTICALS	MSE	ESE	SUB-TOTAL		
BBA 101	PRINCIPLES & PRACTICES OF MANAGEMENT	3	2	0	40	50	5	5
BBA 102	MICRO-ECONOMICS	3	1	0	40	50	4	4
BBA 103	MACRO-ECONOMICS	3	1	0	40	50	4	4
BBA 104	INFORMATION TECHNOLOGY IN MANAGEMENT - 1 [Office / Productivity Suites]	4	0	0	40	50	4	4
BBA 105	MARKETING MANAGEMENT - 1 [Marketing & Sales]	4	2	0	40	50	6	6
BBA 106	COMMUNICATIVE ENGLISH	3	1	0	40	50	4	4

Sessional

CODE	NAME OF THE PAPER	Period		Evaluation Scheme			CREDIT	HOURS
		LECTURES	TUTORIALS/PRACTICALS	CPA	ESE	SUB-TOTAL		
BBA 107	Lab 104	0	0	2	20	50	1	2
TOTAL						550	28	28

SEMESTER - 2

CODE	NAME OF THE PAPER	Period		Evaluation Scheme			CREDIT	HOURS
		LECTURES	TUTORIALS/PRACTICALS	MSE	ESE	SUB-TOTAL		
BBA 201	BUSINESS ORGANIZATION & ENVIRONMENT	3	1	0	40	60	4	4
BBA 202	FINANCIAL MANAGEMENT - 1 [Financial Accounting]	3	1	0	40	60	4	4
BBA 203	HUMAN RESOURCE MANAGEMENT - 1 [Organizational Behavior]	3	2	0	40	60	5	5
BBA 204	BUSINESS MATHS & STATS - 1 [Mathematical Economics]	3	1	0	40	60	4	4
BBA 205	INFORMATION TECHNOLOGY IN MANAGEMENT - 2 [Management Information System]	4	0	0	40	60	4	4
BBA 206	BUSINESS ENGLISH	3	1	0	40	60	4	5

Sessional

CODE	NAME OF THE PAPER	Period		Evaluation Scheme			CREDIT	HOURS
		LECTURES	TUTORIALS/PRACTICALS	CPA	ESE	SUB-TOTAL		
BBA 207	Lab 204	0	0	2	20	50	1	2
TOTAL						650	26	28

[Handwritten signature]

YEAR - 2

SEMESTER - 3

CODE	Theory NAME OF THE PAPER	Period		Evaluation Scheme		
		LECTURES	TUTORIALS	PRACTICALS	MSE	SESE SUB-TOTAL
BBA 301	MARKETING MANAGEMENT - 2 [Consumer Behavior]	3	2	0	40	60
BBA 302	FINANCIAL MANAGEMENT - 2 [Managerial Accounting]	3	1	0	40	60
BBA 303	HUMAN RESOURCE MANAGEMENT - 2 [Human Resource Management]	3	2	0	40	60
BBA 304	BUSINESS MATHS & STATS - 2 [Mathematical Statistics]	4	1	0	40	60
BBA 305	CORPORATE COMMUNICATION	3	1	0	40	60
BBA 306	BUSINESS TAXATION [Elective 1]	2	1	0	40	60
BBA 307	PSYCHOLOGY [Elective 2]	2	1	0	40	60
TOTAL					40	500

Either Elective 1 or Elective 2 can be opted.

SEMESTER - 4

CODE	Theory NAME OF THE PAPER	Period		Evaluation Scheme		
		LECTURES	TUTORIALS	PRACTICALS	MSE	SESE SUB-TOTAL
BBA 401	STRATEGIC MANAGEMENT	3	2	0	40	60
BBA 402	PRODUCTION AND OPERATIONS MANAGEMENT	3	2	0	40	60
BBA 403	OPERATIONS RESEARCH AND LOGISTICS	3	2	0	40	60
BBA 404	PROJECT & EVENT MANAGEMENT	3	1	0	40	60
BBA 405	SOCIAL & MARKETING RESEARCH	4	2	0	40	60
BBA 406	ENTREPRENEURSHIP DEVELOPMENT PROGRAMME [Elective 1]	3	1	0	40	60
BBA 407	BUSINESS ETHICS, CORPORATE GOVERNANCE, & SOCIAL WORK [Elective 2]	3	1	0	40	60
TOTAL					40	500

Either Elective 1 or Elective 2 can be opted.

YEAR - 3

SEMESTER - 5

CODE	Theory NAME OF THE PAPER	Period		Evaluation Scheme		
		LECTURES	TUTORIALS	PRACTICALS	MSE	SESE SUB-TOTAL
BBA 501	RETAIL MANAGEMENT	3	2	0	40	60
BBA 502	INDIAN FINANCIAL SYSTEM	3	1	0	40	60
BBA 503	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	2	1	0	40	60
BBA 504	E-COMMERCE	3	1	0	40	60
BBA 505	O-J-T (14 WEEKS INTERNSHIP IN AN INDUSTRY)	N/A	N/A	N/A	N/A	200
TOTAL					40	600

SEMESTER - 8

CODE	Theory NAME OF THE PAPER	Period		Evaluation Scheme			CREDIT	HOURS
		LECTURES	TUTORIALS	PRACTICALS	MSE	ESE	SUB-TOTAL	
BBA 601	SERVICES MARKETING	3	2	0	40	60	100	5
BBA 602	INTERNATIONAL FINANCE	3	2	0	40	60	100	5
BBA 603	RISK MANAGEMENT	3	1	0	40	60	100	4
BBA 604	BUSINESS LAW AND INDUSTRIAL RELATIONS	3	1	0	40	60	100	4
BBA 605	MANAGEMENT THESIS (BASED ON 2 WEEKS INTERNSHIP IN SERVICES INDUSTRY)	N/A	N/A	N/A	N/A	200	200	8
	TOTAL						500	26
	GRAND TOTAL:							
	CREDITS = 161							
	MARKS = 3700							

Tgr

2021

Alond

2021

2021

All

B B A

SEMESTER 1

Handwritten signatures and marks at the bottom of the page.

