

**BBA 2025-26**

<b>Semester I</b>		<b>Semester II</b>	
Principles of Management	100	Managerial Economics	100
Accounting for Managers	100	Business Law	100
<b>Semester III</b>		<b>Semester IV</b>	
Business Law	100	Marketing Management	100
Organisational Behaviour	100	Human Resource Management	100
Business Environment	100	Financial Management	100
Business Statistics and mathematics			
<b>Semester V</b>			
Advertising Management	100		
Training and Development	100		
Financial Markets	100		
Production and Operation Management			



### **Course Objectives**

This course is designed to:

- Familiarize students with the fundamental principles and concepts of accounting.
- Equip learners with the skills to prepare and interpret financial statements.
- Help students use accounting information for managerial decision-making.
- Provide practical exposure to cost and management accounting tools.
- Develop analytical skills for financial statement analysis and budgeting.

### **Course Outcomes (COs)**

Upon completion of this course, students will be able to:

**CO1:** Understand the principles of financial and managerial accounting.

**CO2:** Prepare and interpret basic financial statements.

**CO3:** Apply cost accounting techniques in managerial contexts.

**CO4:** Use financial information for decision-making and control.

**CO5:** Analyze financial statements for assessing organizational performance.

### **UNIT – I: INTRODUCTION TO ACCOUNTING AND FINANCIAL STATEMENTS:**

Meaning, Objectives, Functions and Importance of Accounting – Accounting Concepts and Conventions – Users of Accounting Information – Distinction between Financial Accounting, Cost Accounting, and Management Accounting – Introduction to Financial Statements: Trading Account, Profit and Loss Account, and Balance Sheet – Limitations of Financial Statements. (No Problems)

### **UNIT – II: FINANCIAL STATEMENT ANALYSIS:**

Meaning and Purpose of Financial Statement Analysis – Types of Analysis: Vertical, Horizontal and Trend Analysis (Simple problems)

### **UNIT – III: COST CONCEPTS AND CLASSIFICATION:**

Meaning of Cost and Cost Accounting – Elements of Cost: Direct Material, Direct Labour, Direct Expenses, and Overheads – Cost Classification: Fixed, Variable, Semi-variable – Functional Classification of Costs – Preparation of Cost Sheet.(Simple problem)

### **UNIT – IV: MARGINAL COSTING AND BREAK-EVEN ANALYSIS:**

Concept of Marginal Cost and Marginal Costing – Contribution – Profit-Volume Ratio – Break- even Point – Margin of Safety – Cost-Volume-Profit (CVP) Analysis(Simple problem)

### **UNIT – V: BUDGETING AND BUDGETARY CONTROL**

Meaning and Objectives of Budgeting – Types of Budgets: Functional Budgets, Cash Budget, Flexible Budget, Master Budget – Preparation of Budgets – Budgetary Control: Meaning, Advantages and Limitations – Zero-Based Budgeting and Performance Budgeting (Conceptual overview only). (Simple problems)

### **Student-Centric Activities**

- Prepare final accounts from a given trial balance and present Trading, Profit & Loss Account, and Balance Sheet for a fictional firm.
- Create a detailed cost sheet using hypothetical data on materials, labor, and overheads to understand cost classification.
- Use Excel to compute and plot Break-even Charts to analyze cost-volume-profit relationships.
- Form groups to prepare functional budgets (sales, cash, production) and present a comparative analysis of budgeted vs. actual figures.
- Analyze financial statements of a real-life listed company and calculate key financial ratios for decision-making insights.
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### **Recommended Textbooks:**

1. Maheshwari, S.N. & Maheshwari, S.K. (2022). An Introduction to Accountancy. Vikas Publishing House.
2. Jain, S.P. & Narang, K.L. (2022). Cost and Management Accounting. Kalyani Publishers.
3. Khan, M.Y. & Jain, P.K. (2022). Management Accounting. McGraw Hill Education.
4. Tulsian, P.C. (2022). Financial Accounting for Managers. Pearson Education.  
Horngren, C.T., Sundem, G.L., & Stratton



### **Course Objectives**

This course is designed to:

- Introduce the fundamental concepts, functions, and principles of management.
- To examine the evolution of management thought and understand classical to contemporary practices.
- Equip students with the knowledge of planning, organizing, leading, and controlling functions.
- Analyze modern management strategies in the context of global challenges.
- Help students apply management theories and concepts to real-life business scenarios.

### **Course Outcomes (COs)**

Upon successful completion of the course, the student will be able to:

**CO1:** Understand and explain the fundamental principles and practices of management.

**CO2:** Comprehend and apply the management process including planning, organizing, leading, and controlling.

**CO3:** Analyze different organizational structures and delegation patterns.

**CO4:** Evaluate various motivational and leadership theories in organizational contexts.

**CO5:** Apply managerial control techniques to enhance organizational productivity and quality.

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

Definition and nature of management – Evolution of management thought – Principles of management – Functions of management – Levels of management – Roles and responsibilities of managers – Trends and challenges of management in the global scenario – Emerging concepts in modern management.

### **UNIT – II: PLANNING**

Nature and significance of planning – Types of planning: strategic, tactical, and operational – Planning process – Objectives and policies – Management by Objectives (MBO) – Strategies and types of strategies – Advantages and limitations of planning

**UNIT – III: ORGANIZING**

Nature and purpose of organizing – Principles of organization – Formal and informal organization – Organizational structure: functional, divisional, matrix – Line and staff authority – Centralization and decentralization – Delegation of authority – Recent trends in organizational design.

