

SEMESTER 4

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BBA 401 : STRATEGIC MANAGEMENT

Section I

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

Section II

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

Section III

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

Text Books:

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

Reference Books:

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

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BBA 402 : PRODUCTION AND OPERATIONS MANAGEMENT

Section I

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

Section II

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

Section III

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

Text Books:

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

References Books:

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

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BBA 403 : OPERATIONS RESEARCH AND LOGISTICS

Operations Research

Section I

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

Section II

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

Section III

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

Logistics

Section I

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

Section II

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

Section III

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

Text Books:

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

Reference Books:

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

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BBA 404 : PROJECT & EVENT MANAGEMENT

Section I

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

Section II

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

Text Books:

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

Reference Books:

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

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BBA 405 : SOCIAL & MARKETING RESEARCH METHODS

Section I

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

Section II

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

Section III

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

Section IV

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

Section V

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

Section VI

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

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

Marketing Research Applications.

Section VII

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

Text Books:

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

Reference Books:

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

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BBA 406 [A] : ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

Section I

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

Section II

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

Section III

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

Text Books:

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

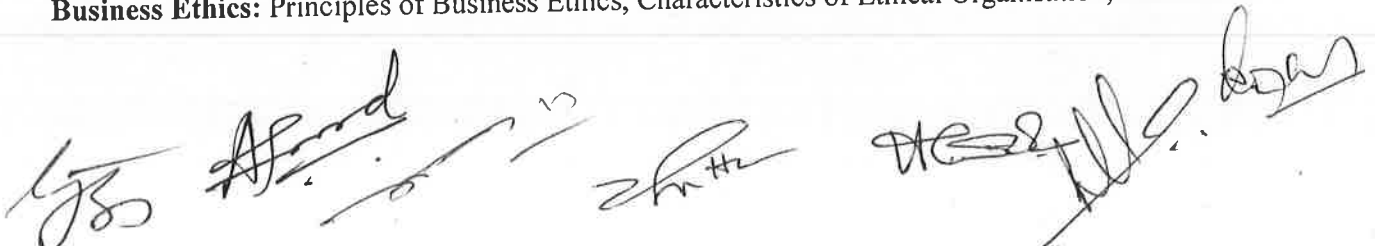
Reference Books:

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

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

Section I

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



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

Section II

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

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

Section III

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

Section IV

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

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

Section V

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

Text Books:

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

Reference Books:

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

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