BBA 101 : PRINCIPLES & PRACTICES OF MANAGEMENT

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

Evolution of Management thought:

(A) Classical Theory of Management.

(A1) Bureaucracy- Introduced by Max Weber.

(A2) Scientific Management - F.W. Taylor and his followers.

(A3) Process Management - H. Fayol and others.

(B) Neoclassical Theory of Management.

(B1) Human Relations - B.E. Mayo and Roethlisberger

(B2) Behavioral Science approach - By D. McGregor, A. Maslow & others.

(C) Modern Management theories: Peter Drucker.

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

Executive Functions: Production, Marketing, Finance, Personnel.

Planning: Concept, Nature, Importance, Objectives, Policies, Procedure, Strategies and Method of Decision Making

Organization: Definition, Theories of Organization, Forms of organization, Formal and Informal Organization, Types of Formal Organizations, Departmentation, Line and Staff Relationship, Span of Management, Authority, Responsibility, Delegation, Centralization, Decentralization, Committees.

Staffing: Selection, Recruitment, Training, Development and Welfare

Directing: Leadership and Supervision, Motivation and Communication

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

Text Books:

- Koontz and O'Donnel - Principles of Management, Essentials of Management.
- Theo Halman - Management Theory and Practice.

Reference Books:

- P.F. Drucker - Management - Task and Responsibility
- P.F. Drucker - The Practice of Management
- Newman and Warren - Process of Management
- E.F.L. Beach- The Principles and Practical Management
- H.F. Merrill - Classics in Management - Preface
- Mee J.E. - Management Thought in a Dynamic Economy
- Daniel A. Wren - The Evolution of Management - Thought.
- S. N. Banerjee - Principles of Management

Handwritten signatures and marks at the bottom of the page, including "T/S", "A. B. D.", and several illegible signatures.

BBA 102 : MICROECONOMICS

Section I

- Demand, supply & market equilibrium, Demand ANALYSIS: Nature of demand for a product individual demand, Market demand, determinants of demand, concepts of income elasticity of demand price elasticity of demand, revenue concepts.

Section II

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

Section III

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

Text Books:

1. Samuelson, P & Nordhaus, W. (2009) Economics, 18th Edition, McGraw Hill Education.
2. Dwivedi, D.N. (2008) Managerial Economics, 7th edition, Vikas Publishing House.

Reference Books:

1. Salvatore, D. ((2006)) Managerial Economics in a Global Economy, 6th edition, Oxford University Press.
2. Kreps, D. (2009). MicroEconomics for Managers, 1st edition, Viva Books Pvt. Ltd.
3. Peterson, L. and Jain (2006) Managerial Economics, 4th edition, Pearson Education.
4. Colander, D, C (2008) Economics, McGraw Hill Education.

[Handwritten signatures and marks at the bottom of the page]

BBA 103 : MACROECONOMICS

Section I

- Introduction to macroeconomics: Macro static and macro dynamics.
- National Income: Concepts, analysis and measurement through double entry, sectoral accounting and matrix approach.
- Keynesian theory of income determination: Concept of employment, determinant of macroeconomics equilibrium with aggregate demand and aggregate supply analysis.

Section II

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

Section III

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

Text Books:

1. Soga, Erol, (2008) Macro Economics, 1st edition, Pearson Education.
2. Agarwal, ((2010)) Macroeconomics Theory and Policy, 1st edition, Pearson Education.

Reference Books:

1. Dwivedi, D. N., ((2005)) Macro Economics, McGraw Hill Education.
2. Mishra, S. K. and Puri, V. K., ((2003)), Modern Macro-Economics Theory, Himalaya Publishing House.
3. Shapiro, E., ((2003)) Macro-Economic Analysis, McGraw Hill Education.
4. Hirschey, Mark, (2009) Fundamentals of Managerial Economics, 9th edition, Cengage Learning.

[Handwritten signatures and marks at the bottom of the page]

BBA 104 : INFORMATION TECHNOLOGY IN MANAGEMENT – I
[OFFICE / PRODUCTIVITY SUITES]

Section I

- **Basic components of computer system:** Functional units and their interrelation.
- **Types of computer system:** Computer categories & classification.
- **Information Technology :** Introduction, New Developments, Information Systems, Software and data, Application of IT in Business & Industry, Home, Education & Training, Entertainment & Arts, Science, Engineering and Math.
- **Communication - The Electronic Web: Network Applications:** Fax, voice, Information Services, Person to person Communication, Group Communication;
- **LAN:** Architecture, System; Introduction to WAN; **Link between Networks:** Devices & Media, Protocol and dial up access.
- **World Wide Web:** Introduction, Web access through online services, Using Web Browser.
- **Internet and Intranet:** Meaning of Internet; **Difference between the Internet and Intranet:** Introduction to TCP/IP; Setting up an Internet, what is Internet addressing, IP address; types of Internet connections, sending and reading e-mails.

Section II

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

Section III

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

Text Books:

1. ITL, ESL, (2005) Introduction to Infotech, 1st edition, Pearson Education.
2. Goyal, Anita, (2010) Computer Fundamentals, 1st Edition, Pearson Education.

Reference Books:

1. Joseph A. Brady and Ellen F Monk, (2007) Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.
2. Rajaraman, V., (2009) Introduction to Information Technology, Prentice Hall of India.



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

Section I

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

Section II

- Market segmentation: Nature, basis & strategies.
- Marketing mix: Introduction & factors affecting it.
- Product decisions: Product definition, new product development process, product life cycle, positioning, branding & packaging decisions.

Section III

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

Text Books:

1. Kotler, Armstrong, Agnihotri and Haque, (2010), Principles of Marketing- A South Asian Perspective, 13th edition, Pearson Education.
2. Ramaswamy and Namkumar, S., (2009), Marketing Management Global Perspective: Indian Context, McMillan, Delhi.

References:

1. Saxena, Rajan, (2008), Marketing Management, 3rd edition, McGraw Hill Education.
2. Kumar, Arun and Meenakshi, N., (2009), Marketing Management, Vikas Publishing House.
3. Russel, Winer, (2007), Marketing Management, 3rd edition, Pearson Education.
4. Kotler, Koshi Jha, (2009), Marketing Management, 13 edition, Pearson Education.