**UNIT – IV: DIRECTING**

Meaning and importance of directing – Motivation: meaning, importance, and theories (Maslow, Herzberg, McGregor) – Leadership: styles and leadership theories (Trait, Behavioral, Contingency) – Communication process – Types of communication – Barriers to effective communication and ways to overcome them.

**UNIT – V: CONTROLLING**

Nature and process of control – Types of control: feed forward, concurrent, feedback – Budgetary and non-budgetary control techniques – Productivity management – Cost control – Purchase control – Maintenance control – Quality control – Modern tools of managerial control.

**Student-Centric Activities**

- Case Study Analysis: Students analyze real-world business cases focusing on planning, organizing, or leadership strategies and present their observations and solutions.
- Management Role Play: Enactment of managerial roles such as planning meetings, staff delegation, or conflict resolution to simulate practical management scenarios.
- Group Debate: Conduct structured debates on topics like “Centralization vs. Decentralization” or “Autocratic vs. Democratic Leadership” to foster analytical thinking.
- Planning Simulation Exercise: Students develop a strategic plan or business model for a hypothetical startup, including vision, mission, goals, and organizational structure.
- Leadership Style Self-Assessment: Students take a leadership personality quiz and reflect on their style with examples of how it aligns with famous managerial theories.

**Recommended Textbooks**

1. Gupta, Sharma, & Bhalla. *Principles of Business Management*. Kalyani Publications, 1st Edition.
2. L. M. Prasad. *Principles of Management*. Sultan Chand & Sons, Latest Edition.
3. Koontz, H., & Weihrich, H. *Essentials of Management*. Tata McGraw-Hill, 1998.
4. Joseph L. Massie. *Essentials of Management*. Prentice Hall (Pearson), 4th Edition, 2003.
5. Tripathi, P. C., & Reddy, P. N. *Principles of Management*. Tata McGraw-Hill.
6. J. N. Chandan. *Management: Theory and Practice*.
7. J. S. Chandan. *Management: Concepts and Strategies*, Vikas Publishing.



**UNIT IV: Production, Cost and Market Structures**

Production Function – Fixed and Variable Inputs – Laws of Production: Law of Variable Proportion and Returns to Scale – Cost Concepts: Explicit, Implicit, Private, and Social Costs – Cost Curves in Short and Long Run – Economies and Diseconomies of Scale – Market Structures: Features and Pricing under Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly. (Case Studies)

**UNIT V: Macroeconomic Analysis for Managers**

National Income Concepts: GDP, GNP, NDP, NNP, and Methods of Calculation (overview) – Theories of Income and Employment: Classical and Keynesian Views — Relevance of Macroeconomic Indicators in Managerial Decision- making – Role of Government Policies in Economic Stabilization. (Case Studies)

**Recommended Textbooks and Readings**

1. Ivan Png (2021). Managerial Economics. Blackwell Publishers.
2. Dominick Salvatore (2022). Managerial Economics in a Global Economy. Cengage/Thomson South-Western.
3. Paul G. Keat & Philip K. Y. Young (2022). Managerial Economics: Economic Tools for Today's Decision Makers. Pearson.
4. D.N. Dwivedi (2022). Managerial Economics. Vikas Publishing House.
5. L. Varshney & K.L. Maheshwari (2022). Managerial Economics. Sultan Chand & Sons.
6. Lipsey & Chrystal (2022). Economics. Oxford University Press.

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### **Course Objectives (COs)**

This course is designed to:

- Understand the foundational principles of contracts under the Indian Contract Act, 1872.
- Analyze the legal elements that make a contract valid, enforceable, and binding.
- Understand the legal capacity of parties and the rules governing contingent contracts and contract discharge.
- Examine the relevance of contemporary laws like the Sale of Goods Act, Consumer Protection Act, and IT Act in modern business practices.
- Identify types of cybercrimes and explain the scope, objectives, and legal provisions of the IT Act 2000.

### **Course Outcomes (COs)**

**CO1:** Understand the essential elements and classifications of contracts under the Indian Contract Act, 1872.

**CO2:** Identify and evaluate the legal validity of offer, acceptance, and consideration in contract formation.

**CO3:** Examine the legal rules related to party capacity, contingent contracts, and remedies for breach.

**CO4:** Analyze the rights and duties under the Sale of Goods Act and the mechanisms of consumer protection.

**CO5:** Explain the scope of the IT Act 2000 and apply cyber safety measures and reporting procedures for cybercrimes.

### **UNIT I: Law of Contract**

Meaning and definition of Agreement and Contract – Essential elements of a valid contract – Types of contracts: Valid, Void, Voidable, Executed and Executory – Introduction to the Indian Contract Act, 1872 (Case Studies)

### **UNIT II: Offer, Acceptance and Consideration**

Definition of a valid offer and its essentials – Legal rules relating to offer and lapse of offer – Valid acceptance and its legal rules – Legal rules regarding consideration (Case Studies)

### **UNIT III: Capacity of the Parties and Contingent Contract**

Legal rules regarding agreements with minors, persons of unsound mind, and disqualified persons – Concept and essentials of contingent contracts – Different modes of discharge of contract: performance, breach, agreement, and impossibility – Remedies available for breach of contract including damages, injunction, and specific performance. (Case Studies)

**UNIT IV: Sale of Goods Act, 1930 and Consumer Protection Act, 2019**

Contract of Sale – Sale vs. Agreement to Sell – Conditions and Warranties – Transfer of property and risk – Rights of an unpaid seller – Introduction to Consumer Protection Act, 2019 – Definitions: Consumer, Goods, Services, Complaint, Consumer Dispute – Consumer Rights and Responsibilities – Consumer Protection Councils and Redressal Forums. (Case Studies)

