

B.B.A. 1.1

PRINCIPLES OF MANAGEMENT

BLOCK – I MANAGEMENT: INTRODUCTION AND OVERVIEW

UNIT- 01: NATURE AND SCOPE OF MANAGEMENT-

Concept of management - Management as a process, Management as a discipline, Management and Administration - Management and Administration as two distinct terms, Management and Administration as synonyms, definition of management, nature and scope of management - nature of management, scope of management, management as a science and art, management as a profession

UNIT- 02: LEVELS OF MANAGEMENT

Levels of management and skill requirement – hierarchical classification of managers, classification of managerial skill requirement- hierarchical classification of managers, managerial functions, social responsibilities of management- reasons for social responsibilities, stakeholders of the organization.

Unit-03: APPROACHES TO THE STUDY OF MANAGEMENT-

Evolution of management thought, scientific management, Fayol's administrative theory, human relation approach, behavioural approach, decision theory, modern (systems) approach, contingency approach,

Unit-04: PROCESS AND PRINCIPLES OF MANAGEMENT-

Process of management- meaning, important features, management process approach, management functions, principles of management- meaning and nature, characteristics, need for management principles of management, limitations of management principles, are management principles universally valid?

BLOCK-II PLANNING AND ORGANISING

UNIT-05: FUNDAMENTALS OF PLANNING-

Planning meaning and concept, Nature and characteristics of planning important of planning, limitations of planning, the process of planning, forecasting as an element of planning, types of planning, principles of planning.

UNIT-06: PLANS POLICIES, SCHEDULES AND PROCEDURES-

Organisational plans, objectives, strategies, policies procedures, schedules.

UNIT-07: ORGANISING I -

Nature of organising function- characteristics of organization, importance of organization. Organisation as a system, steps in the organisation process, organisation structure, principles of organisation.

UNIT-08: ORGANISING II -

Span of control, organisation chart, organisational manual- importance of manual, types of manual, advantages of manual, drawbacks of manual, formal and informal organisations, difference between formal and informal organisations, characteristics of informal organisation, functions of informal organisation, problems of informal organisation.

BLOCK III MANAGEMENT RELATIONSHIP

UNIT-09: DEPARTMENTATION -

Definition of departmentation, need for departmentation, bases of departmentation- function, product, territory, customers, process of departmentation choosing a basis of departmentation.

UNIT 10: AUTHORITY RELATIONSHIPS

Authority relationships- line organization, line and staff organisation, line organisation vs. Line and staff organisation, line functional organisation, line organisation vs. functional organisation.

UNIT -11: DELEGATION

- Delegation – delegation of authority, elements of delegation, principles of delegation, importance of delegation, barriers to effective delegation, means of effective delegation,
- UNIT12: DECENTRALISATION**
Decentralisation, merits and limitations of decentralisation, factors determining the degree of decentralisation.
- BLOCK-IV STAFFING AND DIRECTING**
- UNIT-13 STAFFING-**
Meaning of staffing, importance of the staffing function, human resource planning, recruitment- internal sources, external sources, selection, placement and orientation, training and development- purpose and importance of training, features and requirements of training, types and method of training, management development programme.
- UNIT-14: DIRECTING-**
Meaning of direction, features of directing function, importance of directing, supervision- functions of supervision,- meaning of supervision, functions of supervisors, significance of supervisory role, scope of supervisory responsibilities, qualities of a good supervisor.
- UNIT-15: MOTIVATION –**
Concept of motivation, process of motivation, role of motivation, types of motivation- financial motivation, non-financial motivation. Theories of motivation- McGregor's participation theory, Maslow's need priority theory, Herzberg's motivation hygiene theory, Distinction between Herzberg's and Maslow's theory
- UNIT-16 LEADERSHIP**
Leadership Meaning and concept, Importance of managerial leadership, theories of leadership, leadership styles, functions of leadership, motivation and leadership, leadership effectiveness –qualities of an effective leader, moral – meaning and significance of moral e, factors determining morale, leadership and morale.
- BLOCK-V COORDINATION, COMMUNICATION AND CONTROL**
- UNIT-17: COORDINATION-**
Definition of coordination, need and significance, objectives of coordination, coordination vs. Cooperation, types of coordination, principles of coordination, management techniques in coordination, problems of coordination.
- UNIT-18 COMMUNICATION –**
What is meant by communication? Nature and characteristics of communication, process of communication, channels of communication- based on relationship, based on direction of the flow, based on method used, importance of communication, barriers to effective communication, principles of communication, how to make communication, effective.
- UNIT-19: PROCESS OF CONTROL-**
Definition of control, characteristics of control, importance of control, stages in the control process, requisites of effective control, limitations of control, and areas of control.
- UNIT-20: TECHNIQUES OF CONTROL-**
Traditional control techniques- budgetary control, standard costing, modern techniques- break-even analysis, PERT (programme evaluation and review technique), CPM (Critical Path Method), statistical quality control, management audit.