[Handwritten signatures and marks at the bottom of the page]

BBA 106 : COMMUNICATIVE ENGLISH

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

Government Correspondence: Memo, Agenda, Minutes, Proposals.

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

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

Selected Short Stories:

Three short stories from the book, "Added Value: The Life Stories of Indian Business Leaders." by Peter Church, Lotus Collection, New Delhi.

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

Preparation for Job :

Writing Applications for Jobs, Preparing Curriculum Vitae, Preparing for Interviews, Preparing for Group Discussions.

Text Books:

1. Added Value: The Life Stories of Indian Business Leaders; Peter Church; Roli Books.
2. Organisations - Structures, Processes and Outcomes; Richard Hall; Prentice Hall India.
3. English for the Secretary; Yvonne Hoban; Tata McGraw Hill.
4. Technical Communication : M. Raman & S. Sharma; Oxford University Press.
5. Business Communication Process and Product : M.E. Guffey; Thomson Learning.

Reference Books:

1. Human Behavior at Work; John W Newstrom & Keith Davis; Tata McGraw Hill.
2. The Most Common Mistakes in English Usage; Thomas Elliot Berry, Tata McGraw Hill.
3. Business Communication: R.K. Madhukar; Vikas Publication.

The bottom of the page features several handwritten signatures and initials in black ink. From left to right, there is a signature that appears to be 'T. S.', followed by a signature that looks like 'A. S.', then a signature that is partially legible as 'S. K. S.', and finally a signature that appears to be 'S. K. S.'.

SEMESTER 2

1/8/2020 Handwritten 26/12 Handwritten

BBA 201 : BUSINESS ORGANIZATION & ENVIRONMENT

Section I

- **Principles of Modern Industry:** Division of Labour, Standardization, Scientific Management, Rationalization, Integration, Combination – Horizontal and Vertical, Factors leading to combination, Forms of Business Combination – Trusts, Cartels, Syndicates, Holding Companies.
- **Forms of Business Organizations and Ownership:** Sole Proprietorships, Partnerships, Joint Stock Companies, Managing Agency System, Public and Pvt. Cos, Public Management and its various functions.

Section II

- **Economic environment:** Economic systems, economic planning in India, objectives, strategies and evaluation of current five year plan. Industrial policy and industrial licensing, New economic policies.
- **Political Environment:** Three political institutions- Legislature, Executive and Judiciary. Fundamental rights and Directive Principles of state policy, Rationale and extent of state intervention.
- **Social environment:** social responsibility of business, consumer movement & Consumer Protection Act 1986, The Environment Protection Act 1986.
- **Technological environment:** Impact of technology on business. Technological policy, import of technology, appropriate technology, problems in technology transfer.
- **Structure of Public Enterprises in India:** Public and Joint Sectors, Management of Industries

Text Books

1. Robert; Lawrence, (2009) Modern Business Organization, McMillan India.
2. Tulsian, P. C., (2009) Business Organisation & Management, 2nd edition, Pearson Education.

Reference Books

1. Basu, C. R. (2008) Business Organization and Management, McGraw Hill Education.
2. Basu, C. (2010) Business Organisation and Management, 1st Edition, McGraw Hill Education.
3. Gupta, C.B., (2010) Modern Business Organization and Management, Dhanpat Rai & Sons.
4. Agarwal, N. P., Tailor, R. K., (2008) Business Organisation And Management, Dhanpat Rai & Sons.

[Handwritten signatures and marks at the bottom of the page]

BASIC ACCOUNTING

Section I

- Accounting – Introduction, importance and scope, concepts & conventions – Introduction generally accepted accounting principles, Double Entry Framework: The accounting equation, Accounting cycle – Journals, Ledgers, Purchase Book, Sales Book, Cash Book, Petty Cash Book, Trial Balance.

Section II

- Preparation of financial statements – Profit and loss account and Balance Sheet with necessary adjustments.
- Analysis and interpretation of Financial Statement – meaning and significance.

Section III

- Tools of Financial Analysis – Ratio Analysis, Trend Analysis, Common size and Comparative Financial Statement.
- Fund Flow Statement and Cash Flow Statement
- Marginal Costing, Break-Even Analysis, Applications of Marginal Costing.

COST ACCOUNTING

Section IV

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

Section V

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

Section VI

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

Text Books:

1. Tulsian, P.C., (2009) Financial Accountancy, 2nd edition, Pearson Education.
2. Maheshwari, S.N. and Maheshwari, S. K., (2009) An Introduction to Accountancy, Eighth Edition, Vikas Publishing House.

Reference Books:

1. Bhattacharyya, Asish K., (2010) Essentials of Financial Accounting, Prentice Hall of India.
2. Rajasekaran, (2010), Financial Accounting, 1st edition, Pearson Education.
3. Bhattacharyya, S.K. and Dearden, J., (2003) Accounting for Manager – Text and Cases, 3rd Edition, Vikas Publishing House.
4. Glautier, M.W.E. and Underdown, B. (2010). Accounting Theory and Practice, Pearson Education.



BBA 203 : HUMAN RESOURCE MANAGEMENT – 1 (ORGANIZATIONAL BEHAVIOR)

Section I

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

Section II

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

Section III

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

Text Books:

1. Robbins, S.P. and Sanghi, S., (2009), Organizational Behaviour; 13th edition, Pearson Education.
2. Singh, Kavita, (2010), Organizational Behaviour; Text and Cases, 1st edition, Pearson Education.

Reference Books:

1. Luthans, Fred, (2008), Organizational Behavior, 11th Edition, McGraw Hill Education.
2. Mirza, S., (2003), Organizational Behavior, 1st Edition, McGraw Hill Education.
3. Meshane, Steven, Von, Glinow and Sharma, Radha, (2008), Organisational Behaviour, 4th Edition, McGraw Hill Education.
4. Kinicki, Angelo and Kreitner, Robert, ((2005)), Organisational Behaviour, 2nd Edition, McGraw Hill Education.

Handwritten signatures and notes at the bottom of the page.