**UNIT V: Information Technology Act, 2000**

Introduction to Cyber Laws – Types of cybercrimes: hacking, phishing, identity theft, cyber stalking, data breaches – Need for cyber legislation in India – Scope and objectives of IT Act 2000 – Digital signatures and authentication – Cyber security safety mechanisms – Legal remedies and reporting procedures for cybercrimes. (Case Studies)

**Recommended Books and References**

1. J. Jaysankar – Business Laws, Margham Publications, Chennai, 2012
2. N.D. Kapoor – Business Laws, S. Chand Publications, 2025
3. V. Balachandran – Business Law, Tata McGraw Hill, 2<sup>nd</sup> Edition
4. Tulsian – Business Law, Tata McGraw Hill, 2013
5. Pillai & Bhagavathi – Business Law, S. Chand Publication, 2007

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**COURSE OBJECTIVES:**

- To equip the student with fundamental concepts, principles relating to Contract Act that applies to business situations
- To provide an overview on Negotiable Instruments Act and Partnership Act in India.
- To understand the regulatory framework of companies with reference to various provisions of Companies Act.
- To understand the essentials and execution of Sale contracts.
- To acquire knowledge on Right to Information Act and Consumer Protection Act.

**COURSE OUTCOMES:** Students will be able

- CO1. to explain the concepts regarding laws of business. (L2)
- CO2. develop the essentials of contract while entering a contract. (L3)
- CO3. apply the features of factories act 1948 (L3)
- CO4. make use of sale of goods act. (L3)
- CO5. examine the consumer protection act in an organisation. (L4)

**UNIT- I: LAW OF CONTRACT**

Definition, Essentials of valid contract, Kinds of contract, Offer, Acceptance, consideration. Capacity of Parties to contract, Free Consent, Discharge of Contract, Breach of Contract and Remedies for Breach . Special Contracts, Indemnity, Guarantee, Bailment.

**UNIT-II: NEGOTIABLE INSTRUMENTS ACT 1881**

Nature and characteristics of Negotiable Instruments, Kinds of Negotiable Instruments-Promissory Notes, Bills of Exchange and Cheques. Partnership Act, 1932- Definition, Essentials of Partnership, Kinds of Partners, Rights and Liabilities of Partners. Dissolution of Partnership Firm.

**UNIT-III: COMPANIES ACT, 2013**

Definition of Company, Types of Companies. Memorandum of Association, Articles of Association, prospectus, Meetings and Resolutions. Doctrine of Ultra Vires, Doctrine of Constructive Notice, Modes of Winding up of a Company.

**UNIT-IV: SALE OF GOODS ACT**

Meaning and definition, Essentials of Sale Contract, Sale and Agreement to Sell. Rules of transfer of property- conditions and warranties. Unpaid Seller- Rights of Unpaid Seller. Sale by Non-Owners, Auction Sale.

**UNIT-V: RIGHT TO INFORMATION ACT & CONSUMER PROTECTION ACT**

Right to Information Act- Overview of the Act, The Consumer Protection Act 2019, Consumer Councils, Consumer Redressal Agencies- District Forum, State Forum, National Forum, Penalties for violation.

**REFERENCE BOOKS:**

1. P. C. Tulsian, Bharat Tulsian, Business Law, McGraw Hill Education.
2. N.D. Kapoor, Elements of Business Law, Sultan Chand Publication, Company.
3. Dr S.N.Maheshwari & Dr S.K.Maheshwari, Business Law, Himalaya Publishing House.
4. M. C. Kuchhal and Vivek Kuchhal, Business Law, Sultan Chand & Sons (P) Ltd. India.



**UNIT – IV: MANAGEMENT OF CHANGE:**

Meaning and importance of Change, Factors driving organizational change. Response to change, role of Change Agents. Resistance to Change – Reasons for Resistance, dealing with resistance to change. Organizational Development – Significance and process of OD.

**UNIT – V: ORGANIZATIONAL CULTURE:**

Concept of Organizational Culture, Significance of understanding organizational culture, Distinction between organizational culture and organizational climate. Factors influencing Organizational Culture. Organizational Effectiveness- Indicators of organizational effectiveness, achieving organizational effectiveness. Organizational Power and Politics.

**REFERENCE BOOKS:**

1. Robbins, P.Stephen - Organizational Behaviour-Concepts, Controversies & Applications - Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred – Organizational Behaviour - McGraw Hill Publishers Co. Ltd., New Delhi,
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behaviour - Konark Publishers Pvt. Ltd., Delhi.
4. Prasad, L.M - Organizational Theory & Behaviour - Sultan Chand & Sons, New Delhi

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**COURSE OBJECTIVES:**

- To enable the students to develop an understanding on Business Environment and various factors impacting the business.
- To help them make effective decisions based on analysis of business environment.
- To develop an understanding of the MSME sector and challenges therein.
- To familiarize the students with international trade and issues related to Balance of Payments.
- To comprehend the role of International institutions in the growth of international business.

