

BBAR-101 PRINCIPLES OF MANAGEMENT

Syllabus

BLOCK 1: INTRODUCTION TO MANAGEMENT

UNIT 1: NATURE AND FUNCTIONS OF MANAGEMENT

Definition, Nature- Features of Management, Management Functions, Management as a Process, Importance of Management, Management and Administration.

UNIT 2: MORE ON MANAGEMENT

Functional Areas of Management, Managerial Skills, Roles of a Manager, Levels of Management, Management as a Science, an Art and as a Profession.

UNIT 3: HISTORY OF MANAGEMENT

Schools of Management Thought, Classical Approaches: Systematic Management, Scientific Management, Administrative Management, Human Relations Movement and Contemporar Approaches: Quantitative Management, Organizational Behaviour, Systems Theory, Contingency Theory

BLOCK 2: PLANNING, DECISION-MAKING, ORGANIZATION AND STAFFING

UNIT 1: PLANNING

Planning – Meaning and Definition, Features, Steps in Planning Process, Approaches, Principles, Importance, Advantages and Disadvantages of Planning, Types of Plans, Types of Planning, Management by Objectives.

UNIT 2: DECISION-MAKING

Decision-making- Meaning, Characteristics, Decision-Making Process, Guidelines for Making Effective Decision, Types of Decisions.

UNIT 3: ORGANIZATION AND ORGANIZATION STRUCTURE

Organizing Process – Meaning and Definition, Characteristics, Process, Need and Importance, Principles, Span of Management. Organization Chart – Types, Contents, Uses, Limitations, Factors Affecting Organizational Chart, Organizational Structure – Line Organization, Line and Staff, Functional, Project, Matrix and Virtual. Informal Organization – Meaning, Characteristics, Importance, Limitations, Difference between Formal and Informal Organization

UNIT 4: STAFFING

Staffing – Meaning, Nature, Importance, Staffing Process – Manpower Planning, Recruitment, Selection, Orientation and Placement, Training, Remuneration, Performance Appraisal, Promotion and Transfer.

BLOCK 3: DIRECTION, SUPERVISION, CONTROLLING AND COORDINATING

UNIT 1: DIRECTION AND SUPERVISION

Direction – Definition, Nature, Need and Importance, Principles of Directing. Supervision – Role and Functions of a Supervisor, Effective Supervision, Direction and Supervision.

UNIT 2: CONTROLLING

Controlling – Meaning, Features, Importance, Control Process, Characteristics of an Effective Control System, Types of Control.

UNIT 3: CO-ORDINATION

Co-ordination – Characteristics, Essentials, Types and Techniques, Principles, Obstacles and Needs.

BLOCK 4: MORE ON MANAGEMENT

UNIT 1: MOTIVATION AND LEADERSHIP

Motivation: Concept, Theories – Classical and Modern, Importance, Financial and Non-Financial Motivation, Positive and Negative Motivation, Group Motivation. Leadership: Definition, Meaning, Factors, Theories, Principles and Leadership Styles.

UNIT 2: COMMUNICATION

Communication: Definition, Meaning, Nature, Communication Process, Types and Barriers to Communication.

UNIT 3: SOCIAL RESPONSIBILITIES OF BUSINESS

Social Responsibility – Meaning, Definition, Features, Scope, Social Responsibility of a Manager, Interested Group – Shareholders, Workers, Customers, Creditors, Suppliers, Government, Society. Indian Business and Social Responsibility.

UNIT 4: STRATEGIC MANAGEMENT

Meaning, Definition, Elements, Scope and Dimensions, Process, Importance, Strategic Decisions and SWOT Analysis

BBAR-102 BASICS OF ACCOUNTING

Syllabus

BLOCK-1: BASICS OF ACCOUNTING

UNIT-1 ACCOUNTANCY MEANING AND SCOPE

Introduction, Definitions of Accounting, Origin and Growth of Accounting, Need for Accounting, Functions of Accounting, Users of Accounting Information, Book Keeping, Definition of Book-Keeping, The object of Book-Keeping, Accounting Mechanics, The Double Entry System, Terminology of Financial Accounting, Accounting Documents, Accountant's Responsibility, Accounting Measurement, Basis of Accounting, Accounting Principles, The book-keeping and accounting process, Type of Accounts, Rules for Debit (Dr.) and Credit (Cr.)

UNIT-2 JOURNAL AND LEDGER

Introduction, The Journal, Advantages of using a Journal, Types of Entries, Ruling of a Journal, The Ledger, Sub-division of Ledger, Ledger Format, Ledger Posting, Balancing Ledger Accounts, Difference between Journal and Ledger

UNIT-3 SUBSIDIARY BOOKS

Introduction, Cash Book, Features of Cash Book, Types of Cash Book, Single Column Cash Book, Double Column Cash Book, Three Column Cash Book, Petty Cash Book, Sales Book, Purchase Book, Sales Return Book, Purchase Return Book, Bills Receivable Book, Bills Payable Book, Journal Proper.

BLOCK-2: TRIAL BALANCE, BANK RECONCILIATION STATEMENT, CAPITAL AND REVENUE TRANSACTION AND BAD DEBTS

UNIT-1 TRIAL BALANCE

Introduction, Objectives of Trial Balance, Limitations of Trial Balance, Errors disclosed by a Trial Balance, Errors that are not disclosed by a Trial Balance, Methods of preparing Trial Balance, Methods of Locating Errors, Suspense Account

UNIT-2 BANK RECONCILIATION STATEMENT

Introduction, Causes of Difference, Need for Bank Reconciliation Statement, Method of preparation (Without Adjustment).

UNIT-3 CAPITAL AND REVENUE TRANSACTION

Introduction, Capital Expenditure, Revenue Expenditure, Deferred Revenue Expenditures, Difference Between Capital Expenditure, Revenue Expenditure and Deferred Revenue Expenditure, Difference between Capital Expenditure and Revenue Expenditure, Difference between Capital Expenditure and Deferred Revenue Expenditure, Capital Receipt, Revenue Receipt, Capital and Revenue Profits, Capital and Revenue Losses.

UNIT-4 ACCOUNTING FOR BAD DEBTS

Introduction, Sundry Debtors, Bad Debts, Provision Reserve for Bad Debts, Methods of Accounting, Provision for Discount Debtors, Provision for Discount on Creditors, Bad Debts Recovery

BLOCK-3 : DEPRECIATION ACCOUNTING, FINAL ACCOUNTS (WITHOUT ADJUSTMENTS) & FINAL ACCOUNTS (WITH ADJUSTMENTS)

UNIT-1 DEPRECIATION ACCOUNTING

Introduction, Meaning of Depreciation, Characteristics of Depreciation, Causes of Depreciation, Objectives of providing Depreciation, Computation of Depreciation, Methods of charging Depreciation, Change of Method of Charging Depreciation, Salient Features of AS-6: Depreciation Accounting, Illustrations

UNIT-2 FINAL ACCOUNTS (WITHOUT ADJUSTMENTS)

Introduction, Trading Account: Format of a Trading Account, Trading Account Items (Dr.Side), Trading Account Items (Cr.Side), Balancing of Trading Account, Profit and Loss Account: Profit and Loss Account Items (Dr.Side), Profit and Loss Account Items (Cr. Side), Balancing Profit and Loss Account, Adjustments, Difference between Trading A/c and Profit and Loss A/c, Balance Sheet: Preparation and Presentation of Balance Sheet, Difference between Trial Balance and a Balance Sheet, Explanation and Clarification of certain Items, Limitations of balance Sheet, Illustrations

UNIT-3 FINAL ACCOUNTS (WITH ADJUSTMENTS)

Introduction, Objectives or need of adjustment, Types of adjustments, Various Illustrations

BLOCK-4: RECTIFICATION OF ERRORS, BILLS OF EXCHANGE, ACCOUNTS FOR HIRE PURCHASE & ELEMENTS OF COST

UNIT-1 RECTIFICATION OF ERRORS

Introduction, Errors which do not affect trial balance, Errors which affect trial balance, Errors detected before preparation of final accounts

UNIT-2 BILLS OF EXCHANGE

Introduction, Bill of exchange, Specimen to Bill of exchange, Bills receivables and Bills payable, Terms of bill, Due date, Days of grace, Disposal or uses of a bill, Dishonor of a bill, Promissory note, Characteristics, Parties to promissory note, Difference between Bills of exchange and Promissory note

UNIT-3 ACCOUNTS FOR HIRE PURCHASE

Introduction, Meaning, Difference between Hire Purchase and Instalment system, Ascertain the interest rate, Accounting records under Hire Purchase system

UNIT-4 ELEMENTS OF COST

Introduction, Meaning of Cost, Various elements of cost, Classification of cost

BBAR-103 Business Communication Skills

Syllabus

BLOCK 1: BASICS OF BUSINESS COMMUNICATION AND GENERAL ENGLISH

Unit 1: Introduction to Communication

Definition of Communication, Process of Communication, Objectives of Communication

Unit 2: Type of Communication

Verbal Communication, Non-Verbal Communication

Unit 3: General English

Parts of Speech, Some Important Aspects, Use of Articles

Unit 4: Reading Comprehension

Paragraph Writing, Comprehension

BLOCK 2: BUSINESS LETTER WRITING AND DIALOGUE FORMATION

Unit 1: Basics of Letter Writing

Physical Appearance, Structure, Design of Letter and Essential parts of Letter, Principles of Effective Letter Writing

Unit 2: How to Write Business Letters

Stages of Writing, Preparing Notes, How to Compose Business Messages, Style and Tone, Dictionary and Thesaurus Usage, Punctuation, Deleting Redundancies/Using Simple Words

Unit 3: Types of Business Letters

Sample Letters, Inquiry Letters, Reply Letters, Order Letters, Letters for Execution of Orders, Complaint Letters, Reply and Adjustment Letters, Sales Letters, Reminder Letters

Unit 4: Dialogue Writing

Sample Dialogues, Dialogue between a student and a teacher, Dialogue between a father and a son/daughter, Dialogue between two friends, Dialogue between siblings, Dialogue between a customer and a shopkeeper, Dialogue between a husband and his wife.