BBA 204 : BUSINESS MATHEMATICS & STATISTICS - 1
[MATHEMATICAL ECONOMICS]

Section I

- Set theory, linear and quadratic equation. Permutations and combinations.

Section II

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

Section III

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

Text Books:

1. Vohra, N.D., (2009) Quantitative Techniques in Management, 4th edition, McGraw Hill Education.
2. Vishwanathan, P.K., (2008) Business Statistics and Applied Orientation, 1st edition, Pearson Education.

Reference Books

1. Rajagopalan, S. and Sattanathan, R., (2009) Business Statistics & Operations Research, 2nd Edition, McGraw Hill Education.
2. Sharma, J.K., (2009) Operations Research: Problems & Solutions, 2nd edition, Macmillan India Ltd.
3. Taha, Hamdy, (2008) Operations Research: An Introduction, 8th edition, Pearson Education.
4. Render, Barry, Stair, R.M., Hanna, M.E., and Badri, (2009) Quantitative Analysis for Management, 10th edition, Pearson Education.

[Handwritten signatures and marks at the bottom of the page]

BBA 205 : INFORMATION TECHNOLOGY IN MANAGEMENT – 2
[MANAGEMENT INFORMATION SYSTEM]

Section I

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

Section II

- **Decision Support Systems:** Characteristics of DSS, Decision Support & Structure of Decision Making, Decision Support & Repetitiveness of Decisions, Classes of DSS, DSS Users, GDSS, Characteristics of GDSS.
- **Organization & Information Systems:** Relationship, Salient Feature of Organization, Effect of organization on Information Systems and Vice Versa.
- **Advanced Information Systems:** Knowledge Work Systems, Executive Support Systems, Expert Systems Artificial Intelligence.

Section III

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

Text Books:

1. Elmasri and Navathe, (2009), Fundamentals of Database Systems, 5th edition, Pearson Education.
2. ITL Education Ltd., (2010), Introduction to Database System, Pearson Education.

Reference Books:

1. Ramakrishnan, R. and Gehrke, J. (2007), Database Management Systems, 3rd edition, McGrawHill Education.
2. Kanan, A. and Date, C. J., (2006), An Introduction to Database System, Vol. I & Vol. II, 8th edition, Addison Wesley Publishing Company.
3. Singh, S. L., (2008), Database System Concept and Application, 2nd edition, Pearson Education.
4. Atul, Kahate, (2006), Introduction to Database Management System, 1st edition Pearson Education.

Handwritten signatures and marks at the bottom of the page.

BBA 206 : BUSINESS ENGLISH

Section I: Grammar

Expressing in Style; Words often confused; One-word substitution; Phrases; Idioms.

Section II: Advanced Reading

Paraphrasing; Interpreting visual information: Tables, Graphs, Charts; Speed Reading; Comprehension and Analysis of the book, "Who Moved My Cheese."

Section III: Effective Writing

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

Section IV: Speaking

Business Etiquettes; Impromptu Speech; Debate; Role Play; Presentations.

Section IV: Listening

Business-related Conversation Exercises.

Reference Books:

1. Spencer Johnson; Who Moved My Cheese; Vermillion; (2009).
2. Balasubramanian, T., A Textbook of English Phonetics for Indian Students; Macmillan India, Delhi (1998).
3. McLearn, Stephen., Writing Essays and Report: A Student's Guide; Viva Books, New Delhi (2011).
4. Burton Roberts, N., Analysing Sentences; Longman, London (1986).
5. Wekker, H. And Haggeman, L., A Modern Course in English Syntax; Croom Helm, London (1985).

Y.S. Akshay *W. S. Srinivas* *Hase-ling*

For Afrod /   HSR. 

SEMESTER 3

1/30/17 Almond 1/30/17 1/30/17 1/30/17 1/30/17

BBA 301 : MARKETING MANAGEMENT - 2 [CONSUMER BEHAVIOR]

Section I

- Consumer Behaviour: Nature & Application.
- Consumer as an individual
- Consumer needs & Motivations.
- Influence of personality, psychographics & attitude on consumer behaviour.

Section II

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

Section III

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

Text Books:

1. Still, K.R., Cundiff, E.W & Govoni, N.A.P "Sales Management – Decision Strategies and Cases., 5th Ed ((2009) Impression), Pearson Education.
2. Tanner Jr., J.P., Honeycutt Jr., E.D. and Erlmeier, R.C. (2009) Sales Management, Pearson Education, New Delhi

Reference Books:

1. Donaldson Bill (2007) Sales Management, Principles, Process and Practice Palgrave Macmillan.
2. Havaladar.K.K. & Cavale V.M (2007) Sales and Distribution Management - Text & Cases, TataMcGrawHill Publishing Company, New Delhi.
3. Jobber, David and Lancaster, Geoffery. (2006), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
4. Ingram, LaForge, Avila., Schwepker Jr. Williams (2007), Sales Management-Analysis and Decision Making, Thomson South – Western.

[Handwritten signatures and marks at the bottom of the page]

BBA 302 : FINANCIAL MANAGEMENT – 2 [MANAGERIAL ACCOUNTING]

Section I

- Scope of Financial Management, Traditional Approach, Modern approach, Investment Decision, Financing Decision, Dividend decision, Objectives of Financial management, Profit Maximization vs Wealth Maximization.

Section II

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

Section III

- Operating and Financial Leverage, Capital Structure Decision. NI approach, NOI approach, MM approach, Traditional approach.
- Working Capital Management-Definition, importance, factors affecting working capital. Sources of raising working capital finance.

Text Books:

1. Khan M.Y, Jain P.K., (2010), Financial Management, 3rd edition, McGraw Hill Education.
2. Maheshwari S.N., (2009), Financial Management- Principles and Practice, 9th Edition Sultan Chand & Sons.

Reference Books:

1. Kapil, Sheeba, (2010), Financial Management, 1st edition, Pearson Education.
2. Burk Demazo, (2010), Financial Management, Pearson Education.
3. Ross, Stephen, Westerfield, R., and Jaffe, J., (2004), Corporate Finance, 7th Edition, McGraw Hill Education.
4. Pandey I. M., (2007), Financial Management, Vikas Publishing House.