**COURSE OUTCOMES:** The students will be able to

CO1: identify and develop the concepts of Business Environment. (L3)

CO2: analyse the elements and reforms of Economic Environment. (L4)

CO3: interpret the elements of political Environment and role of Government in Business facilitation (L3)

CO4: develop an understanding of the MSME sector and challenges therein. (L4)

CO5: inspect the role of International institutions in the growth of international business. (L4)

**UNIT- I: INTRODUCTION:** Business Environment- Concept, Significance and Nature of Business Environment; Elements of Environment- Internal and External. Salient features of Indian Economy, evolution in the recent years.(Case Studies)

**UNIT- II: ECONOMIC ENVIRONMENT OF BUSINESS:** Importance of Economic Environment, Elements of Economic Environment, Economic systems. Industrial Policy 1991, Economic Reforms. Planning Commission Vs NITI Aayog. **(Case Studies)**

**UNIT- III: POLITICAL AND LEGAL ENVIRONMENT :** Meaning and Elements of Political Environment, Role of Government in Business facilitation .Legal Environment and Business, Need and Importance of Legal Environment, Competition Act. 2002, 'FEMA, Licensing Policies. (Case Studies)

**UNIT- IV: MANAGEMENT OF MICRO, SMALL & MEDIUM ENTERPRISE (MSME)**

Concepts and Definitions of MSME, the MSME Development Act, 2006. Government Policy Initiative, Current Schemes for MSME development. Problems faced by MSME Sector. Role of Clusters in Promoting MSME. (Case Studies)

**UNIT- V: INTERNATIONAL BUSINESS ENVIRONMENT**

International economic institutions-Significance, Evolution and Functions - International Monetary Fund, World Trade Organization, World Bank, BRICS and EU. Objectives and Evolution of GATT, Uruguay Round. Foreign Direct Investment- Need for FDI in Developing Countries, Role of FDI in India.( Case Studies)

**REFERENCE BOOKS:**

1. Francis Cherunilam, Business Environment-Himalaya Publishing House.2021
2. Aswathappa, Essentials of Business Environment, Himalaya Publishing House.2014
3. Mishra and Puri, Indian Economy, Himalaya Publishing House.2024
4. Raj Aggarwal, Business Environment, Excel Books. 2023



**COURSE OBJECTIVES:**

- To understand the importance of Statistics in real world business applications.
- To formulate complete, concise and correct mathematical proofs.
- To frame problems using multiple mathematical and statistical tools, measuring relationships by using standard techniques.
- To build and assess data-based models, learn and apply the statistical tools to business.
- To create quantitative models to solve real world problems in appropriate contexts.

**COURSE OUTCOMES:** The students will be able to

CO1: interpret concept of Statistics in business.(L2)

CO2: Classify various data collections for central tendency (L3)

CO3: make use of various statistical techniques and to take decision making.(L3)

CO4: Solve the problems of correlation and the different methods used in research when needed.(L3)

CO5: examine the data in pictorial form by using applications of set theory and matrices.(L4)

**UNIT- I: INTRODUCTION TO BUSINESS STATISTICS**

Meaning, definition, functions, importance and limitations of Statistics in business context. Methods of Data Collection– Primary and Secondary data. Tools for Data Collection – Schedule and questionnaire. Frequency distribution, Tabulation of Data, Diagram and graphic presentation of data. Statistical System in India.

**UNIT- II: MEASURES OF CENTRAL TENDENCY AND DISPERSION**

Definition, objectives and characteristics of Measures of Central Tendency – Types of Averages – Arithmetic Mean, Geometric Mean, Harmonic Mean. Median, Mode, Quartiles, Deciles and percentiles. Properties of averages and their application. Meaning, definitions, objectives of Dispersion, Range Quartile Deviation, Mean deviation, Standard Deviation. Co-efficient of variation. Definition and objectives of Skewness – Karl Pearson's and Bowle's measures of skewness.

**UNIT – III: MEASURES OF CORRELATION**

Meaning, Definition and use of correlation. Types of Correlation- Karl Pearson's correlation coefficient, Spearman's Rank correlation. Probable error , Meaning and utility of Regression Analysis, comparison between Correlation and Regression, Regression Equations, Interpretation of Regression Co-efficients.

**UNIT – IV: SET THEORY:**

Set, Subset, Types of Sets. Operations on sets, De Morgan's Law of Venn Diagram. Applications of Set theory. Laws of Indices, Arithmetic Progressions, Geometric Progressions, Harmonic Progressions.

**UNIT – V: MATRIX:** Meaning and operations, Matrix Algebra. Types of matrices, Matrix addition, Matrix Multiplication. Matrix Determinants, Minors and Co-factors, Matrix inversion.

**REFERENCE BOOKS:**

1. Sivayya K. V. and Satya Rao, Business Mathematics, Saradhi Publications, Guntur.
2. Sancheti and Kapoor V K., Business Mathematics, Sultan Chand & Sons, New Delhi.
3. D. N. Elhance: Fundamental of Statistics, Kitab Mahal, Allahabad.
4. Gupta S.C. Fundamentals of Business Statistics, Sultan Chand, New Delhi.
5. Aggarwal, Business Statistics, Kalyani Publishers, Hyderabad.
6. Reddy C R, Business Statistics, Deep & Deep Publications, New Delhi.

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**Course Objectives:**

- To give an overview of marketing environment.
- To interpret the link between strategic planning and marketing.
- To develop a detailed marketing plan.
- To understand role of intermediaries in marketing activities.
- To acquire knowledge on various promotional tools in marketing.