BLOCK 3: LETTER WRITING AND INTER-DEPARTMENTAL COMMUNICATION

Unit 1: Knowing other letters - 1

Letters to Bank, Job Application Letters

Unit 2: Knowing other letters - 2

Condolence Letters, Gratitude Letters, Resignation Letters

Unit 3: Letter Writing

Personal Letter, Interview Letter, Appointment Letter, Calling for Written Test, Order of Appointment Letter, Show-Cause Notice, Charge Sheet, Letter of Dismissal, Discharge and other Functions, Secretarial Correspondence with Shareholders and Debenture Holders

Unit 4: Inter Departmental Communication

Inter-Office Memo, Office Circulars, Office Orders, Office Notes, Communication with Regional and Branch Offices, Report Writing

BLOCK 4: WRITING SKILLS AND ETIQUETTES

Unit 1: Report Writing

Business Reports, Individual Reports, Committee Reports

Unit 2: Essay Writing

Introduction: Essay Writing, Tips to Write Good Essay, Forms and Styles of Essays, How to Write a Good Business Essay, Sample Essays

Unit 3: E-mail Writing and E-mail Etiquettes

Meaning of Email, Concept of Email, Use of Email in Business Communication, Email Etiquette, Tips to Write Professional Mails, Business and Workplace Email Etiquette, E-mail Mistakes

BBAR-104 BUSINESS ECONOMICS

Syllabus

BLOCK-1: INTRODUCTION TO ECONOMICS

UNIT 1 NATURE AND SCOPE OF ECONOMICS

Introduction, Definitions of Economics, The scope of Economics, Micro-economics, Macro-economics, Specialized Branches of Economic Studies, Nature of Economics, Nature of Economic Laws, Problems of Economy

UNIT 2 THE ECONOMY AND ITS BASIC PROBLEM

Introduction, The Basic Problems of an Economy, How Market Mechanism Solves the Basic Problems, How efficient is the Market System, Reasons for the Failures of the Market System, The Government and the Economy

UNIT 3 BASIC CONCEPTS WITH COST CONCEPTS.

Introduction, Accounting cost /Economics cost. Money cost / Real cost. Private cost/Social cost. Fix cost, Variable cost, Average cost, Marginal cost, opportunity cost and sunk cost. Positive Vs Normative economics, Public goods - private goods -Merit goods. Production function. Stock and flow concept

BLOCK-2: DEMAND AND SUPPLY ANALYSIS,TECHNIQUE OF INDIFFERENCE CURVES

UNIT 1 DEMAND AND SUPPLY ANALYSIS

Introduction, Demand Analysis, Law of Demand, Elasticity of demand, Methods of calculating elasticity of demand, Importance of elasticity of demand, Some analytical cost concepts, Law of Supply and supply curve

UNIT 2 TECHNIQUE OF INDIFFERENCE CURVES:

Introduction, Theory of Consumer Behaviour, Indifference Curve Technique, Marginal Rate of Substitution, Budget Constraint: The Price-Income Line, Consumer Equilibrium

UNIT 3 PRICE, INCOME AND SUBSTITUTION EFFECTS ON

Introduction, The Income Effect: Income Consumption Curve, The Substitution Effect, The Price Effect: Price-Consumption Curve, Separation of Price Effect to Income Effect and Substitution Effect, Price Effect in Case of 'Inferior' Goods, Giffen's Paradox, The Derivation of Demand Curve from PCC, Superiority of Indifference Curve Approach, Short comings of the Indifference Curve Approach

UNIT4 DEMAND FORECASTING

Introduction, Demand Forecast and Sales Forecast, Role of Macro- Level Forecasting in Demand Forecasts

BLOCK3: MARKET STRUCTURE, PRODUCT AND THEORY OF RENT

UNIT 1 MARKET STRUCTURE

Introduction, Market Structure, Classification of market, Perfect competition, Pure and perfect competition, Perfect competition in practice, Monopoly, Monopolistic competition, Oligopolydefinition, Duopolydefinition

UNIT 2 MARKET STRUCTURE PART II

Excess Capacity in Monopolistic competition, Concept of selling cost for monopolistic competition.

UNIT 3 MARKET STRUCTURE PART III (OLIGOPOLY)

Oligopoly characteristics. Cartels- Types of cartels - Joint profit maximization and market sharing cartel, Price leadership, Noncollusive oligopoly, Kinky demand curve.

BLOCK 4: PRODUCT, RENT, PROFIT THEORIES WITH WELFARE, INFORMATION AND POLITICAL ECONOMICS

UNIT 1 PRODUCT AND FACTORPRICING

Introduction, Role of Factor Price, Theory of Distribution, Meaning of Wages, Theories of Wages, Subsistence Theory, Wages Fund Theory, Residual Claimant Theory.

UNIT 2 THEORY OF RENT, INTEREST AND PROFIT

Introduction, Ricardian Theory of Rent, Interest, Demand for Capital, Keynes' Liquidity-Preference Theory, Determination of Interest Rate, Profit, Non-Insurable Risks, The Innovation Theory of Profit, Concept of Theories

UNIT 3 WELFARE ECONOMICS AND MARKET FAILURE.

Introduction, Welfare Economics, Consumer Surplus, Market failure and externalities

UNIT 4 INFORMATION AND POLITICAL ECONOMICS.

Introduction, Asymmetric Information and Moral Hazards, Impact of Government policies on business, Political Economy

BBAR-201 Marketing Management

Syllabus

Theory: 4 Credits

Block : 1 Understanding Marketing, Its Strategies, Its Plans, Its Research

Unit: 1 Introduction of Marketing

Definition of Marketing, Scope of Marketing (Marketing, Marketed, Markets), Various Marketing Concepts, Philosophy of Marketing, Emerging Trends in Marketing.

Unit: 2 Marketing Strategies and Plans

Marketing and Customer Value, Corporate, Division, Business Unit Strategic Planning, Marketing Plan.

Unit: 3 Market Research

The Scope of Market Research, Research Process

Block: 2 CRM, Gathering Information and Forecasting Demand, Consumer and Business Market

Unit 1: Customer Relation Management (CRM)

CRM, Different types of Customer, Orientation of Customer, Features, Importance, Misunderstanding, Benefits, Challenges, Future of CRM

Unit 2: Marketing Information System, Forecasting and Demand Measurement

Marketing Information System, Internal Records, MIS(Marketing Intelligence System), Micro Environment, Forecasting and Demand Measurement.

Unit 3: Consumer Behaviour

Consumer Behaviour, influencing factors, psychological processes, Five Stage Model of Buying Process.

Unit 4 Business Markets

Business Markets, Institutional and Government Market, Business Buying Process, B2B Marketing Programme, B2B Customer Relationship

Block :3 STP, Growth Strategies, New Product Offerings, Global Market and Holistic Marketing

Unit 1: Market Segmentation, Targeting and Growth Strategies

Market Segmentation and Targeting, Differentiation and positioning strategies, Product Life Cycle marketing Strategies, Dealing with competition and competitive strategies.

Unit 2: New Product Offering

New product development and marketing

Unit 3: Global Market and Holistic Marketing

Global Market and managing holistic Marketing Management

Block:4 Product , Branding, Pricing Strategies, Managing Service, Marketing Channels and IMC

Unit 1: Product and Branding

Setting Product and Branding Strategies & Building Brand Equity

Unit 2: Services Marketing

Unit 3: Designing Marketing Channels, Managing retailing, wholesaling and market logistics

Unit 4: Integrated Marketing Communications, Managing advertising, sales promotions, events, public relations, direct marketing and personal selling including sales management.