The bottom of the page features several handwritten signatures and marks. On the left, there is a signature that appears to be 'J. B. Arora' followed by a long horizontal line. In the center, there is a signature that looks like 'M. S. Singh' with a checkmark above it. On the right, there are two more signatures, one of which is 'H. S. Singh'.

Section I

- **Introduction:** Meaning, scope, objectives and importance of Human Resource Management, Personnel Management, its functions, policies & roles. Organizing the Human Resource Management department in the organization. Human Resource Management practices in India.
- **HR audit**
- **Human Resource Planning:** Definition, objectives, process and importance, job analysis, description, specification, Recruitment, selection, placement and induction process.

Section II

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

Section III

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

Text Books:

1. Aswathappa, K., (2010), Human Resource Management, McGraw Hill Education.
2. DeCenzo, D. A. and Robbins, S.P. (2007), Fundamentals of Human Resource Management, 9th edition, John Wiley.

Reference Books:

1. Durai, Praveen, (2010), Human Resource Management, Pearson Education.
2. Monappa, A. and Salyadain, M., ((2001)), Personnel Management, McGraw-Hill Education.
3. Dessler, Gary, ((2004)) Human Resource Management, Pearson Education.
4. Jyothi, P. and Venkatesh, D.N. (2006), Human Resource Management, Oxford Higher Education.

Handwritten signature/initials

Handwritten signature/initials

Handwritten signature/initials

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

Section I

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

Section II

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

Text Books:

1. Trivedi, ((2010)), Business Mathematics, 1st edition, Pearson Education.
2. Bhardwaj, R.S. (2000). Mathematics for Economics and Business, Excel Books.

Reference Books:

1. Raghavachari, M. ((2004)), Mathematics for Management, McGraw Hill Education.
2. Cleaves, Cheryl, and Hobbs, Margie, (2008) Business Math, 7th Edition, Prentice Hall.
3. Tuttle, Michael, D., (2008) Practical Business Math: An Applications Approach, 8th Edition, Prentice Hall.
4. Khan, Shadab, (2008) A Text Book of Business Mathematics, Anmol Publications.

Handwritten signatures and initials at the bottom of the page.

BBA 305 : CORPORATE COMMUNICATION

Section I:

Section 1:
Different types of Media Vehicles; Broadcast; Electronic, Print, Outdoor, Non-conventional.

Section II:

Section II:
Promotional Mix: 1. Advertising: History; Types; Marketing Mix; Objectives; DAGMAR; Budget;
Positioning; Ethics; 2. Sales promotion; Introduction, Types, Tools, Ethics, Case Studies; 3. Direct
Marketing: Tools: Writing of mailers; 4. Public Relationship: Introduction; Tools; Event
Management; 5. Personal Selling : Introduction; Steps.

Reference Books:

1. Advertising: Belch & Belch.
2. Advertizing: Zeigler
3. Promotion: Burnette.
4. Marketing: Chunawala.
5. Marketing Management: Philip Kotler

BBA 306 [A] : BUSINESS TAXATION

UNIT 1

Income Tax Act-1961. (Meaning, Concepts and Definitions)

Income, Person, Assessee, Assessment year, Previous year, Agricultural Income, Exempted Income, Residential Status of an Assessee, Fringe benefit Tax, Tax deducted at Source, Capital and Revenue Income and expenditure.

UNIT 2

Computation of Taxable Income under the different heads of Income.

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

UNIT 3

Tax Planning with Reference to Financial Management Decisions.

1. Capital Structure; 2. Dividend Policy including Section 194; 3. Inter-Corporate Dividend; 4. Bonus Shares – Equity and Preference Shareholders.

UNIT 4

Miscellaneous:

Tax deducted at source-Return of Income-Advance payment of Tax- methods of payment of tax- Forms of Returns-Refund of Tax. (Theory). Central Sales Tax Act 1956 – Introduction; VAT, Registration of Dealers, Levy and Collection of Tax and Penalties. Service Tax (Finance Act 1994).

UNIT 5

Income Tax Authorities :

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

Text Books:

1. Indian Income Tax Act; Vinod Singhania.
2. Students guide to Income Tax; Dr. Vinod Singhania.
3. Income Tax, Ahuja and Gupta; Bharat Prakashan.
4. Indian Income Tax Act; H.C. Malhotra.
5. Income Tax Act; R.N. Lakhotia.
6. Income Tax and Central Sales tax Law and Practice; 30th edition; Lal, B.B., (2009), Pearson Education.

Reference Books:

1. Ahuja, Girish and Gupta, Ravi; Systematic Approach to Income Tax, Latest Edition, Bharat Law House.
2. Datey, V.S.; Indirect Taxes - Law and Practice, latest edition, Taxmann Publications.
3. Government of India, Bare Acts (Income Tax, Service Tax, Excise and Customs).



BBA 306 [B] : PSYCHOLOGY

Section 1

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

Section II

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

Learning Process: Factors of Learning, Theories – Connectionism, Classical and Operant Conditioning, Programmed Learning.

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

Text Books:

1. Atkinson, R.L., et al: Introduction to Psychology, Harcourt Brace Jovanovich.
2. Baron, R.A: Psychology : The Essential Science, Allyn and Bacon.

Reference Books:

- Reference books:
1. Morgan, C.T., et: Introduction to Psychology; McGraw Hill.
 2. Munn, N.L., et al: Introduction to Psychology; Oxford, IBH Publishing.
 3. Woodworth, R.S., & Scholberg, H: Experimental Psychology, Oxford & IBH Publishing.

[Handwritten signature]

SEMESTER 4

530 Almond
All Smith
Handwritten

BBA 401 : STRATEGIC MANAGEMENT

Section I

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

Section II

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

Section III

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

Text Books:

1. Kazmi, Azhar, (2008), Strategic Management and Business Policy, 3rd Edition, McGraw Hill Education.
2. Ghosh, P. K., (2006), Strategic Planning and Management, 8th Edition, Sultan Chand & Sons, New Delhi.