**Course Outcomes:**

**Students will be able to**

- CO1.classify the concept of marketing environment in context to an organization.(L2)  
CO2.Examine the importance of STP in the marketing field for any organization.(L4)  
CO3. Build the detailed concept on Product life cycle, packaging and labeling. (L3)  
CO4.Analyze the factors that will influence the pricing and distribution strategies of a product in the market.(L4)  
CO5.Develop the communication skills for the proper utilization of Promotion mix in an organization.(L3)

**UNIT - I: INTRODUCTION TO MARKETING MANAGEMENT**

Definition, Importance and Scope of Marketing. Core Concepts of Marketing, Company's orientations towards Marketing. Marketing Process, Selling Vs Marketing. Elements of Marketing Mix, Marketing environment. (Case Studies)

**UNIT – II: SEGMENTATION, TARGETING AND POSITIONING**

Basis for Segmentation, Process of STP. Levels of Segmentation, Patterns of Targeting and positioning strategies. Segmentation, targeting and positioning for competitive advantage.(Case Studies)

**UNIT – III: PRODUCT**

Product – Characteristics, Benefits. Classification of Products – Consumer goods – Industrial goods. New Product Development process, Product Life Cycle – Stages in PLC and application to marketing. Branding of Products, Packaging and Labeling. Significance of Warranties & Guarantees.(Case Studies)

**UNIT-IV: PRICING AND DISTRIBUTION**

Pricing – Factors influencing pricing decisions, objectives of pricing. Pricing policies and procedures, Types of Pricing Strategy. Physical Distribution- Importance, various kinds of Marketing Channels, criteria of selecting a channel.(Case Studies)

**UNIT-V: PROMOTION**

Integrated Marketing Communication, Process of IMC. Elements of Promotional Mix-Advertising, Publicity, Public Relations, Personal Selling, Direct selling and Sales promotion. Significance of Promotional Mix in marketing decisions.(Case Studies)

**Reference Books:**

1. Kotler.P,&Keller.K.L.,Koshy&Jha(2020).Marketing Management,20th edition, Pearson
2. Ramaswamy&Nmakumary-Marketing Management-Global Perspective- Indian Context-MacMillon India Ltd. Sixth Edition
3. Saxena,Rajan,Marketing Management,Tata-McGrawHill,New Delhi.2019
4. S.A.Sherlekar, R.Krishna moorthy, Marketing Management,Himalaya Publishing House. 2010.



**Course Objectives:**

- To understand the significance of human resource management and role of HR Executives.
- To acquire knowledge on procurement and development functions.
- To understand the sources of recruitment and the stages in selection process.
- To gain knowledge on training and development methods.
- To understand the concept of Industrial relations and its impact on HRM.

**Course Outcomes:** Students will be able to

- CO1: Explain the concept Human Resource Management and describe the competencies needed to become effective human resource manager to resolve the HR challenges. (Case Study).(L2)
- CO2: Develop the human resource planning and identify how job analysis is used in HR practices.(Role Play).(L3)
- CO3: Classify the sources and techniques of recruitment.(L4) .
- CO4:Analyse the effective training and development programs and performance appraisal techniques.(L4)(Group Discussions)
- CO 5: Distinguish between Domestic and International HRM practices which are being followed in the MNC's. (L4)

**UNIT-1: INTRODUCTION**

Human Resource Management –Nature, Significance and Scope. Functions of HRM, Role of HR

Manager, Advisory and service function to other departments. Changing role of HRM, Contribution

to Company's objectives and policies, organizing the HRM Department.(Case Studies)

**UNIT-II: PROCUREMENT AND DEVELOPMENT FUNCTIONS**

Human Resource Planning, Job Analysis, Job description, job specification.

Recruitment- Sources of recruitment, process of recruitment, Selection- stages in selection process, techniques of Selection. Placement and induction of new candidates, socialization process. (Case Studies)

**UNIT-III: TRAINING AND DEVELOPMENT**

Significance and scope of Training, Designing of a Training Program, Steps in Training. Methods of Training- On the Job and Off the Job techniques. Evaluation of Training effectiveness.

Executive Development- Concept, significance, Training Vs Development. Techniques of Executive Development. (Case Studies)

**UNIT-IV: PERFORMANCE APPRAISAL AND COMPENSATION**

Performance Appraisal- Importance of Performance Appraisal, Process of Performance Appraisal.

Methods of Performance Appraisal- Traditional and modern techniques. Job Evaluation Significance of Job Evaluation, Process of Job Evaluation. Methods of Job Evaluation, Role of Job

Evaluation in wage fixation. Compensation- Introduction to Compensation Management, Objectives of Compensation, Components of Compensation. (Case Studies)

**UNIT-V: INDUSTRIAL RELATIONS**

Industrial Relations -Definition , Significance, Objectives of Industrial Relations.

Industrial

Disputes- Types of Industrial Disputes. Grievance Redressal Procedure. Collective Bargaining Objectives of Collective bargaining, Process of Collective bargaining, types of Collective bargaining. (Case Studies)

**Reference Books:**

1. A Text book of Human Resource Management – C. B. Mammoria & S. V. Ghankar. - Himalaya Publishing House.
2. Personnel and Human Resource Management - Text & Cases, P Subba Rao, Himalaya Publishing House.
3. Human Resource Management – P. Jyothi, Oxford University Press.
4. Human Resource Management , R.Wayne Mondy, Robert M, Noe, Pearson Education



**Course Objectives:**

1. To gain basic knowledge of objectives of Financial Management and its functions.
2. To understand the capital budgeting process and risk analysis in capital budgeting.
3. To gain familiarization with different financial decisions that impact any organisation.
4. To understand decisions relating to dividend policies and their valuation.
5. To knowledge regarding significance of working capital management to organisation.

**Course Outcomes:**

The students will be able to

CO1: Identify various sources of finance.(L3)

CO2: Categorize the short term and long- term financial needs of the organization (L3)

CO3: Apply quantitative techniques for evaluating projects Analysedividend theories for efficient dividend decisions.(L3)

CO4:Examine the different capital structure theories Analyse dividend theories for efficient dividend decisions.(L4)

CO5. Analyse dividend theories for efficient dividend decisions.(L4)

**UNIT – I: INTRODUCTION**

Nature, Scope and Objectives of Financial Management, Functions of Finance - Profit Maximization vs. Wealth Maximization, Role of Financial Manager in Modern Business Organizations, Risk -Return Trade off.