BBAR-202 FINANCIAL MANAGEMENT

Syllabus

BLOCK1: BASICS OF FINANCIALMANAGEMENT

UNIT 1 INTRODUCTION TO FINANCIAL MANAGEMENT

Finance, Financial Management, Scope of Financial Management, Finance and Management Functions, Objectives of Financial Management, Role and Functions of Finance Manager, Changing Role of Finance Manger, Organization of Finance Function, Liquidity and Profitability, Financial Management and Accounting, Financial Management and Economics, Financial Management-Science or Art, Significance of Financial Management, Strategic Financial Management, Techniques of Financial Management

UNIT 2 SOURCES OF LONG -TERMFINANCE

Introduction, Types of Capital, Equity Capital, Preference Capital, Debenture capital, Term Loan, Convertibles, Warrants, Leasing, Hire-Purchase, Initial Public offer, Rights Issue, Private Placement

UNIT 3 SOURCES OF SHORT TERM FINANCE

Trade Credit, Cash Credit, Bank Overdraft, Letter of Credit, Factoring, Call/Notice Money, Treasury bills, Commercial Papers, Certificate of Deposit, Bills of Exchange

UNIT 4 TIME VALUE OF MONEY

Introduction, Future Value; Simple Interest, Compounding Interest, Compound value of series of cash flows, Present Value; Present Value of single amount, Present value of series of cash flows, Sinking Fund Factor, Loan Amortization

BLOCK 2: COST OF CAPITAL, CAPITAL STRUCTURE AND LEVERAGES

UNIT 1 COST OFCAPITAL

Concept of Cash Capital, Elements of Cost of Capital, Classification of Cost of Capital, Opportunity Cost of Capital, Trading on Equity

UNIT 2 CAPITAL STRUCTURE THEORIES

Introduction to Capital Structure, Factors affecting capital structure, Features of an optimal capital structure, Capital Structure Theories, CAPM and Capital Structure , Adjusted Present Value

UNIT 3 ANALYSIS OF LEVERAGES

Introduction, Operating Leverage; Meaning, Formulas, When there can be operating leverage? What is indicated by operating leverage? Risk associated with operating leverage, Components of cost structure which brings higher degree of operating leverage. Financial Leverage; Formulas, When there can be financial leverage? What is indicated by financial leverage? Risk associated with financial leverage, Components of capital structure which brings higher degree of financial leverage. Total Leverage; Meaning, Formulas, What is indicated by total leverage? Risk associated with total leverage

BLOCK 3: WORKING CAPITAL MANAGEMENT, INVESTMENT DECISIONS AND DIVIDEND POLICIES

UNIT 1 WORKING CAPITALMANAGEMENT-I

Introduction, Meaning and Definition of Working Capital, Types of Working Capital, Factors Affecting Working Capital/Determinants of Working Capital, Operating Working Capital Cycle, Working Capital Requirements, Estimating Working Capital Needs and Financing Current Assets, Capital Structure Decisions, Leverages

UNIT 2 WORKING CAPITALMANAGEMENT-II

Inventory Management, Purpose of holding inventories, Types of Inventories, Inventory Management Techniques, Pricing of inventories, Receivables Management, Purpose of receivables, Cost of maintaining receivables, Monitoring Receivable, Cash Management, Reasons for holding cash, Factors for efficient cash management

UNIT 3 INVESTMENTS AND FUND

Meaning of Capital Budgeting, Principles of Capital Budgeting, Kinds of Capital Budgeting Proposals, Kinds of Capital Budgeting Decisions, Capital Budgeting Techniques, Estimation of Cashflow for new Projects, Sources of long Term Funds

UNIT 4 DIVIDEND POLICIES

Introduction, Definition of Dividend, Types of dividend, Forms of dividend, Dividend and Provision under Companies Act 2013, Procedure for declaration and payment of Final dividend, Determinants of dividend policy, Dividend Policies

BLOCK 4: INVESTMENTANALYSISANDFINANCIALPLANNING

UNIT1 INVESTMENTANALYSIS

Introduction, Investment and Financing Decisions, Components of cashflows, Complex Investment Decisions

UNIT 2 FINANCIAL PLANNING-I

Introduction, Advantages of financial planning, Need for Financial Planning, Steps in Financial planning, Types of Financial planning, Scope of Financial planning

UNIT 3 FINANCIAL PLANNING-II

Derivatives, Future Contract, Forward Contracts, Options, Swaps, Difference between Forward Contract and future contract, Financial Planning and Preparation of Financial Plan after EFR Policy is Determined

BBAR-204

INDIVIDUAL AND ORGANISATIONAL BEHAVIOUR

Syllabus

BLOCK 1: Understanding Individual Behaviour

Unit 1: Foundations of Individual Behaviour – Organization as an iceberg, Meaning

Individual Behaviour in organizations, Organization, Need for Organization, Process of Organizing, Concept of Organizational Behaviour, Disciplines that Contribute to the OB Field

Unit 2: Organizational Behavior - A Field For Managers Because....

A Field for Managers, Managerial Roles, Management Skills, OB Model

Unit 3: The Individual – Diversity, Personality And Values (Inputs)

Diversity, Discrimination in the workplace undermines organizational effectiveness, Personality, Personality Models, Values, Importance of Values in Organization, Dominant Work Values

Unit 4: The Individual – Emotions, Motivation, Perception, Decision-Making (Processes)

Emotions, Motivation, Perception, Decision-making

BLOCK 2: Understanding Individual Behaviour

Unit 1 The Individual – Attitude and Stress as Outcomes in the Organization

Attitude, Relationship between Attitude and behaviour, Job attitudes - Job Satisfaction and Job Involvement , Organizational Commitment, Perceived Organizational Support and Employee Engagement, Stress at Work, Managing Stress,

Unit 2 The Individual – Task Performance

Meaning of Task Performance, characteristics of task performance, how behaviour influences the outcome of task performance of individuals in organizations.

Unit 3 The Individual – Citizenship Behaviour

Organizational citizenship behaviours: Meaning and Definitions, Understanding OCB as an Outcome Variable, Dimensions of OCB, Measurements of OCB,

Unit 4 MARS Model of Individual Behavior

Meaning and Importance of the Model, Components of MARS Model

BLOCK 3: Collective Organizational Behaviour

Unit 1 Group Behavior – Group structure, Group roles, Group Cohesion, Group Functioning, Team responsibilities

Group Structure: Meaning and Types of Groups, Group Structure: Social Identity Theory, Group Structure: Ingroups and Outgroups, Group Structure: Stages of Group Development, Group Roles, Group Cohesion, Group Functioning, Team and Groups, Types of Teams

Unit 2 Group Behavior – Communication (communication – functions, process, interpersonal versus organizational communication, barriers to effective communication), Leadership

Communication functions, process, modes, Various barriers of effective communication, Leadership, trait theories, behavioral theories and contingency theories of leadership, how leaders can have a positive impact on their organizations through building trust and mentoring.

Unit 3 Group Behavior – Power and Politics (meaning, bases, contrasting leadership and power)

Leadership and power, three bases of formal power and the two bases of personal power, causes and consequences of abuse of power.

Unit 4 Group Behavior – Conflict

Definition of Conflict, types of conflicts, Conflict Process, Conflict Management Techniques, Outcomes of Conflict Management

BLOCK 4: Collective Organizational Behaviour

Unit 1 The Organization - Structure and design

Meaning of Organizational Structure, Organizational Frameworks and Networks, Structural Models, Organizational Size, Technology, Environment, Institution

Unit 2 The Organization – Design and employee behaviour

Behavioral Implications of Organizational Designs, Contingencies of Organizational Design, Implications for Managers

Unit 3 The Organization – Culture, culture creates climate

Meaning and Characteristics of organizational culture, Transmission of culture to employees, Identification of factors that create and sustain an organization's culture

Unit 4 The Organization - Change and change practices

Change, Approaches to managing organizational change, Creating a culture for change,

BBAR-301 BUSINESS ENVIRONMENT

Syllabus

Theory: 4 Credits

BLOCK 1: INTRODUCTION TO INDIAN BUSINESS ENVIRONMENT

UNIT 1 BASICS OF INDIAN BUSINESS ENVIRONMENT

Indian Business Environment concept and importance – Need of Environmental studies for Business.

UNIT 2 TYPES OF BUSINESS ENVIRONMENT

Types of Environment – Natural, Economic, Political, Social, Technical, Cultural, Educational, Legal, Cross-cultures.

UNIT 3 PROBLEMS OF GROWTH

Unemployment, Poverty, Regional imbalance, Social injustice, inflation, Parallel Economy, Industries sickness, Environmental problems affecting growth of Business.

BLOCK 2: NATURAL ENVIRONMENT RESOURCES AND ENVIRONMENTAL ISSUE

UNIT 1 ENVIRONMENTAL FACTORS AFFECTING BUSINESS

a) Physical–Topography, Climate, Minerals, Waterresources.

b) Cultural – infrastructure, Technology, Tradition, Political set up, Social Set-up, Educational Set-up.

UNIT 2 NATURAL RESOURCES AND SUSTAINABILITY

Renewable and Nonrenewable resources, Limitations of non- renewable resources – need of renewable resources, strategy for conservation of natural resources.

UNIT 3 ENVIRONMENTAL ISSUE RELATED TO BUSINESS

Global warming and Kyoto Protocol, Oil Crisis and its impact on business, Problems related to water resources management, Industries and Pollution – Air, Water, Noise.

BLOCK 3: INDIAN ECONOMIC ENVIRONMENTAND GLOBAL DYNAMICS.

UNIT 1 Indian economic environment Part I

Planning in India, Agriculture Development in India, Industrial policy in India, Disinvestment and privatization in India.

UNIT 2 Indian economic environment Part II

Competition policy, Price and distribution control, Demographic features, Unemployment and Inequality, Patents and trademarks, Labor legislation India.

UNIT 3 Indian monetary and fiscal policy with exchange rate.

Money market and capital market. Foreign exchange regulation. Monetary and fiscal policy.

UNIT 4 India and World.

Foreign investments, Multinational corporations, WTO and India.

BLOCK 4: SOCIETY AND INDUSTRY - INDIAN AND GLOBAL TRENDS WITH CASES.

Unit 1 Social Responsibility of Business

Social Responsibility of Business, Social Audit.