Reference Books:

1. Walker, Gordon, (2005), Modern Competitive Strategy, 1st Edition, McGraw Hill Education.
2. Weelen, (2009), Concepts in Strategic Management and Business Policy, 12th edition, Pearson Education.
3. Fred, David, (2008), Strategic Management : Concepts and Cases , 12th Edition, Prentice hall of India
4. Appar Rao C, (2008), Strategy Management and Business Policy, Excel Book.

[Handwritten signatures and initials at the bottom of the page]

BBA 402 : PRODUCTION AND OPERATIONS MANAGEMENT

Section I

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

Section II

- **Capacity Planning** - Concepts; Factors Affecting Capacity. Planning, capacity Planning Decisions;
- **Production Planning & Control (PPC)** - Concepts, Objectives; Functions
- **Materials Management** - Concepts, Objectives, supply chain, MRP-I and MRP-II, inventory control models Functions

Section III

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

Text Books:

1. Muhleman, (2008), Production and Operations Management, 6th edition, Pearson Education.
2. B.Mahadevan, (2010), Operations Management, Theory and Practical, Pearson Education.

References Books:

1. Kachru, Upender, (2006), Production and Operation Management, Excel Books.
2. Chary, S.N and Puncerselvam R., (2009), Production and Operations Management, McGraw Hill Education.
3. Stevenson, W. J, (2007), Operations Management, 9th Edition, McGraw Hill Education.
4. Gaither, Norman and Frazier, G., (2004), Operations Management, 9th Edition, Cengage Learning.

[Handwritten signatures and marks at the bottom of the page]

BBA 403 : OPERATIONS RESEARCH AND LOGISTICS

Operations Research

Section I

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

Section II

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

Section III

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

Logistics

Section I

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

Section II

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

Section III

- Logistic information systems: Need, components and design.
- Transportation modes, mode choice, Inter transport, containerization, routing, logistic organization.

Text Books:

1. Vohra, N.D., (2009) Quantitative Techniques in Management, 4th edition, McGraw Hill Education.
2. Vishwanathan, P.K., (2008) Business Statistics and Applied Orientation, 1st edition, Pearson Education.

Reference Books:

1. Rajagopalan, S. and Sattanathan, R., (2009) Business Statistics & Operations Research, 2nd Edition, McGraw Hill Education.
2. Sharma, J.K., (2009) Operations Research: Problems & Solutions, 2nd edition, Macmillan India Ltd.
3. Taha, Hamdy, (2008) Operations Research: An Introduction, 8th edition, Pearson Education.

[Handwritten signatures and marks at the bottom of the page]

BBA 404 : PROJECT & EVENT MANAGEMENT

Section I

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

Section II

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

Text Books:

1. Pinto, (2009), Project Management, 1st Edition, Pearson Education.
2. Maheshwari, S.N., (2009), Management Accounting & Financial Control, 14th edition, Sultan Chand & Sons.

Reference Books:

1. Chandra, Prasanna, (2009), Projects: Planning, Analysis, Financing, Implementation and Review, 7th edition, McGraw Hill Education.
2. Choudhury, S, (2007). Project Management, 1st Edition, Tata Mc Graw Hill Publishing Company.
3. Bhavesh, M. Patel (2009). Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.
4. Panneerselvam, R., and Senthilkumar, P., (2007), Project Management, Prentice Hall of India.

[Handwritten signatures and marks at the bottom of the page]

BBA 405 : SOCIAL & MARKETING RESEARCH METHODS

Section I

Indian Society: Social Stratification: Caste System, Class System, Communities, Ethnic Groups, Religions, Weaker Sections and Minorities, Constitutional Provisions for Scheduled Castes, Scheduled Tribes and other Backward Classes.

Section II

Socio-Economic Problems: Poverty, Illiteracy, Unemployment, Housing, Child Labour, Migration, Occupational Diseases, Insurgency, Terrorism, Crime, Project Affected People, Social Destitution, Beggary, Aged Population, Juvenile Delinquency, Problems in Family Life.

Section III

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

Section IV

Research Methods: Terminology: Data and Information, Validity and Reliability, Deduction and Induction, Quantitative and Qualitative Methods. **Research Project:** Choice of Topic, Writing a Research Proposal – Objective, Hypothesis, Methodology, Timeframe. **Research Design:** Exploratory, Descriptive and Experimental design.

Section V

Research Methods: Interview Method, Observational Method, Questionnaires, Case Studies, Action Research, Documentary Sources. **Survey Methods:** Survey Design – Sampling, Qualitative Data, Quantitative Data, Scaling Techniques: Concepts, Types, rating scales & ranking scales.

Section VI

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

Statistical Tools of Data Analysis – Mean, Median, Mode, Correlation, Regression, Tests of significance based on T, F & Z Distribution and Chi- Square test, Basic Concepts of Discriminant Analysis, Factor Analysis, Cluster Analysis and Conjoint Analysis.

Marketing Research Applications.

Section VII

Report Writing: Formatting, Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices. **Presentation of Report:** Skills and Methods.

Text Books:

1. Andre Beteille: *Society and Politics in India*, Oxford University Press.
1. Taylor, Bill, Sinha, G and Ghoshal, Taposh: *Research Methodology*, Prentice Hall of India.
2. Beri, G.C.: *Marketing Research: Research Design*, 4th Edition, McGraw Hill Education.

Reference Books:

1. R. Thapar (Ed.): *Tribes, Caste, and Religion in India*, Macmillan.
2. Sadhu, A.N. & Singh, A: *Research Methodology for Social Sciences*, Sterling.

[Handwritten signatures and marks at the bottom of the page]

BBA 406 [A] : ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

Section I

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

Section II

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

Section III

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

Text Books:

1. Hisrich, Robert and Peters, Michael, (2002), Entrepreneurship, 5th Edition, McGraw Hill Education.
2. Charantimani, (2006), Entrepreneurship Development and Small Business Enterprise, 1st edition, Pearson Education.