**UNIT – II: INVESTMENTDECISIONS**

Capital Budgeting Process – Cash Flow Estimation and measurement, Investment criterion. Methods of appraisal- Traditional Techniques and Discounted Cash Flow Methods. Capital rationing, Risk analysis in capital budgeting.

**UNIT – III: FINANCINGDECISIONS**

Concept of Leverage, Types of Leverages. EBIT – EPS Analysis. Capital Structure, Determinants of Capital Structure-Theories–Net Income approach, Net Operating Income approach. Traditional view – MM Hypothesis. Cost of Capital: Types of Cost of Capital, Weighted Average Cost of Capital.

**UNIT – IV: DIVIDEND DECISIONS**

Kinds of Dividends, Types of Dividend Policy. Dividend Theories - Walter's Model, Gordon's Model, M-M Hypothesis. Retained Earnings Policies, Bonus Shares.

**UNIT – V: WORKING CAPITAL MANAGEMENT**

Concept of Working Capital, Determinants of Working Capital. Determination of Optimum level of Current Assets – Liquidity vs. Profitability, Risk – Return tangle. Estimating working capital needs, financing strategies of working capital. Inventory Management – Inventory Control Techniques, Receivables Management, Cash Management.

**Reference Books:**

1. Brealey, Richard and Myers, Steward: Principles of Corporate Finance, New York, McGraw Hill India.
2. Soloman, Ezra, Theory of Financial Management, Columbia Press.
3. James C. VanHorne, Financial Management and Policy, Prentice Hall of India.
4. Weston J. Fred and Brigham, Eugene F., Managerial Finance, Dryden Press.
5. Prasanna Chandra, Financial Management, McGraw Hill India.  
Khan, M.Y. and Jain, Financial Management

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**Course Objectives:**

- To develop an awareness of the major types of advertising and role of Ad agencies.
- To understand the basics of Advertising and media planning.
- To know the importance of advertising budgeting, advertising agencies and evaluating advertising campaigns.
- To equip the students with the concepts, types and importance of branding.
- To learn about brand equity, brand evaluation and brand management.

**Course Outcomes:**

**Students will be able to**

- CO1. Classify the concept and types of Advertising and role of Ad agencies. (L2)  
CO2. Examine the importance of Advertising and express the process of Media Planning (L4)  
CO3. Build the detailed concept on advertising budgeting, advertising agencies and advertising campaigns.(L3)  
CO4. Analyze the concept and various ways of Branding. (L4)  
CO5. Evaluate the Brand performance and designs the brand marketing programs for enhancing the Brand. (L4)

**UNIT-I:**

**INTRODUCTION TO ADVERTISING MANAGEMENT**

Advertising- Meaning, Importance and objectives of Advertising. History, Classification and Functions. Role of Advertising in Promotional Mix, Types of Advertising, Integrated Marketing Communication. Digital Advertising- Meaning, Advantages, Limitations, Types of Digital Advertising. (Case Studies)

**UNIT-II:**

**ADVERTISING AND MEDIA PLANNING**

Types of Advertising Appeals, Media – Objectives. Media Plan- Media Planning and Role of Media Planning. Market Analysis, Target Market Coverage, Geographic Coverage. Scheduling Creative aspects, Reach and Frequency, Developing and Implementing Media Strategies. Media mix Decisions, Evaluating the effectiveness.(Case Studies)

**UNIT-III:**

**ADVERTISING BUDGET AND AD AGENCIES**

Advertising Budgets, Methods of Formulating Advertising Budgets. Evaluating Advertising Effectiveness (DAGMAR), Advertising Agencies, Functions of Advertising Agency, Various Functional Departments, Evaluation Criteria for selecting an Advertising Agency. International Advertising, Impact of Culture, Customs, Laws and Regulations, ethics.(Case Studies)

**UNIT-IV:**

**BRANDING**

Introduction to Branding, benefits, Types of Brands. Branding decisions, Brand Identity, Brand Personality and Positioning, Brand repositioning. Product and Brand Extensions, Advantages of Extensions, Disadvantages of Brand Extensions.(Case Studies)

**UNIT-V:**

**BRAND MANAGEMENT**

Measuring Brand Equity, Evaluating Brand Performance. Designing Brand Marketing Programmes, Branding in Retail Business, Role of Own Label. (Case Studies)

Reference Books:

1. KennethClow.DonaldBaack,Integrated Advertisements,PromotionandMarketing communication, Prentice Hall of India, New Delhi. 7<sup>th</sup> Edition
2. S.H.H.Kazmi, SatishKBatra, Advertising& Sales Promotion,Excel Books,New Delhi. 3<sup>rd</sup> Edition
3. SAChunawalla, Advertising, Sales&Promotions Management, HimalayaPublishing House. 6<sup>th</sup> Edition
4. U.C.Mathur,Brand Management:Text and Cases,MacmillanIndia Ltd.
5. Strategic Brand Management, KevinLaneKeller.Pearson. 5<sup>th</sup> edition

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# St. Joseph's College for Women (A)

Gnanapuram, Visakhapatnam - 530004 (A.P)

(Affiliated to Andhra University)

Reaccredited by NAAC - ISO 9001:2015, 14001:2015 Certified

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## END SEMESTER EXAMINATIONS OCTOBER 2024 – 23 AK BATCH

TITLE OF THE PAPER: MARKETING MANAGEMENT			
SUBJECT: BBA	Semester: IV	Time: 3 Hours	Max Marks: 60