Unit 2 Consumerism and Consumer's Rights.

Consumerism, Consumer's Rights

Unit 3 Industrial Sickness and Trade Unions.

Industrial Sickness, Trade Unions

Unit 4 Worker's participation in management and Industrial Relations

Worker's Participation in Management (WPM), Industrial Relations and Disputes.

BBAR-302 HUMAN RESOURCE MANAGEMENT

Syllabus

Theory: 4 Credits

BLOCK-1: BASICS OF HUMAN RESOURCE MANAGEMENT, HUMAN RESOURCES PLANNING, JOB ANALYSIS AND JOB DESIGN

UNIT-1 HUMAN RESOURCE MANAGEMENT – INTRODUCTION

Introduction; Meaning of Human Resource Management; Evolution of the Personnel Function into Human Resource Management - The Commodity Concept, The Factor of Production concept, The Goodwill concept, The Paternalistic Concept, The Humanitarian Concept, Human Resources Concept; Objectives of Human Resource Management - Broad Objectives of Human Resource Management, Specific Objectives of Human Resource Management; Features of Human Resource Management; Functions of Human Resource Management - Managerial Functions, Operative Functions, Advisory Functions; Process of Human Resource Management - Acquisition Function, Development Function, Motivation Function, Maintenance Function; Importance or Significance of Human Resource Management; Significance for Enterprise - Professional Significance, Significance to the Society, Significance to Nation; Changing Role of Human Resource Management

UNIT-2 HUMAN RESOURCE PLANNING

Introduction; Meaning of Human Resource Planning; Characteristics of Human Resource Planning; Need for Human Resource Planning; Objectives of Human Resource Planning; Factors affecting Human Resource Planning - External Factors, Internal Factors; Human Resource Planning Process – Analysis of Plans and Objectives of the Organisation, Forecasting the demand of manpower, Forecasting the factors which affect the Human Resources requirements, Estimating the Net Human Resources requirements, Developing Employment Plans, Developing Human Resource Plan; Requirements of an effective Human Resource Plan; Significance of Human Resource Planning; Benefits of Human Resource Planning; Limitations of Human Resource Planning.

UNIT-3 JOB ANALYSIS AND JOB DESIGN

Introduction; Meaning of Job Analysis; Objectives of Job Analysis; Features of Job Analysis; Uses of Job Analysis; Process of Job Analysis; Techniques of Data collection – Questionnaire Method, Job Performance Method, Observation Method, Critical Incident Method, Interview Method, Diary Maintenance Method, Technical Conference Method; Job Description; Job Specification; Challenges affecting the effective of Job Analysis; Job Design; Factors affecting

Job Design; Components of Job Design - Job Enrichment, Self Managing Teams, Job Rotation, Job Reengineering, Job Enlargement; Limitations of Job Design.

BLOCK-2: RECRUITMENT, SELECTION, TRAINING AND PERFORMANCE APPRAISAL

UNIT-1 RECRUITMENT AND SELECTION

Introduction; Meaning of Recruitment; Features of Recruitment; Factors Affecting Recruitment Policy of an Organisation- Internal Factors, External Factors; Recruitment Process; Sources of Recruitment - Internal Sources of Recruitment, External Sources of Recruitment; Evaluation of Sources of Recruitment - Evaluation of Internal Sources, Evaluation of External Sources; Meaning of Selection; Difference between Recruitment and Selection; Selection Process.

UNIT-2 TRAINING

Introduction; Meaning of Training; Significance of Training; Assessment of Training Needs; Employee Training Process; Types of Training programs; Methods of Training - On-the- job training methods, Off-the-job training methods; Selection of a training method; Challenges impairing the quality of training; Conditions for an effective training program.

UNIT-3 PERFORMANCE APPRAISAL

Introduction; Meaning of Performance Appraisal; Objectives of Performance Appraisal; Uses of Performance Appraisal; Criteria for Performance Appraisal; Process of Performance Appraisal; Methods of Performance Appraisal; Issues in Performance Appraisal; Steps to overcome problems in Performance Appraisal process.

BLOCK-3 : EMPLOYEE WELFARE AND WELLBEING, COUNSELING AND MENTORING, MOTIVATING HUMAN RESOURCES AND INCENTIVES AND BENEFITS

UNIT-1 EMPLOYEE WELFARE AND WELLBEING

Introduction; Meaning of Employees welfare; Features of Employee welfare; Objectives of Employee welfare; Types of Employee welfare; Merits of welfare measures; Limitations of welfare measures; Meaning of Employee safety; Objectives of employee safety; Steps in Employee safety programs; Need for employee safety; Essentials of an effective safety program.

UNIT-2 COUNSELLING AND MENTORING

Introduction, Definitions of Counseling, Characteristics of Counseling, Need for Counseling, Types of Counseling.

UNIT-3 MOTIVATING HUMAN RESOURCES

Introduction; Meaning of Motivation; Nature and characteristics of Motivation; Importance of motivating human resources; Types of Motivation; Theories of Motivation - Maslow's Need Hierarchy Theory, Herzberg's Two factor theory, McClelland's Need theory, McGregor's Participation theory, Alderfer's ERG Theory, Victor Vroom's Expectancy theory; Requirements of a sound motivation system; Factors determining response to motivation; Measures to build high employee morale.

UNIT-4 INCENTIVES AND BENEFITS

Introduction; Meaning of wage incentive; Objectives of Incentives; Wage incentive planning process; Pre-requisites for a good incentive scheme; Evaluation of Incentive schemes; Fringe Benefits.

BLOCK-4: HUMAN RESOURCE RECORDS AND INFORMATION SYSTEMS, HUMAN RESOURCE ACCOUNTING, HUMAN RESOURCE AUDITING AND HUMAN RESOURCE DEVELOPMENT

UNIT-1 HUMAN RESOURCES RECORDS AND INFORMATION SYSTEMS

Uses of Human Resources records; Objectives of Human Resources Records, Significance of Human Resources records; Purpose of Human Resources Records; Essentials of a Good Human Resources Record; Fundamental Principles of Record Keeping; Reports; Essentials of a Good Report; Personnel inventory; Information system; Management's need and information system; Advantages of Human Resources information system; Designing a modern Human Resources information system.

UNIT-2 HUMAN RESOURCES ACCOUNTING

Introduction; Meaning of Human resources accounting; Objectives of Human resources accounting; Approaches to Human resources Accounting; Uses of Human resources accounting; Weaknesses of Human resources Accounting.

UNIT-3 HUMAN RESOURCE AUDITING

Meaning of Human Resources audit; Features of Human Resources audit; Objectives of Human Resources audit; Scope of Human Resources audit; Steps in Human Resources audit; Essential conditions for an effective Human Resources audit

UNIT-4 HUMAN RESOURCE DEVELOPMENT

Meaning of Human Resources Development; Concept of Human Resources Development; Goals of Human Resources Development; Features of Human Resources Development; Benefits of Human Resources Development; Human Resources Management as a strategic activity; Scope of Human Resources Development - Organisation change and stress management, Succession Planning, Compensation Administration, Worker's Participation in Management.

BBAR-304 Business Analytics

Syllabus

Theory: 4 Credits

BLOCK-1: Business Analytics Fundamentals

UNIT-1 Introduction to Business Analytics

Introduction to Analytics, importance of data in business world, data sources, life cycle of business analytics process, scope of business analytics, business problem solving process, classification and important tool used in different type of business analytics, framework for data- driven decision making, challenges in business analytics

UNIT-2 Descriptive Analytics

Introduction to descriptive analytics, different type of data measurement scales, understanding population and sample data, components of descriptive analytics, measures of central tendency, relevance of different measures in understanding location and spread of data

UNIT-3 Visualization Techniques for Business Analytics

Introduction to visualization techniques, histogram, application of histogram into business world, Bar chart and various variants, scatter plot and how it helps in identifying relationship between quantitative variables, Box plot interpretation and application to understand variability of continuous variables, control charts and its application, visualization of hierarchal data – Tree map

BLOCK-2: Statistical Concepts and Hypothesis Testing

UNIT-1 Sampling and Confidence Intervals

Requirements of sampling techniques in business, population parameters and sample statistics, different type of probabilistic sampling – random, bootstrap aggregating (bagging), stratified, cluster, non- probabilistic probability sampling techniques – voluntary sampling, convenience sampling, concepts of central limit theorem, estimating sampling size and sample statistics, estimation of population sample size, confidence interval for population mean and variance

UNIT-2 Continuous & Discrete Probability Distributions

Concepts of random variables – discrete and continuous, probability mass function for a discrete variable, cumulative distribution function, variance, standard deviation, expected value for discrete random variable, important discrete probability distributions – binomial and Poisson distribution, probability mass function of continuous variable, cumulative distribution function of continuous variables, important continuous distribution – normal distribution, exponential distribution, student's t distribution

UNIT-3 Introduction to Hypothesis Testing

Introduction to Hypothesis Testing, description of hypothesis statements, concepts of test statistics and decision criteria, one tail and two tail test for hypothesis testing, testing of hypothesis about a Population Mean using Z and t Statistics, type I and type II error

UNIT-4 Hypothesis Testing for Categorical data

Basics of Chi square test, relationship between chi square distribution and standard normal distribution, understanding generalized Chi square probability distribution, chi Square goodness of fit tests, chi square test of independence, decision rules for decision making