B.B.A. 1.2

FINANCIAL ACCOUNTING

BLOCK-I ACCOUNTING FUNDAMENTAL

UNIT-01: BASIC CONCEPTS OF ACCOUNTING-

Accounting - an overview – objectives of accounting, definition and scope of accounting, book-keeping, accounting and accountancy, parties interested in accounting information, branches of accounting, advantages of accounting, limitations of , accounting , basic accounting concepts – concepts to be observed at the recording stage, concepts to be observed at the reporting stage, systems of book-keeping – double entry system, single entry systems, What is an account?, classification of accounts, rules of debit and credit, accounting process.

UNIT-02: THE ACCOUNTING PROCESS-

Journal- transactions relating to goods, receipts and payments by cheques, transactions relating to bad debts, ledger-posting into ledger, balancing ledger accounts, significance of balances, trail balance, opening entry.

UNIT-03: CASH BOOK AND RECONCILIATION-

Sub-division of journal, cash book-single column cash book, two column cash book, three column cash book, bank reconciliation statement- causes of difference, what is bank reconciliation statement?, preparation of bank reconciliation statement, when there is an overdraft?, adjusting the cash book balance, advantages of bank reconciliation statement, petty cash book-impres system, recording and posting the petty cash book, Special purpose subsidiary books- purchase journal, purchases returns journal, sales returns journal, proper

UNIT-04: BILLS OF EXCHANGE-

Types of instruments of credit- bill of exchange promissory note, distinction between bill of exchange and promissory note, term and due date of a bill, treatment of bill by the holder and its accounting- retaining the bill, discounting the bill with the bank, endorsing the bill, retiring the bill accommodation bills, bills sent for collection, bill book- recording in bills receivable journal and its posting, recording in bills payable journal and its posting.

BLOCK-II FINAL ACCOUNTS

UNIT-05: CONCEPTS RELATING TO FINAL ACCOUNTS-

Basic concepts relating to final accounts- going concern concept, accounting period concept, matching concept, conservatism concept, consistency concept, full disclosure concept, materiality concept, bases of accounting distinction between capital and revenue- capital and revenue- expenditure, deferred revenue expenditure, capital and revenue receipts.

UNIT-06: FINAL ACCOUNTS-I

Final accounts and trial balance, trading and profit and loss account- trading accounts, profit and loss accounts, closing entries, balance sheet, vertical presentation of final accounts, manufacturing account.

UNIT-07: FINAL ACCOUNTS-II

Need for adjustments, treatment of adjustments in final accounts- closing stock, outstanding expenses, prepaid expenses, accrued income, received in advance, depreciation, interest on capital, interest on drawings, interest on drawings, interest of loan, bad debtors, provision for bad debts, provision for discount on debtors, provision for discount on creditors, manager's commission, abnormal loss of stock, drawings of goods by the proprietor, preparation of final accounts with adjustments, adjustments given in trial balance.

UNIT-08: ERRORS AND THEIR RECTIFICATION-

Types of errors- location of errors, rectification of errors- rectification of one-sided errors, rectification of two-sided errors, suspense account and rectification, effect of rectifying entries of profits.

BLOCK-III CONSIGNMENT AND JOINT VENTURES

UNIT-09: CONSIGNMENT ACCOUNT-I-

Concepts of consignment-meaning of consignment, parties to consignment, features of consignment, distinction between sale and consignment, important terms in consignment, accounting treatment- book of consignor, book of consignee.