### SECTION – A

Answer ALL the questions selecting ONE from each roman: 4X8=32

Q. no	Questions	Marks	Knowledge Level	UNIT
1.	A. Define Marketing Management? Discuss the importance and scope of Marketing Management OR B. Describe the process of Marketing.	8	K2	I
2.	A. Classify the various levels of segmentation OR B. Analyze the Strategies of Product life cycle in each stage.	8	K4	II, III
3.	A. Examine the factors influencing Pricing Decisions. OR B. Categories the various kinds of Marketing Channels.	8	K4	IV
4.	A. Develop the process of Integrated Marketing Communication. OR B. Identify the elements of Promotional mix.	8	K3	V

### SECTION B

II. Answer any six of the Following:

6x3=18

Q. no	Questions	Marks	Knowledge Level	UNIT
5.	Describe the core concepts of Marketing	3	K2	I
6.	Distinguish between Selling Vs Marketing	3	K3	I
7.	Outline the patterns of Targeting.	3	K2	II
8.	Explain the steps in New Product Development.	3	K2	III
9.	Examine the pricing policies.	3	K4	IV
10.	What are the pricing Objectives?	3	K1	IV
11.	Demonstrate the Sale promotion strategies of any FMCG product	3	K2	V
12.	Explain the basis for Segmentation	3	K2	II

**SECTION - C**

**13. Answer the following Case Study:1X10=10**

	<b>Case study</b>	<b>Marks</b>	<b>Knowledge level</b>	<b>Unit</b>
	Reema, Vibha and Ratna are three women entrepreneurs who are engaged in dealing with handicraft goods under the brand name 'Gujkriti' through a chain of retail outlets at different places in Delhi. They outsource all their products from tribal and rural women of Rajasthan. Reema is of opinion that to increase the sale of their product, they should advertise about it on television. But Ratna is arguing that advertisement expenses will add to cost of operation. Where Vibha is insisting that they should set up an online portal to market their products across the globe.			
1.	How is Channel of Distribution being suggested by Vibha different from the channel of distribution being used by them presently?	5	K3	IV
2.	If you are among one of the entrepreneurs, which type of promotion tool is best and also justify your answer.	5	K3	V

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**Course Objectives:**

- Understand basic concepts associated with learning process, learning theories, training and development.
- Understand training needs, identification of training needs ,training processes, training methods.
- To familiarize with the evaluation design to assess training program effectiveness.
- Emerging trends in training and development.
- Relevance and usefulness of training expertise in the organizational work environment.

**Course outcomes:**

- CO1-** Demonstrate an understanding of fundamental concepts in training and development analyze the factors influencing learning and working environments. (L2)
- CO2-** Identify and analyze organizational training needs, design competency-based training programs, and apply various models to evaluate training effectiveness such as Kirkpatrick and CIRO models. (L3)
- CO3** - Develop and structure effective training programs by applying principles of instructional design, budgeting, content development, and logistical planning to create an optimal learning experience. (L6)
- CO4** - Select and implement appropriate training methods (on-the-job and off-the-job) and demonstrate an understanding of trainer roles, styles, and competencies for effective knowledge transfer. (L3)
- CO5** - Distinguish between training and development, plan executive development initiatives, and apply effective career development and counselling strategies within an organizational context. (L4)

**UNIT-I:**

**TRAINING AND DEVELOPMENT**

Introduction to Training- Scope, Objectives and Importance. Beneficiaries of Training, Factors influencing working and learning. Training Need Analysis, Training practices, Problems in Training process, emerging trends in training. Case Studies

**UNIT-II:**

**STEPS IN TRAINING PROGRAM**

Need for Training and Development, Role of training managers – Administrators, Consultants, Designers and Instructors, Identification of training needs – Potential macro needs, - Designing Competency Based training programs. Evaluation of training programs- Evaluation process, Feedback mechanism, Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model. Case Studies

**UNIT-III:**

**TRAINING DESIGN**

Introduction to Training Design, Factors affecting design of a training program, designing a training module, Identification of Trainer, designing the Training Schedule, Preparing content, Study Material. Budgeting for training, types of cost involved in training programs. Identification of alternative methods of instruction. Conduct of the Program- Physical arrangements, Creating

climate for learning, tips for effective implementation. Case Studies.

#### **UNIT-IV:**

##### **TRAININGMETHODSANDTRAINER'S STYLE**

Types of training- On-the-Job methods, Off-the -Job training methods (Job Instruction method, Job Rotation Method, presentation methods, hands on methods, group building methods), choosing a trainingmethod.Competenceoftrainer-Trainer's skills and style, Trainer's roles, Do'sand Don'ts for Trainers. Case Studies.

#### **UNIT-V:**

##### **DEVELOPMENT**

Executive Development- Need, importance of Training for Managers. Steps in the organization of Executive Development Programs, Techniques of Development Programs. Difference between Training and Development, Career Development. Counselling- Meaning of Counselling, Process of Counselling. Non- Directive Counselling, Evaluation of Counselling programs, Factors determining Effectiveness of Counselling. Case Studies.

#### **Reference Books:**

1. GaryDessler,HumanResourceManagement, PearsonEducation.
2. Noe, R.A.EmployeeTraining&Development.McGraw-HillIndia.
3. AswathappaK,HumanResourcetoPersonnelManagement,TataMcGrawHill.
4. MamoriaC.BandMamoriaS. PersonnelManagement,Himalaya Publishing Company.
5. Rolf,PandUdaiPareek,Training for Development,SagePublications Pvt.Ltd.