BLOCK-3: Correlation and Regression and Decision Tree

UNIT-1 Covariance and Correlation Analysis

Introduction to covariance, concepts of Pearson correlation coefficient, relevance, calculation and application of covariance and correlation coefficient, visualization of correlation analysis, hypothesis test for correlation coefficient

UNIT-2 Simple Linear Regression

Introduction to simple linear regression, ordinary least squares estimation for linear regression, visualization used in linear regression, validation of regression model, understanding coefficient of determination (R-Square), hypothesis test for linear regression, residual analysis

UNIT-3 Multiple Linear Regression

Introduction to multiple linear regression, visualization used in linear regression, validation of regression model, understanding coefficient of determination (R-square and adjusted R-square), hypothesis test for linear regression, residual analysis, multi-collinearity and variance inflation factor

BLOCK-4: Time Series Analysis

UNIT-1 Introduction to Forecasting Techniques

Introduction to time series, visualization used in time series, important components of time series data, forecasting accuracy techniques – mean absolute error calculation, mean absolute percentage error formula, mean square error and root mean square error

UNIT-2 Moving Average and Single Exponential Smoothing Techniques

Introduction to moving average methods, graphical interpretation of moving average method, introduction to single exponential smoothing techniques, introduction and optimization smoothing constants, accuracy measures, relationship between smoothing constant and accuracy measures

UNIT-3 Regression methods for forecasting

Application of regression theory in time series analysis, forecasting time series data in influence with seasonal variation, application of regression methods in business decisions

UNIT-4 Auto-Regression (AR) and Moving Average (MA) forecasting models

Introduction to Auto-regressive (AR) and Moving average (MA) methods, introduction of auto-correlation function (ACF) and partial auto correlation function (PACF), interpretation of correlogram

BBAR-401 BASICS OF RESEARCH METHODS

Syllabus

Theory: 4 Credits

BLOCK 1: INTRODUCTION TO RESEARCH

UNIT 1 FOUNDATIONS OF RESEARCH

Introduction, Nature, Structure and Assumptions of Science, Various Tools of Science, Objectivist and Subjectivist Conceptions of Social Reality, Different Approaches.

UNIT 2 MEANING AND OBJECTIVES OF GOOD RESEARCH

Meaning of good research, Basic and Applied Research, Objectives of good research, Significance of good research, Criteria of good research

UNIT 3 TYPES OF RESEARCH

Types of Research and Research Processes, Contemporary Debate on the Status of Scientific Method, Characteristics of Research, Objectivity and Ethical Concerns in Research

UNIT 4 STRUCTURING A RESEARCH PROPOSAL

Title, Problem Statement, Formulating the Hypothesis, Demarcation Region of study, Defining Terminology, Significance of the Research, Literature Survey, Time Schedule, Budget, Resource List

BLOCK 2: RESEARCH DESIGN AND RESEARCH METHODS

UNIT 1 RESEARCH DESIGN

Introduction, Types of Research Design: Historical Design, Descriptive Design, Formation of Hypothesis, Synopsis Writing, Computers in Research

UNIT 2 GENERAL RESEARCH

Introduction: Meaning, Need, Spiral Scientific Method, Types of Research, Kinds of Research, Research Ethics

UNIT 3 METHODS OF RESEARCH

Introduction, Experimental Research: Different Types and Basic Principles, Survey Research: Different Types and Tools of Survey

UNIT 4 BASIC THUMB RULES FOR RESEARCH PROCESS

Identifying and defining the problem, Exploratory Research, Developing the hypothesis, Creating a Research Design, Determining Sampling Design, Data Collection, Data Analysis, Testing of Hypothesis, Generalizations and Interpretations, Reporting the Results

BLOCK 3: SAMPLING AND QUANTITATIVE METHODS IN RESEARCH

UNIT 1 SAMPLING THEORY AND FUNDAMENTALS

Introduction, Need and Purpose of Sampling, Sampling Theory, Important Sampling Distribution, Various Techniques/Methods of Sampling, Sampling and Non-Sampling Errors

UNIT 2 TESTING OF HYPOTHESIS

Hypotheses Testing, Type I and Type II Errors, Two Tailed and One Tailed Tests, Sampling of Attributes and Sampling of Variables

UNIT 3 QUANTITATIVE TECHNIQUES

Introduction, Regression and Correlation Analysis, Parametric Tests, Non-Parametric Tests, Multivariate Analysis

BLOCK 4: DATA ANALYSIS AND RESEARCH REPORTING

UNIT 1 STATISTICAL DATA AND TECHNIQUES USED IN DATA ANALYSIS

Introduction, Types of Data, Primary and Secondary Data, Levels of Data

UNIT 2 DATA INTERPRETATION AND ANALYSIS

Introduction, Geographical and Graphical Representation of Data, Statistical Analysis (Measures of Central Tendency, Measures of Dispersion, Regression and Correlation, Chi-Square Test), Statistical Package, Tools of Argument (Definition, Analysis, Synthesis, Interpretation, Inference)

UNIT 3 APPLICATION OF STATISTICAL TOOLS

Statistical Package, Tools of Argument (Definition, Analysis, Synthesis, Interpretation, Inference)

UNIT 4 RESEARCH REPORTING

Introduction, Structure, Style and Contents, Style Manuals (Chicago, APA, MLA), Citation Styles: Footnotes, References, Evaluation of Research, Current Trends in LIS research (Advanced Countries, Less Advanced Countries and Global)

BBAR-402 Business and Industrial Laws

Syllabus

Theory: 4 Credits

Block 1: Contract and Negotiable Instrument Act

Unit 1 Law of Contract

Indian Contract Act 1872 - Definition, kinds and concept of contract, Offer / Proposal, Acceptance, Contractual Capacity, Free Consent, Consideration, Lawful Object, Discharge of Contract, Remedies for Breach of Contract.

Unit 2 Special Contract

Indian Contract Act 1872 - Contract of Indemnity, Elements of Indemnity Contract, Contract of Guarantee, Essentials of Contract of Guarantee, Kinds of Guarantee, Rights of Surety/Co-surety, Discharge of Surety.

Unit 3 Negotiable Instruments Act, 1881

Introduction, Negotiable Instruments Act, Definition and Features, Promissory Notes, Definition, Essentials, Bill of Exchange, Definition, Essentials, Cheque, Definition, Distinction between a Cheque and a Bill of Exchange, Bank Draft and Hundis, Holder, Holder in Due Course, Parties to Negotiable Instruments, Negotiation of Negotiable Instruments, Modes of Negotiation, Endorsement, Dishonor of Negotiable Instruments, Discharge of the Instrument and Parties

Block 2: Indian Partnership Act, 1932 and Consumer Protection Act, 2019

Unit 1 Indian Partnership Act, 1932

Partnership : nature, definition and Establishment, Partnership Firm versus other entities (HUF, Co-ownership, Company)

Unit 2 Partners : Rights, Duties and Liabilities, Reconstitution and Dissolution of Partnership Firm

Unit 3 The Consumer Protection Act, 2019.

Introduction, Rights of Consumer or Objectives of the Act, Important Definitions : Consumer, Consumer Dispute, Goods, Services, Defect, Deficiency, Unfair Trade Practices, Restrictive Trade Practices, Consumer Disputes Redressal Agencies, Consumer Protection Councils

Unit 4 Competition Act, 2002 : Role, Aim and Object of the Act, Function of CCI

Block 3: Company Law and Arbitration Act

Unit 1 Company Law

Companies Act, 2013 - Introduction, Definition of a Company, Types of Companies, Procedure for Formation for a Company – Memorandum of Association, Article of Association, prospectus.

Unit 2 Company Law

Companies Act, 2013 - Share Capital, Company Management, Meetings, Requisites of a Valid Meeting

Unit 3 Arbitration and Conciliation Act, 1996

Introduction, Scheme of the Act, Objectives of the Act, Power of Judicial Authority to Refer Parties to Arbitration, Composition of Arbitral Tribunal, Jurisdiction of Arbitral Tribunals, Conduct of Arbitral Proceedings, Award, Conciliation (Section 61 To 81), Mediation - (The Parties Decide), Negotiation

Unit 4 Right to Information Act, 2005 : Application, Mechanism and Important Provisions

Block 4 Other Important Legislations

Unit 1 The Trade Union Act, 1929

Introduction, Objectives of a trade Union, Reasons for Workers to Join a Trade Union, Problems faced by trade unions, The Trade Union Act, 1929

Unit 2 Factories Act, 1948

Introduction, Applicability, Important Definitions, Health and Welfare of the Workers, Labor Welfare Officer, Penalty for Offences

Unit 3 Payment of Gratuity Act, 1972

Introduction, Applicability of the Act, Important Definitions, Gratuity when Payable, Computation of Gratuity, Forfeiture of Gratuity

Unit 4 Information Technology Act 2000

Introduction, Overview of the Act, What does IT Act enable?, Why Cyber Law in India?

BBAR- 403 Service Marketing

Syllabus

Theory: 4 Credits

Block 1: Introduction to Services, Service Quality, GAP model, Service Expectation.

Unit 1: Meaning and definition of service, difference b/w Goods and Services, Overview of service sector in India, Characteristic of Services, Service Marketing Mix.

Unit 2: Definition of Service Quality, Gap Model of Service Quality

Unit 3: Customer Expectation of Service, Customer perception of services, Service Quality, Service Encounter

Block 2: CRM, Service Recovery, Service Guarantee, Service Blueprint.