UNIT-10: CONSIGNMENT ACCOUNT-II-

Direct recording in the ledger, unsold stock-valuation of unsold stock accounting treatment of unsold stock, loss of goods-normal loss, abnormal loss, where normal and abnormal losses occur simultaneously.

UNIT-11: CONSIGNMENT ACCOUNT-III-

Concepts of invoice price, calculation of cost price and invoice price, loading- items which involve loading, adjustment of loading, accounting for goods sent at invoice price.

UNIT-12: JOINT VENTURE ACCOUNTS-

Meaning of joint venture, joint venture and consignment, joint venture and partnership, accounting treatment-recording in the book of one co-venture, recording in the book of all co-ventures, memorandum joint venture account method, separate set of books.

BLOCK-IV ACCOUNTS FROM INCOMPLETE RECORDS

UNIT-13: SELF-BALANCING SYSTEM-

Sub-division of ledger, how ledgers are made self-balancing - Self-balancing the debtors ledger, self-balancing the general ledger, some peculiar points, advantages of self-balancing systems, sectional balancing, ruling of subsidiary books.

UNIT-14: ACCOUNTS FROM INCOMPLETE RECORDS-I-

Single entry system, salient features of incomplete records, limitations, methods of ascertaining profits, net worth method- computation of net worth, computation of profits, partnership firms.

UNIT-15: ACCOUNTS FROM INCOMPLETE RECORDS-II-

Conversion method- full Conversion methods abridged Conversion method, missing items and their ascertainment-opening capital, credit sales, credit purchases, preparation of final accounts, ascertaining sales with gross profit rate, memorandum trading accounts.

UNIT-16: ACCOUNTS FROM INCOMPLETE RECORDS-III-

Other missing items and their ascertainment- bills receivable, received bills payable accepted, cash sales and cash purchases, preparation of final accounts, ascertaining sales with gross profit rate, memorandum trading account.

BLOCK-V ACCOUNTS OF NON-TRADING CONCERNS, DEPRECIATION, PROVISIONS AND RESERVES

UNIT-17: ACCOUNTS OF NON-TRADING CONCERNS-

Accounting records of non-trading concerns, final accounts-receipts and payments account, income and expenditure account, balance sheet, some peculiar items.

UNIT-18: ACCOUNTS OF NON-TRADING CONCERNS-II-

Preparation of incomes expenditure account and balance sheet, preparation of receipts & payments account from income & expenditure account, preparation of balance sheets from receipts & payments and income & expenditure accounts, final accounts of professionals.

UNIT-19: DEPRECIATION-

Depreciation meaning and concept, depreciation and other related concepts, causes of depreciation, objectives of providing depreciation, factors influencing depreciation, methods of recording depreciation, methods of providing depreciation-fixed instalment methods, diminishing balance method, difference between fixed instalment and diminishing balance methods, change of method. Annuity method, depreciation fund method, insurance policy method, revaluation method, depletion method, machine hour method, depreciation on different assets.

UNIT-20: PROVISIONS AND RESERVES-

Provision, Reserve, distinction between provision and reserve, types of reserves-open reserves, secret reserves.

BBA- 1.3: MICRO ECONOMICS

BLOCK-I: INTRODUCTION

UNIT-01: COCEPTUAL FRAMEWORK-

Meaning of Economics and Micro Economics, Interdependence of Micro and Macro Economics, Production Possibility Curve, Opportunity Cost.

UNIT-02: UTILITY ANALYSIS-

Meaning and Types of Utility, Introduction to Cardinal and Ordinal Approaches, Relationship between Marginal and Total Utility, Significance, Assumptions and Limitations of Marginal Analysis.

UNIT-03: LAW OF DIMINISHING MARGINAL UTILITY-

Meaning, Assumptions, Reasons, Exceptions and Importance of the Law, Diamond Water Paradox.

UNIT-04: LAW OF EQUI-MARGINAL UTILITY-

Explanation of the Law, Assumptions of the Law, Modern Interpretation, Scope and Criticism of the Law.

BLOCK-II: DEMAND ANALYSIS

UNIT-05: CONCEPTUAL FRAMEWORK

Meaning of Demand, Demand Schedule- Individual and Market Demand Schedule, Difference between Individual and Market Demand Schedule, Concept, Assumptions, Reason and Exception of Law of Demand, Giffen's Paradox, Change in Demand, Change in Quantity of Demand.