Reference Books:

1. Chandra, Ravi, (2003), Entrepreneurial Success: A Psychological Study, Sterling Publication Pvt. Ltd., New Delhi.
2. Balaraju, Theduri, (2004), Entrepreneurship Development: An Analytical Study, Akansha Publishing House, New Delhi.
3. David, Otes, (2004), A Guide to Entrepreneurship, Jaico Books Publishing House, Delhi.
4. Kaulgud, Aruna, (2003), Entrepreneurship Management, Vikas Publishing House, Delhi.

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

Section I

Ethics in Business: Concept of Business Ethics. **Corporate Code of Ethics:** Environment, Accountability, Responsibility, Leadership, Diversity, Discrimination. **Principles and Theories of Business Ethics:** Principles of Business Ethics, Characteristics of Ethical Organisation, Theories of



Business Ethics, Globalization and Business Ethics; Stakeholder's Protection, Corporate Governance and Business Ethics.

Section II

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

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

Section III

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

Section IV

Social Work: Concept, Definition, Objectives and Functions of Social Work, and Methods of Social Work. **Values and Principles:** Religious, Political and Utilitarian values, Code of professional ethics, Generic principles of social work.

Social Work Practice in India: Concepts: Social work, Social welfare, Social service, Social services, Social development, Social change, Social action, Human rights, Social exclusion (marginalization, exploitation, oppression), Empowerment.

Section V

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

Text Books:

1. J. P. Sharma Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd., New Delhi.
2. Batra, Nitin (2004) Dynamics of Social Work in India, Jaipur : Raj Publishing House.
3. Bradford, W. Sheafor, Charles, R. Horejsi, Gloria A.; (Fourth Edition: 1997); Techniques and Guidelines for Social Work, London; Allyn and Bacon, A Viacom Company

Reference Books:

1. Wadin, A. R. (Ed.) (1961) History and Philosophy of Social Work in India; Bombay; Allied Publishers Private Ltd.
2. Bob Tricker, Corporate Governance - Principles, Policies, and Practice, OUP, New Delhi.
3. Daniel Albuquerque, Business Ethics, Principles and Practices (Indian Edition), OUP.

[Handwritten signatures and marks at the bottom of the page]

SEMESTER 5

1950 ~~Alford~~ / ~~2nd~~ / ~~1st~~

~~1950~~ / ~~1st~~ / ~~2nd~~

BBA 501 : RETAIL MANAGEMENT

Section I

Introduction to Retailing: An Overview: Definition and scope- Retailer- Evolution of retailing industry - Factors behind the change of Indian Retailing industry- Economic growth Retailers' role in distribution channels-benefits of retailing- Retailing Environment- The legal Environment Economic Environment, technological Environment, competitive environment.

Section II

Retail institutions: Theories of institutional change: wheel of retailing, dialectic process, retail accordion, natural selection. Classification of retailers: Store based and Non - store based retailers. Understanding the Retail Customer: **The Market Structure:** structure of buying population and their behavior. **Population Analysis. Demographic Analysis. Geographic Analysis.**

Section III

Merchandise Assortment Planning: Organizing the buying process by categories: Category Management process, The Buying Organization, Assortment planning process: Need for trade-off between variety, assortment and product availability, Assortment plan, Product mix trends: Shotgun merchandising, Rifle merchandising. **Purchasing Systems. Merchandise Purchasing. Merchandise Pricing. Retail promotion mix.**

Section IV

Store management: Store management, Role of Store managers, Retail Personnel Management Process, legal and ethical issues in managing store personnel, cost controls, reducing inventory shrinkage, detecting and preventing shoplifting. **Store layout, design and visual merchandise. Customer service. Retail selling. Contemporary Issues in Retailing: Ethical and Legal issues in retailing. Careers in retailing.**

Text Books:

1. Butcher, Mc Aneity - Fundamentals of Retailing.
2. Dorothy, S. Rogers, L. Merel, T. Grassi- Retailing : New perspectives.

Reference Book:

1. Diamond Allen, Fashion - Retailing
2. Diamond, Jay & Gerald Pintal- Retailing.
3. Levy, Michael & Barton A Weitz - Retailing Management.
4. Suja Nair- Retail Management.

1/30 Ahmed 10/11/2020 H.S.P. Gaur

BBA 502 : INDIAN FINANCIAL SYSTEM

Section I

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

Section II

- **Structure of Indian Financial markets;** Major players in the capital market – NSE, OTCEI, Regional Exchanges; Role of Broker, merchant banker, underwriter, depository
- **Types of instruments in the Indian Market -** Equity, Preference Shares, Debentures, Bonds, Warrants, Options, Convertible securities, Fixed deposits, Derivatives, Debt Securitization, Commercial Paper, Euro Issue etc.

Section III

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

Text Books:

1. MY Kahn (2004); Indian Financial System: Theory and Practice, 4th Edition; Tata McGraw Hill.

Reference Books:

1. Sundaram and Varshney, (2004); Banking Theory, Law, and Practice, 3rd Edition; Sultan Chand and Sons Publisher.

[Handwritten signatures and marks at the bottom of the page]

BBA 503 : SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Section I

1. Investment management: objective, investment opportunities, and philosophy of individual & institutional investors.
2. Fundamental analysis: concept and significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries.

Section II

1. Company analysis: nature and style of management, key role of financial analysis, ratio analysis.
2. Technical analysis: different techniques of analysis, Dow Theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.
3. Efficient market theory random walk: weak form, semi-strong, strong form of market.
4. Empirical tests: Comparison of random walk, technical & fundamental analysis.

Section III

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

Text Books:

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition, 2005.
2. Investments – Zvi Bodie, & Mohanty – TMH – 6th Edition, 2005.
3. Investment Management – VK Bhalla - S.Chand & Co.
4. Security Analysis & Portfolio Management, S.Bhat, Excel Books.

Reference Books:

1. Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning.
2. Security Analysis & Portfolio Management – Fisher and Jordan , 6/e, Pearson, PHIL.
3. Investment science – David G. Luenberger. Oxford.

The bottom of the page features several handwritten signatures and initials in black ink. From left to right, there is a signature that appears to be 'S. Bhat', followed by 'Alond', then a signature that looks like 'S. Bhat' again, and finally a large, stylized signature that could be 'S. Bhat' or 'S. Bhat' with a flourish, and another signature that looks like 'S. Bhat'.