Unit 1: Relationship Marketing, Traditional vs Relationship Marketing, The Development of Customer Relationship, Customer Profitability Segments, Relationship Development Strategies, Relationship Challenge.

Unit 2: Service Recovery, How customer responds to the service failures, Type of customer complaint actions, Type of complainer, Service Recovery strategies: fixing the customer

Unit 3: Service Guarantees, Characteristic of effective Guarantees, Types of Service Guarantee, Benefits of Service Guarantees, Reason behind Switching Services, Type of Service Innovation, Stages in Service Innovation and Development.

Unit 4: Service Blueprint, Blueprint Components, Building a Blueprint

Block 3: Service Standards, Servicescape, and Employee Role in Service Delivery

Unit 1: Factors for service standards, Types of Customer defined service standards, Process of setting standards.

Unit 2: Physical evidence, Strategic Roles of the Service Scape, Servicescape effect on behavior.

Unit 3: Service Culture, The Critical role of service employee, Boundary Spanning roles, Strategies for Delivery Service Quality Through People, Customer Orientated Service Delivery

Block 4: Customers Role in Service Delivery, Demand and Capacity, ISMC, Service Pricing, Financial and Economic Impact of Service

Unit 1: The Importance of Customers in Service Co-creation and Delivery, Customer Roles, Self-Service Technologies, Strategies for Enhancing Customer Participation

Unit 2 : The Underlying Issue: Lack of Inventory Capability, Capacity Constraints, Demand Patterns, Yield Management, Waiting line strategies

Unit 3 : Service Communication Challenges, Categories of Strategies to Match Service Promises with Delivery, Pricing of Service, Approaches to Pricing Services.

Unit 4: Service and Profitability, Offensive and Defensive Marketing Effects of Service, Customer Perceptions of Service Quality and Purchase Intentions, Drivers of Service Quality, Customer Retention, Profits, Company Performance Measurement

BBAR-404 PRODUCTION AND OPERATION MANAGEMENT

Syllabus

Theory: 4 Credits

BLOCK-1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT

UNIT 1 NATURE AND SCOPE OF PRODUCTION AND OPERATIONS MANAGEMENT

Introduction, History of Production and Operations Management , Concepts of Production and Operations Management, Objectives of Production and Operations Management, Functions of Production and Operations Management, Scope of Production and Operations Management, Problems of Production and Operations Management, Difference between Productio and Operations Management.

UNIT 2 PLANT LOCATION- PLANT LAYOUT

Introduction, Plant Location, Theories of Plant Location, Factors Influencing Location, What Is Plant Layout, Objectives of Plant Layout, Factors Affecting Plant Layout, Characteristics Of An Efficient Layout, Techniques of Plant Layout, Advantages of Plant Layout, Types Of Layout.

UNIT 3 MATERIALS HANDLING

Introduction, Objectives of Material Handling, Principles of Material Handling, Material Handling Equipments, Guidelines for Effective Utilization of Material Handling Equipments, Relationship Between Plant Layout And Material Handling

UNIT 4 PRODUCTION PLANNING AND CONTROL

Production Planning: Objective, Characteristics, Importance, Organization and Steps involved in production Planning. Production Control: Objective, Advantage, techniques and Functions. Production Control & planning: Objective, Scope, Phase, Benefits, Limitation, techniques etc. of Production Planning & control. Network Analysis.

BLOCK 2: QUALITY CONTROL AND MATERIALS AND MAINTENANCE MANAGEMENT

UNIT 1 QUALITY CONTROL

Introduction, Concepts of Quality Management, Inspection and Testing, Quality Control, Objectives of Quality Control , Benefits of Quality Control , Difference between Inspection and Quality Control, Seven tools for Quality Control, Control Charts, Acceptance Sampling

UNIT 2 CONCEPT OF WASTE AND QUALITY ASSURANCE

Introduction, Types of wastes, Concept of Quality Assurance, Quality Assurance: ISO 9000, Total Quality Management (TQM), Six Sigma, Gap Analysis, Quality Control Vs. Quality Assurance

UNIT 3 MATERIAL MANAGEMENT

Introduction, What is Material Management, Manufacturing Strategy, Concept of Purchase Management, Concept of Store Management, Concept of Supply Chain Management.

UNIT 4 MAINTENANCE MANAGEMENT

Introduction, Concept of Maintenance Management, Objectives of Maintenance Management, Types of Maintenance System, Functions of Maintenance Management, Replacement Policies

BLOCK 3: INDUSTRIAL ENGINEERING AND SALES FORECASTING

UNIT 1 PRODUCT DESIGN AND DEVELOPMENT

Introduction, Concept of Product Design and Development, Need for Product Design and Development, Characteristics of Good Design, Product Life Cycle (Plc), Product Development Process, Product Development Techniques, Process Design, Relationship Between Product Design And Process Design

UNIT 2 INDUSTRIAL ENGINEERING AND WORK STUDY

Introduction, Meaning and Nature of Industrial Engineering, Applications of Industrial Engineering, Functions of the Industrial Engineers, Techniques Of Industrial Engineering, Concept Of Work Study, Method Study, Work Measurement, Productivity, Measures To Improve Productivity

UNIT 3 SALES FORECASTING

Introduction, Concept of Sales Forecasting, Importance Of Sales Forecasting, Objectives of Sales Forecasting, Techniques of Sales Forecasting, Limitations Of Sales Forecasting, Approaches To Sales Forecasting

BLOCK 4: OPERATION RESEARCH, BREAK EVEN ANALYSIS AND CONTEMPORARY ISSUES

UNIT 1 USE OF OPERATION RESEARCH IN SOLVING PRODUCTION PROBLEM

Introduction, Evaluation Of Operation Research, Nature of Operation Research, Characteristics Of Operation Research, Phases Of Operation Research, Scope Of Operation Research, Methodology Of Operations Research, Models In Operations Research, Classification Of Operation Research Model, Characteristics Of A Good Model, Operations Research And Managerial Decisions Making, Advantages Of Operations Research, Techniques Of Operations Research, Limitations Of Operations Research

UNIT 2 VALUE BREAK EVEN ANALYSIS

Introduction, Concept of Value Break Even Analysis, Uses of Value Break Even Analysis, Assumptions and Limitations of Value Break Even Analysis, Value Break Even Point, The Value Break Even Chart

UNIT 3 LEAN MANUFACTURING

Introduction, Concept of Lean Manufacturing, Japanese 5s Model, Kanban System, PDCA Cycle, Kaizen

BBAR-501 Direct and Indirect Taxes

Syllabus

Theory: 4 Credits

BLOCK 1: BASICS OF INCOME TAX

UNIT 1 INCOME TAX ACT 1961

Introduction, Meaning and Definition of Taxation, Characteristics of Taxation, Types of Taxes, Direct Taxes, Indirect Taxes

UNIT 2 SCOPE AND OBJECTIVES OF INCOME TAX

Introduction, Background of Income Tax, Scope of Income Tax Law, Application of Income Tax Act, 1961, Objectives of Income Tax, Taxation Structure in India

UNIT 3 BASICS OF INCOME AND PERSON

Introduction, Concept of Income, Definition of Income, Person, Assessee, Assessment Year, Agricultural Income, Residential Status, Companies, Incomes Exempted from Tax

UNIT 4 RESIDENTIAL STATUS

Introduction, Different Taxable Entities, Residential Status, Rules to determine Residential Status of an Individual, Non-Resident, Resident and Ordinarily Resident status:, Relationship between residential status and incidence of tax, Type of Income, Incidence of tax payer for different taxpayers

BLOCK 2: HEADS OF INCOME

UNIT 1 INCOME FROM SALARY

Introduction, Income from Salary, Taxability of Salary, Allowances, Perquisites & FBT, Deduction from Salaries [Sec. 16], Chart for computation of taxable salary

UNIT 2 INCOME FROM HOUSE PROPERTY

Introduction, Income from House Property, Property held as Stock-in-Trade [Section 23], House Property income not charged to tax, certain incomes from house property, Types of House Properties, Computation of Income from house property, Recovery of unrealized rent and Assessment of Arrears of rent received

UNIT 3 INCOME FROM BUSINESS OR PROFESSION

Introduction, Income from Business or Profession, General Principles governing the computation of taxable income under the head "profits and gains of business or profession, Income from Profits and Gains of Business or Profession, Income chargeable under the head Business / Profession, Expenses allowed as deduction from Profit and Gain of Business or Profession, Expenses Expressly Disallowed (u/s40), Additional Information's

UNIT 4 INCOME FROM CAPITAL GAIN

Introduction, Basis of Charge (Sec 45), Chargeability of Tax, Some Important Definitions, What is Capital Gain, Types of Capital Gains, How is Short-term Capital Gain taxed, How is Long-term Capital Gain taxed, Cost Inflation Index for the Various Financial Years, How is Long-term Capital Gain taxed on Shares and Mutual Funds?, Has the capital Gain Calculation not changed in the case of Shares, Capital Loss Long Term and Short Term, Seven Pillars of Capital Gain Treatment, Computation of Capital Gain