UNIT-06: DEMAND AND FORECASTING

Factors Affecting Demand, Kinds of Demand- Producers, Consumers, Durable, Perishable, Derived, Autonomous, Industry, Company, Price, Income, Substitution and Complimentary Demand, Indifference of Demand Analysis.

UNIT-07: ELASTICITY OF DEMAND

Price Elasticity of Demand- Concept, Degrees and Methods, Income and Cross Elasticity of Demand, Advertising Elasticity of Demand- Concept, Characteristics and Factors, Importance and Factors Affecting Elasticity of Demand Difference between Law of Demand and Elasticity of Demand.

UNIT-08: INDIFFERNCE CURVE ANALYSIS

History and Concept, Assumptions and Characteristics of Indifference Curve, Marginal Rate of Substitution, Consumers Equilibrium.

BLOCK- III: PRODUCTION AND COST ANALYSIS

UNIT- 09: PRODUCTION-

Concept, Importance and Factors of Production, Preliminary, Marshall and New Approaches, Methods of Increasing Utility.

UNIT- 10: COST ANALYSIS

Money, Real and Opportunity Costs, Accounting and Economic Costs, Importance of Cost Analysis, Factors Affecting Cost Behaviour

UNIT-11: COST OUTPUT RELATIONSHIP

Short Run and Long Run Analysis, Difference between Fixed and Variable Cost, Long Run Average and Marginal Costs.

UNIT-12: REVENUE ANALYSIS

TR, MR and AR, Relationship between Average and Marginal Revenue, Importance of Revenue Analysis.

BLOCK-IV: PRICE AND PROFIT ANALYSIS

UNIT-13: MARKET AND PERFECT COMPETITION

Concept and Classification of Market, Features and Rationale of Perfect Competition, Time Element in Price Determination, Total and Marginal Methods of Firm's Equilibrium.

UNIT- 14: IMPERFECT COMPETITION

Meaning and Causes of Imperfect Monopolistic Competition, Price and Output Determination Imperfect Competition, Oligopoly and Duopoly, Difference Between Perfect and Imperfect Competition.

UNIT-15: MONOPOLY

Concept of Monopoly and Monophony, Price Determination in Monopoly and Discriminating Monopoly.

UNIT- 16: PRICING POLICIES AND PRACTICES

Objectives and types of Pricing Policy, Factors Affecting Price Policy, Skimming and Penetration Price Policy, Process of Price Determination.

BLOCK-V: DISTRIBUTION OF INCOME

UNIT-17: THEORY OF DISTRIBUTION

The Classical Theory of Distribution- Rent Wages, Interest and Profit, The Marginal Production Theory- Concepts of Productivity, Statement and Assumption of the Marginal Productivity theory, reward to a Factor and Factor Employment in a Firm, Critical Analysis of Marginal Productivity.

UNIT 18: WAGES AND INTEREST THEORIES

Wages- Competitive and Non Competitive Wages, Collective Bargaining and Wages, Trade unions and Collective Bargaining, Collective Bargaining and Wage increases, Collective Bargaining and Elimination of Exploitation; Interest-Functions of Interest, variations among Interest rates, Nominal and Real Rates of Interest. Interest as the Return on Capital.

UNIT 19: RENT AND PROFIT THEORIES

Theory of Rent- Rent of Land, Economic rent and Transfer Earnings, Quasi Rent, Profits- Concept and sources of Profits

UNIT-20: PROFIT THEORIES AND POLICIES

Concept and Kinds of Profit, Rent, Wages, risk, Uncertainty, Marginal Productivity, Socialist, Dynamic, Innovative and Modern Theories of Profit, Reasons for Earning

B.B.A. 1.4

BUSINESS ENVIRONMENT

BLOCK-1 INTRODUCTION TO BUSINESS ENVIRONMENT

UNIT-01 NATURE AND DIMENSIONS OF BUSINESS ENVIRONMENT

Meaning and Significance of Business Environment, Components of Business Environment-Economic Environment of Business, Non-Economic Environment of Business, Interaction between Economic and Non-Economic Environment

UNIT-02 LEVELS OF BUSINESS ENVIRONMENT

Business Environment at Various Levels- Regional Level, National Level, International Level, Business and Environment Interface.