BBA 504 : E-COMMERCE

Section I

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

Section II

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

Section III

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

Text Books:

1. E-Business and E-Commerce Management: Strategy: Implementation and Practice; Chaffey, Dave; (2009); 4th Edition; ISBN 978-0-273-71960-1.
2. E-Commerce: Business, Technology, Society, Case Book Update; 2005, 2/E; Kenneth C. Laudon, & Carol Guercio Traver; ISBN: 0-321-26937-3 949.

Reference Books:

1. Applying E-commerce in Business; Tassabehji Rana; (2003) Sage Publications; ISBN 0-7619-4875-9.
2. Web 2.0: A Strategy Guide; Shuen, A; (2008); Cambridge, O'Reilly.
3. The Google Story; Vise, David A.; (2006); London, Pan.
4. Business @ the Speed of Thought; Gates, Bill; (2000); Penguin.

Handwritten signatures and marks at the bottom of the page.

BBA 505 : OJT [ON-THE-JOB-TRAINING]

[4 WEEKS INTERNSHIP IN AN INDUSTRY]

1/30 *[Signature]* *[Signature]* *[Signature]* *[Signature]*

[Handwritten signatures]

BBA 601 : SERVICES MARKETING

Section I

- Growth of service sector economy, Service Characteristics, Service Classification, Service product, Traditional 4 P's of marketing and extended Marketing mix, Service Marketing Triangle, Service Marketing Mix, Quality Gaps Model,
- Consumer Behaviour in Services, Customer Expectation of Service, Customer Perception of Service, Understanding Customer expectation and Perception through Marketing Research.
- Relationship Marketing - Concept, Benefits and Strategies.

Section II

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

Section III

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

Text Books:

1. Valerie Zeithaml & Mary Jo Bitner; Services Marketing – Tata-McGraw-Hill
2. Christopher Lovelock; Services Marketing, 3e – Prentice Hall, International Edition.

Reference Books:

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

[Handwritten signatures and marks at the bottom of the page]

BBA 602 : INTERNATIONAL FINANCE

Section I

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

Section II

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

Section III

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

Text Books:

1. Sharan, (2010), International Business, 2nd edition, Pearson Education.
2. Tamer, Cavusgil, Gary, Knight, (2010), International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.

Reference Books:

1. Sinha P.K, (2008), International Business Management, Excel Books.
2. K. Aswathappa, (2008), International Business, McGraw Hill Education.
3. Hodgetts, R., Luthans, F., Doh, Jonathan., (2008), International Management: Culture, Strategy and Behaviour, Pearson Education.
4. Deresky, (2010), International Management: Managing Across Borders and Culture, Pearson Education.

[Handwritten signatures and marks at the bottom of the page]

BBA 603 : RISK MANAGEMENT

Section I

Market Risk Measurement: Risk management Principles; Sources of Market Risk; Derivatives and Risk Management; Risk Measurement before VaR; Measures of Financial Risk; VaR, Coherent Risk Measures; Estimating Market Risk; Estimating Liquidity Risk.

Section II

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

Section III

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

Section IV

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

Text Books:

1. GARP – FRM Handbook, 4th Edition.
2. Philippe Jorion – Value at Risk, 3rd Edition.
3. Alexander J. McNeil, R. Ludiger Frey, Paul Embrechts – Quantitative Risk Management.

Reference Books:

1. Kevin Dowd – Measuring Market Risk, 2nd Edition.
2. Frank K. Reilly, Keith C. Brown – Investment Analysis and Portfolio Management- 5th Edition.

Handwritten signatures and initials at the bottom of the page:
gjs, Almond, 28/11/23, HBS, All, ga

BBA 604 : BUSINESS LAW AND INDUSTRIAL RELATIONS

Section I

- **Indian Contract Act:** nature of contract, offer and acceptance, consideration, capacity to contract, free consent, legality of object, agreements not declared – avoid, contingent contract, quasi contract. Special Contracts – Indemnity and Guarantee, Bailment and Pledge, Contract of Agency, Sale of goods act 1930 – Formulation of contract, Conditions and Warrants transfer of Property, Performance of Contract, Right of an unpaid seller.
- **Negotiable Instruments Act:** Definition Bills & Cheques, Parties to Negotiable Instruments, Negotiation Presentment, Dishonor, Discharge of a Negotiable Instruments, Rules of Evidence, Estoppel, Hundies, Bank and Customer.

Section II

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

Section III

- Workers Participation in management: Conceptual Aspects, Practice of Workers Participation-Self Management Systems Member of Management Bodies, Work Councils, Joint management Councils.
- Collective Bargaining: Concept and Importance, process of Bargaining, Goals and Strategy in Bargaining; Problems of collective Bargaining.

Section IV

- Industrial Disputes: Theoretical Framework, Causes of Disputes, Types of Disputes: Settlement of Industrial Disputes, Conciliations, Arbitration, Adjustments.
- Grievances: Causes, Grievance Procedure, Employee Discipline.

Text Books:

1. Industrial Relation & Labor Law; Sunita Latkar; Vision Publications.
2. Collective Bargaining & Labor Relations; Terry L. Leap; ISBN: 9780023691010
3. Labor Relations: Development, Structure, Processes; John Fossum; ISBN: 9780072987133.

Reference Book:

1. Contemporary Labor Economics; Campbell McConnell, Stanley Brue, & David Macpherson; ISBN: 9780073375953.
2. Principles of Taxation: Advanced Strategies; Sally M. Jones, & Shelley C. Rhoades-Catanach; ISBN: 9780072443806.
3. The Worm in the Apple: How the Teacher Unions Are Destroying American Education; Peter Brimelow; ISBN: 9780060096625.

[Handwritten signatures and marks at the bottom of the page]

BBA 605 : MANAGEMENT THESIS

**[BASED ON 2 WEEKS INTERNSHIP IN SERVICES
INDUSTRY]**

Handwritten signatures and marks at the bottom of the page, including a large signature on the left and several smaller ones on the right.