BLOCK 3: INCOME FROM OTHER SOURCES, ADVANCE PAYMENT OF TAX AND INTEREST AND INCOME TAX AUTHORITY

UNIT 1 INCOME FROM OTHER SOURCES

Introduction, Income from other sources (Sec 56), Method of Accounting, Interest on securities, Basis of Charge, Kinds of Securities, Profit and Loss on sale of Securities, Tax upon Income from other sources, Problem with solution

UNIT 2 ADVANCE PAYMENT OF TAX AND INTEREST

Introduction, Incomes with regard to payment of advance tax, When a person becomes liable to pay advance tax, Liability for Payment of Advance Tax (Section 208), Stages in Calculation of payment of advance tax, Income from previous year (Current Income), Calculation of Advance Tax, Interest for late filing of return [Sec. 234A], Interest of non-payment of Advance Tax [Sec.234B], Interest for deferment of different instalment of Advance Tax [Sec. 234C]

UNIT 3 INCOME TAX AUTHORITY

Introduction, Income-tax Authorities, Executive Authorities, Central Board of Direct Taxes, Director General of Income-tax, Commissioners of Income-tax, Deputy Commissioners, Assessing Officers, Income-tax Inspector, Appellate (Judicial) Authorities, Deputy Commissioner (Appeals), Commissioner (Appeals), Appellate Tribunal, High Court, Supreme Court, Settlement Commission

BLOCK 4: GOODS AND SERVICE TAX

UNIT 1 GOODS AND SERVICE TAX – I (INTRODUCTION)

Introduction, History of Indirect Taxation, Concept of goods and services (GST); The year wise evolution of GST in India, Components of GST, Limitations of Old Indirect Tax Structure , Basic Idea of GST, Example for concept of GST

UNIT 2 GOODS AND SERVICE TAX – II (MODEL OF GST, SAILENT FEATURE AND BENEFIT OF GST)

Introduction, Model of GST, Salient features of GST, Benefits of GST, GST and centre state financial Relation, Role of centre board of excise and customs.

UNIT 3 GOODS AND SERVICE TAX – III (Definitions, Exemptions, Tax rates and Input Tax Credit of GST)

Introduction, Definition, Exemption from GST, GST Rate, Input Tax credit

BBAR-502 Cost Accounting

Syllabus

Theory: 4 Credits

BLOCK-1: Cost Accounting : Concept Nature and Scope

UNIT-1 Meaning, Definition and Need for Cost Accounting

Introduction, Cost Accounting : Meaning, Nature and cost of Cost Accounting , Cost Accounting Needs

UNIT-2 Concept of Financial, Cost and Management Accounting

Introduction to Financial Accounting, Cost Accounting and Management Accounting, Meaning, Definition and differences between the Financial Accounting, Cost Accounting and Management Accounting

UNIT-3 Elements and Classification of Cost

Introduction , Elements and Classification of costs on various basis including fixed cost and variable cost etc.

UNIT-4 Technique of Costing, Cost Centre and Cost Unit

Introduction, meaning of costing, meaning nature and explanation about the Costing, Cost Centre and Cost unit.

BLOCK-2: Materials & Related Aspects

UNIT-1 Definition of Inventory, Material and Materials Control

Introduction, Meaning, nature and definition of Inventory, explanation of concepts of Inventory, Material and Materials Control

UNIT-2 Objectives of Material Control, Necessity and Advantages

Introduction, Concept of Material Control, Necessity and Advantages of Material Control and uses of Material Control

UNIT-3 Concept of EOQ, ABC etc.

Introduction, concept of Economic Order Quantity and its uses, advantages and other aspects related to it.

UNIT-4 Methods of Pricing of issue of material FIFO, LIFO & Average

Introduction, Methods of pricing of issues. Concepts of First In First Out, Last in First Out and Average methods.

BLOCK-3: Labour & Related Aspects

UNIT-1 Concept of Direct and Indirect Labour, Labour Cost Accounting

Introduction, meaning, nature and understanding and concept of Direct and Indirect Labour, Labour Cost Accounting

UNIT-2 Labour Turnover and Related Issues, Methods of Wage Payment

Introduction, meaning, nature and understanding and concept Labour Turnover and Related Issues, Methods of Wage Payment

UNIT-3 Classification of Overheads, Technique of Segregation

Introduction meaning, nature and understanding and classification of Overheads and techniques of segregation.

UNIT-4 Basis of Apportionment and Re Apportionment of Overheads

Introduction and techniques of Apportionment and Re Apportionment of Overheads

BLOCK-4: Budgetary Control & Other Related Aspects

UNIT-1 Introduction, Meaning & Objectives of Budgetary Control

Introduction to budget, meaning of budget, Objectives of Budget, use of budgetary control.

UNIT-2 Classification of Budgets

Introduction, classification of budgets on various basis, including like Fixed Budget and Flexible Budget

UNIT-3 Fixed Budget and Flexible Budget

Introduction, meaning, nature and example of Fixed Budget and Flexible Budget along with its applications.

UNIT-4 Contemporary Aspect in Budgeting

introduction, contemporary issues in Budgeting and its use in the various contexts.

BBAR-503 Entrepreneurship Development

Syllabus

BLOCK-1: Introduction to Entrepreneurship

UNIT-1 About Entrepreneurship

Introduction, Meaning of Entrepreneur, Characteristics of Entrepreneur, Factors affecting Entrepreneurship, Advantages and disadvantages of being an Entrepreneur.

UNIT-2 Entrepreneurship and Organisational Environment

Introduction, Types of Entrepreneurship - Classification on the basis of entrepreneurship, Classification on the Basis of Personality Behaviour, Classification based on the Type of organisation, Classification based on the Stages of Development, Environmental challenges for Entrepreneurs, Factors affecting business environment.

UNIT-3 Entrepreneurs and Managers

Introduction, Meaning of Intrapreneurship, Process of Entrepreneurship, Meaning of Manager, Professional Manager, Role of Manager, Difference between Entrepreneur and Manager.

BLOCK-2: Importance and types of Entrepreneurs and Women Entrepreneur

UNIT-1 Concept and Importance of Entrepreneur

Introduction to Entrepreneur, Meaning of Entrepreneur, Characteristics of an Entrepreneur, Skills of an Entrepreneur, Entrepreneurial Process, Importance of an Entrepreneur.

UNIT-2 Types and Functions of Entrepreneur

Introduction, Types of Entrepreneur, Functions of an Entrepreneur, Rewards of being an entrepreneur, Challenges of being an entrepreneur, Role of an Entrepreneurs, Difference between Entrepreneurs and Entrepreneurship.

UNIT-3 Women Entrepreneur

Introduction, An Overview- Women Entrepreneur, Growth of Women Entrepreneurs, Environment for Women Entrepreneurs, Scope of Women Entrepreneurship, Challenges in Women Entrepreneurs, Process of increasing Women Entrepreneurs, Empowerment of Women.

BLOCK-3: Planning of Organisational activities

UNIT-1 Preparing a Business Plan

Introduction, Concept of a Business Plan, Scope of a Business Plan, Advantages of a Business Plan, Preparation of a Business Plan, Evaluation of a Business Plan.

UNIT-2 Marketing Plan

Introduction, Meaning of Marketing, Overview of Marketing Plan, Overview of Marketing Research, Concepts Marketing Research, Key Concepts for marketing Plan, Contemporary Issues of Marketing Plan, Difference between Marketing research and Market research.

UNIT-3 Operation and Production Plan

Introduction, Overview of Production and Operations Management, Types of Production Systems, Product Life Cycle, New Product Development Process, Advantages of New Product Development Process, Disadvantages New Product Development Process

UNIT-4 Human Resource Planning

Introduction, Overview of Human Management, Important precautions for team building, Modern Techniques to Motivate Human Resource, Principles of Managing Human Resource, Nature of Organizational Structure, Advantages of Organizational Structure, Disadvantages of Organizational Structure.

BLOCK-4: Financing of Enterprises

UNIT-1 Financial Statements for Entrepreneurs

Introduction, Introduction to Balance-sheet, Introduction profit and loss account, Difference between Economic and Accounting Profit, Meaning of cash flow, Meaning of working capital flow.

UNIT-2 Ratio Analysis

Introduction, Objectives of financial ratio, Advantages of financial ratio, Limitations of financial ratio, Types of ratios, Roles of ratio, Advantages of ratios, Disadvantages of ratios.

UNIT-3 Financing Venture

Introduction, Objectives of Financing a Venture, Importance of Financing a Venture, Financing problems for Start-ups, Types of Angel Funders, Type of Funding by Banks, Venture Investors, Funding Opportunities for Start-ups in India.

UNIT-4 Start-up

Introduction, Meaning of Start-up, Policies for Start-up, Financial help by Government, Purpose for issuing IPO, About Initial Public Offering, Intermediaries to IPO, Pricing.

BBAR-601 Financial Services

Syllabus

Theory: 4 Credits

Block 1: Basic of Financial Services

Unit 1 Introduction to financial services

Meaning and concepts, characteristics, types, objectives/functions, importance, evolution and growth, the regulatory frame work of financial services. Merchant banking – meaning, origin and development, functions, regulations

Unit 2 Mutual funds

Meaning, origin and growth, constitution and management, types, advantages and disadvantages, performance, regulations

Unit 3 Insurance services

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

Unit 4 An Overview of Indian Financial System

Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

Block 2: Housing Finance and Venture Capital

Unit 1 Leasing

Definition, types, advantages and limitations for lessor and lessee, Difference between Leasing and Hire Purchase: Concepts of leasing, types of leasing – financial and operating lease, direct lease and sales and lease back.