UNIT-03 ECONOMIC ENVIRONMENT: AN OVERVIEW

Mixed Economy in India, Economic Planning, Basic Elements of the Strategy Followed During 1956-90 (Nehru-Mahalanobis Strategy of Development) Contemporary Economic Reforms.

UNIT-04 SOCIAL AND CULTURAL ENVIRONMENT

Evolving Social Institutions, Demographic changes-Quantitative Aspects, Qualitative Aspects, Cultural Factors, Technology and Social Change, Changing Value System, Social Responsibilities of Business- Views against Social Responsibility of Business, Dimensions of Social Responsibilities and Ecological Issues.

BLOCK-II BUSINESS AND GOVERNMENT

UNIT-05 STRUCTURE OF INDIAN ECONOMY

Trends in National Income-Meaning of Real National Income, Economic Growth-Meaning of Economic Growth, Trends in the Rate of Growth, Economic Development-Meaning of Economic Development, Goals of Development, Trends in Per Capita Real Income, Trends in Poverty, Trends in Inequalities of Income, Other indicators of Development, Growth in Labour Force- Female Work Participation Rate, Occupational Structure: Agriculture Vs. Non-Agriculture, Economic System: Pattern of Ownership and Organisation-India-A Mixed Economy, Public sector, Private Sector, Joint Sector, Cooperative Sector.

UNIT-06 ROLE OF GOVERNMENT IN BUSINESS

Fourfold Role of Government, Regulatory Role, Entrepreneurial Role, Promotional Role, Planning Role, Regulatory Framework, Redefined Role of Government.

UNIT-07 MACRO ECONOMIC POLICIES-

Meaning of Macro Economic Policy, Meaning of Fiscal Policy, Instruments of Fiscal Policy in India- Ways of Raising Money- Tax Revenue, Non-tax Revenue, Capital Receipts, Ways of Spending Money- Plan Expenditure, Revenue Expenditure Budgetary Framework in India-Summary Format of Budget.

UNIT-08 MEASURES OF DEFICIT

Measures of Deficit- Revenue Deficit, Budgetary Deficit, Gross Fiscal Deficit, Primary Deficit, Sources of Financing Gross Fiscal Deficit, Primary Deficit, Sources of Financing, Gross Fiscal Deficit Objectives of Fiscal Policy, Meaning of Monetary Policy, Instruments of Monetary Policy in India, Qualitative (or Selective) Instruments, Objectives of Monetary Policy, Role of Reserve Bank of India.

BLOCK-III ECONOMIC POLICY AND FRAMEWORK

UNIT-09 INDUSTRIAL POLICY

Evolution of Industrial Policy, Industrial Policy Resolution (IPR) 1956- Charges Since IPR 1948, Objective of the IPR 1956, Basic Features of the IPR 1956, Industrial licensing, Review of Industrial Policy,

UNIT-10 NEW INDUSTRIAL POLICY 1991

Objectives, Policy Measures, Evaluation of the New Industrial Policy, Public Sector Reforms and Privatisation- Meaning of Privatisation, Arguments for Privatisation, Gains from Privatisation, Move Towards Privatisation, Restructuring of PSUs.

UNIT-11 SMALL SCALE SECTOR

Significance and Growth of Small Scale Sector-Definition, Significance, Growth , Problems of Small, Scale Sector, Institutional Framework for Small Scale Industry- National Level Institutions, State Level Infrastructure, District Level Centers, Government Policy Towards Small Scale Industries –Industrial Policy for Small Scale Industry, Programmes for Promotion of Small Scale Industry.

UNIT-12 NEW ECONOMIC POLICY

Need for New Economic Policy, Nature and Scope of New Economic Policy Liberalisation, Reform of the Public Sector, Privatisation, Globalisation, Progress and Problems in the Implementation of New Economic Policy, An Assessment of New Economic Policy,

BLOCK-IV EXTERNAL SECTOR AND ECONOMIC REFORMS

UNIT-13 FOREIGN INVESTMENT AND MNCs

Foreign Capital, Types of Foreign Capital, Foreign Direct Investment, portfolio Investment, Role of Foreign Capital, Government Policy, Joint Ventures Meaning, Types of Joint Ventures, Advantages, Disadvantages, Indian Joint Ventures, Multinational Corporation (MNCs)- Definition, Characteristics of MNCs Merits, Demerits.