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ST. JOSEPH'S COLLEGE FOR WOMEN (AUTONOMOUS) VISAKHAPATNAM  
V SEMESTER  
BBA-Ma3-5101(4)  
w.e.f. (AK Batch)

**BBA**  
**FINANCIAL MARKETS**  
**SYLLABUS**

TIME:4 HRS /WEEK  
MAX.MARKS: 100

**Course objectives:**

- To gain conceptual knowledge on financial system and markets.
- To comprehend the various money market instruments.
- To understand Capital Markets and their Operations.
- To understand concepts related to the foreign exchange market.
- To develop an understanding on derivatives market.

**Learning Outcomes:**

- CO1.** Identify and differentiate between financial markets, institutions, instruments, and services.(L3)
- CO2.** Evaluate the role and functioning of **sub-markets** such as call money, treasury bills, commercial paper, and certificates of deposit.(L4)\
- CO3:** Distinguish between **primary and secondary markets**, their operations, and regulatory mechanisms (SEBI, NSE).(L3)
- CO4:** Determine the role of the forex market in **international trade and investment**.(L5)
- CO5:** Elaborate the role of derivatives in **risk management** and financial market stability.(L6)

**UNIT- I:**

**INDIAN FINANCIAL SYSTEM**

Introduction-Importance and functions of Financial System- Structure of the Indian Financial System-Financial markets-Financial institutions-Financial Instruments-Financial Services.

**UNIT - II:**

**MONEY MARKET:**

Introduction-Definition of Money Market- Structure of Indian Money Market-Features of Money Market-Composition of Money Market- Sub markets in the Indian Money Market-Money Market Instruments- Commercial Bills-Finance Bills or Usance Promissory Notes-Treasury Bills, Commercial papers, Certificate of Deposits, - Deficiencies of Money Market.

**UNIT- III:**

**CAPITAL MARKET:**

Introduction- Meaning, Objectives and importance and Functions of Capital Markets – Structure of Indian Capital Market – Growth of Indian Capital Market- Capital Market Instruments- Industrial Securities (Ownership Securities, Creditorship Securities)-Gilt edged Securities (Government Securities, Semi Government Securities) - Regulation of Capital Market (SEBI) Primary Market (Functions, Methods and Operations of New Issue Market)- Secondary market (NSE)

**UNIT-IV:**

**FOREIGN EXCHANGE MARKET:**

Features of Foreign Exchange Market-Functions and Organisation- Structure- Participants in the Foreign exchange Market- Forex Exchange rates (Spot & Forward) -Theory of Purchasing Power Parity -Arbitrage.

**UNIT-V:**

**THE DERIVATIVES MARKETS:**

Futures (Swaps and forward contracts) & Options- Derivatives markets (MEFF) - Hedging Vs speculating with derivatives.

**Reference Books:**

1. Financial Markets, Institutions and Financial Services-Clifford Gomez-PHI Learning Private Limited.
2. L.M.Bhole, Financial Institution and Markets, McGraw hill.
3. ShashiK.Gupta, NishaAgarwal and NeetiGupta, Financial Institutions and Market, Kalyani Publications.
4. T.R.Jain, R.L.Sarma – Indian Financial System-VK Global publisher.
5. JithendraGala -Guide to Indian Stockmarkets, BuzzingStock publishing house.
6. Saha Siddhartha- Indian financial System-and Markets –Mc Grawhill Publications.



**Course objectives**

1. To equip the students with conceptual knowledge on Production and Operations Management
2. To appreciate the need for selecting appropriate Plant location and layout.
3. To understand the need for Capacity planning and controlling.
4. To understand the importance of Productivity and Maintenance management.
5. To comprehend the need for Inventory management and Quality management.

**Learning Outcomes:**

- CO1: Explain the concept, nature, and scope of production and operations management. (L2)
- CO2: Assess the importance of facility location and the factors influencing location decisions. (L5)
- CO3: Formulate strategies for effective production scheduling and workflow management. (L6)
- CO4: Apply work study techniques such as time study, method study, and work measurement. (L3)
- CO5: Identify inventory control techniques such as EOQ, reorder level, and ABC analysis. (L3)

**UNIT I: INTRODUCTION**

Concept of Production and Operations Management, Nature and Scope of Production/Operations Management, Relationship with other Systems in the Organisation. Factors that affect production System, Difference between Manufacturing and Service Operations, Role of Production and Operations Manager.

**UNIT II: FACILITY LOCATION**

Facility Location- Importance, Factors effecting choice of Location, Location analysis techniques, Facility Layout – Objectives, Basic types of layouts, Advantages.

**UNIT III: PRODUCTION PLANNING AND CONTROL**

Production Planning & Control (PPC) – Concept, Objectives and Functions. Decisions relating to PPC. Capacity Planning- Factors affecting Capacity Planning, Capacity Planning Decisions.

**UNIT IV: PRODUCTIVITY**

Productivity- Definition, Factors affecting Productivity, Work Study- Time Study and Methods Study, Work Measurement, Control Charts, Maintenance Management.

**UNIT V: MATERIAL MANAGEMENT AND QUALITY MANAGEMENT**

Significance of Material Management, Material Planning and Inventory Control. Inventory Models, Inventory costs, Basic EOQ Model, Re-order Level, ABC Analysis. Quality Control, Total Quality Management.

**Reference Books:**

1. KA swathappa, Production and Operations Management, Tata Mc Graw Hills India.
2. Dr.B.S.Goel, Production & Operations Management, Pragathi Prakashan, Meerut.
3. Pankaj Madan; Production and Operation Management, Global Vision Publishing.
4. R Panneer selvam, Production and Operations Management, PHI.