Unit 2 Hire-purchase

Meaning and features, rights of hirer, Hire Purchase interest and Installment, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement.

Unit 3 Housing Finance

Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate.

Unit 4 Venture capital:

Concepts and characteristics of venture capital, stages of investment/financing, incubation financing. venture capital in India, Venture capital -regulatory frame work Factoring – meaning, mechanism, types, advantages and disadvantages, factoring Vs bill discounting, Indian scenario,

Block 3: Basic of Retail Banking

Unit 1 Introduction to Retail Banking

Introduction, Birth of Banking, Growth of Retail Banking.

Unit 2 Concepts of Retail Banking

Introduction, Bank Accounts, Client Profile of Retail Banks, Product and Service Portfolio, Primary Deposits & Interest Rate Risk Management.

Unit 3 Loans And Advances

Introduction, Principles of Retail Lending, Types of Retail Advances, Loan Evaluation Procedure.

Unit 4 Banking Technology

Introduction, Significance of Computerization in Banks, Types of Electronic Banking, E-Banking and Corporate Clients, Need for Security, System Level Controls, Network Level Controls, Security and Legal Framework, Money Laundering. Introduction, E- Commerce, Credit Cards, Internet Banking in India, What is Bank assurance?

Block 4: Ratings and Securitization

Unit 1 Credit Ratings

Introduction, meaning, origin and types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Unit 2 Plastic money

Concept and different forms, credit and debit card, credit card cycle, advantages and limitations, factors affecting the usage of cards, future outlook

Unit 3 Securitization

Concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of nonmortgage assets, Securitization in India. Latest innovations and technological integration in financial services.

Unit 4 Depository services

Depository system, depository participant, SEBI guide lines, dematerialization and rematerialisation of shares, electronic settlement of trade

BBAR-602 MANAGEMENT ACCOUNTING

Syllabus

Theory: 4 Credits

BLOCK 1: INTRODUCTION TO MANAGEMENT AND FINANCIAL ACCOUNTING

UNIT 1 FUNDAMENTALS OF MANAGEMENT ACCOUNTING

Introduction, Meaning, definition of Management Accounting, Nature and scope of Management Accounting, Objectives of Management Accounting.

UNIT 2 FINANCIAL ACCOUNTING

Meaning and definition of Financial Accounting, Analysis of Financial Statements and Ratio Analysis, Limitations of Financial Statements Analysis.

UNIT 3 TOOLS AND TECHNIQUES OF MANAGEMENT ACCOUNTING

Introduction, Meaning of Management Accounting, Tools and Technique of management Accounting, Features of Management Accounting Tools and Technique , Advantages of Management Accounting Tools and Technique, Limitations of Management Accounting Tools and Technique

BLOCK 2: CASH FLOW, RATIO ANALYSIS AND COMMON SIZE FINANCIAL STATEMENT

UNIT 1 CASH FLOW STATEMENT

Introduction, Cash Flow Statement, Analysis of Cash Flow Statement, Steps in Cash Flow Statement.

UNIT 2 RATIO ANALYSIS

Introduction, Accounting Ratios, Classification of Accounting Ratio, Advantages (Utility) Of Ratio Analysis, Limitations Of Ratio Analysis

UNIT 3 COMMON SIZE FINANCIAL STATEMENT

Introduction, Meaning of Financial Statements, Characteristics of Financial Statements, Natures of Financial Statements, Limitations of Financial Statements, Purpose of Financial Statements, Method of Analysis of Financial Statements, Common-Size Statements

BLOCK 3: WORKING CAPITAL MANAGEMENT-I & II, INVENTORY MANAGEMENT & RECEIVABLE AND COST MANAGEMENT- CASH BUDGET

UNIT 1 WORKING CAPITAL MANAGEMENT - I

Introduction, Definition, Nature and Concept of Working Capital Management, Need of Working Capital, Determinants of Working Capital

UNIT 2 WORKING CAPITAL MANAGEMENT - II

Sources of working capital, Management of working Capital, Computation of Working Capital

UNIT 3 INVENTORY MANAGEMENT & RECEIVABLE

Introduction, Meaning and definition, Types of inventory, Motive for holding inventory, Functions of inventory control, Receivables Introduction, Meaning of Receivables, Objectives of maintaining Receivables, Factors influencing the size of Receivables

UNIT 4 COST MANAGEMENT –CASH BUDGET

Introduction, Definition, Advantages of Cash Budget, Difficulties Or limitations of Cash Budget, Methods of Preparing Cash Budget, Illustrations

BLOCK 4: FINANCIAL PLANNING AND CONTROL

UNIT 1 BUDGET & BUDGETORY CONTROL

Introduction, Definitions and Characteristics of Budget, Meaning and Definition of Budgetary Control, Objectives of Budgetary Control, Advantages of Budgetary Control, Limitations of Budgetary Control

UNIT 2 FLEXIBLE BUDGET

Introduction, Classification of Cost, Method of Constructing a Flexible Budget, Utility of Flexible Budgeting

UNIT 3 MARGINAL COSTING

Introduction, Definition, Three Characteristics of Marginal Costing, Advantages of Marginal Costing, Limitations of Marginal Costing, Certain terms relating to marginal costing

UNIT 4 MANAGEMENT AUDIT

Introduction, Definitions, Objectives of Management Audit, Difference between Financial Audit and Management Audit, Need for Management Audit, Conducting Management Audit

BBAR-603 Corporate Governance and Business Ethics

Syllabus

Theory: 4 Credits

BLOCK-1: Business Ethics: Introduction

UNIT-1 Introduction to Business Ethics

Introduction, Ethics and Business Ethics, The 3 C's of Business Ethics, Importance of Business Ethics, Ethical Concepts, Ethical Models, Ethical Principles, Forms of Ethical Theories

UNIT-2 Values, Norms, Beliefs and Standards

Introduction to VALUES, NORMS, BELIEFS AND STANDARDS, Nature of Values, Value System Formation, 'Secord and Backman' – Mythologies

UNIT-3 Ethical Dilemma and Ethical Decision Making

Introduction to Ethical Dilemma, Features of Ethical Dilemma., METHODS OF RESOLVING ETHICAL DILEMMAS, APPROACHES OF RESOLVING ETHICAL DILEMMAS Ethical Decision Making.

UNIT-4 Ethical Leadership

Introduction, Elements of Ethical Leadership, Impacts of Ethical Leadership, The 4-V Model of Ethical Leadership, Traits of an Ethical Leader, Ethical Corporate Behaviour

BLOCK-2: Business Ethics & Functional Decision Making

UNIT-1 Ethical Aspect in Marketing

Introduction, Basic Understanding of Marketing, Marketing Functions, Marketing Decision, Needs for Addressing Ethical Issues in Marketing, Common purposes and issues in Ethical Aspects of Marketing

UNIT-2 Ethics in HRM

Introduction, Basic Understanding of Human Resource Management, HRM Functions, HRM Decisions, Needs for Addressing Ethical Issues in HRM, Common purposes and issues in Ethical Aspects of HRM

UNIT-3 Ethical in Production and Operations Management

Introduction, Basic Understanding of Production and Operations Management, Production and Operations Management Functions, POM related Decision, Needs for Addressing Ethical Issues in POM, Common purposes and issues in Ethical Aspects of Production and Operations Management

UNIT-4 Ethics in Finance

Introduction, Basic Understanding of Financial Statements and Financial Management, Finance Functions, Finance related decisions, Needs for Addressing Ethical Issues in Financial Management, Common purposes and issues in Ethical Aspects of Finance and Financial Management

UNIT-5 Ethics and Information Technology

Introduction, Basic Understanding of Financial Statements and Financial Management, Finance Functions, Finance related decisions, Needs for Addressing Ethical Issues in Financial Management, Common purposes and issues in Ethical Aspects of Finance and Financial Management

BLOCK-3 : Corporate Governance : Evolution & Concept

UNIT-1 Corporate Governance: An Overview

Introduction, Why is Corporate Governance Important to a Country? Governance for sustainable development, Corporate and Ethics

UNIT-2 Popular Models of Corporate Governance

Introduction, About Models of Corporate Governance, Anglo – American Model of Corporate Governance, Japanese Model, German Model, France Model and Canadian Model

UNIT-3 Key issues in Corporate Governance

Introduction, Background and Perspective, Why Corporate Governance is more Important in modern era? Issues and Concerns Related to Corporate Governance, Proxy Advisors.

BLOCK-4: Corporate Governance in India & Prevailing Companies act

UNIT-1 Introduction to Code of Conduct

Introduction, Meaning in context of The Listing Obligation and Disclosure Regulations, 2015 (LODR), Items to be displayed on company's website under the LODR, Structure of Code of Conduct.

UNIT-2 Concept and Type of Directors

Introduction, Concept of Directors, Type of Directors – as per companies Act, Composition of Board of Directors as per LODR and Companies Act.

UNIT-3 Important Committee in context of Corporate Governance

Introduction, Mandatory and Other Committees under the Companies Act, Mandatory and Other Committees as per LODR.

UNIT-4 Disclosure Requirements for Corporate Governance

Introduction, Overview of various Disclosure Requirements as per the Companies Act, Disclosure Requirements under the Listing Obligations and Disclosure Regulations, 2015