UNIT-14 INDIA'S FOREIGN TRADE

Importance of Foreign Trade, Trends in India's Foreign Trade, Composition of Foreign Trade Composition of Exports, Composition of Imports Direction of Foreign Trade Direction of Exports, Direction of Imports, Regulation of Foreign Trade, Export Promotion Measures Facilities for Creation of Production Base, Facilities by Creating Special Status, Fiscal Incentives, Market Development Assistance.

UNIT-15 BALANCE OF PAYMENTS AND EXIM POLICY

Concepts of Balance of Trade (BOT) and Balance of Payments (BOP) Current Account and Capital Accounts, Balance of Payments, Trends in India's Balance of Payments, Causes of BOP Deficits, Measure Adopted to Solve the Problem, Concept of the Rate of Exchange – Foreign Exchange Rates, Current Rate and Par of Exchange, Mechanism of Exchange Rates Determination- Demand and Supply, Exchange Rate Determination in India, Export-Import Policy (1997-2002) Role of EXIM Bank Genesis of Exim Bank, Exim Bank's Lending Programmes.

UNIT-16 INTERNATIONAL TRADE RELATIONS

Bilateral Trade Relation, Multilateral Trading System- Advantages of Free Trade, Disadvantages of Free Trade, Arguments for Protection, Instruments of Protection, General Agreement On Trade and Tariffs (GATT) Objectives of GATT, Role of GATT, World Trade Organisation (WTO) Function of the WTO, WTO Agreements, and Evaluation.

BLOCK V CONSUMER PROTECTION AND INDUSTRIAL RELATIONS

UNIT-17 CONSUMER PROTECTION

Evolution of Consumer Movement Including Consumer Protection Laws, Consumer Rights and Responsibilities- Consumer Rights, Some Other Rights, Duties and Responsibilities of Consumers, Consumer Protection Act, 1986- Introduction, Salient Features of the Consumer Protection Act, 1986, Definitions of Certain Expressions used in the Act, No Relief to Consumers in the Case of Unfair and Restrictive Trade Practices, Person who can File a Complaint Under the Act, Monopolistic and Restrictive (RTP), Unfair Trade Practices (UTP).

UNIT-18 INDUSTRIAL SICKNESS-I

Nature of Industrial Sickness, Indication of Sickness- Limitations of Financial Indicators of Sickness, Predictability of Sickness Based on Early Warning, Use of Financial Ratios as Early Warning Signals Causes of Industrial Sickness.

UNIT-19 INDUSTRIAL SICKNESS-II

Government policy Takeover of Management of and Nationalisation, Recourse to Institutional Agencies, Policy Guidelines and Framework, Sick Industrial Companies (Special Provisions) Act, 1985, Role of Board for Industrial and Financial Reconstruction (BIFR)

UNIT-20 INDUSTRIAL RELATIONS

Industrial Relations Scenario. Causes of Industrial Disputes, Prevention and Settlement of Disputes- Statutory Measures, Non-Statutory Measures, Collective Bargaining- The Concept, Types of Collective Bargaining Agreements, Collective Bargaining Process, Pre-requisites for Collective Bargaining, Workers' Participation in Management (WPM) The Concept, Schemes of WPM in India.

BBA - 2.1
Marketing Management

Block-1

Unit-1: Introduction to Marketing

Meaning of Marketing, (Need, Want, Desire) Marketing Mix, and Marketing Strategy. Definitions of Marketing. Marketing Management.

UNIT-2

Marketing in a Developing Economy-

Marketing at Different levels of Economic Development, Relevance of Marketing in Developing Economy, Areas of Relevance, and The Relevance of Social Marketing. Philosophies of Marketing.

UNIT-3

Marketing for Services –

The Concepts of Services, Reasons for Growth of the Service sector, Characteristics of Services, Elements of Marketing Mix in Service Marketing, (Product Pricing, Promotion, Distribution, People, Physical, Evidence and Process) Case of Service Marketing.

UNIT-4

New Concept of Marketing-

Other relevant 'P's in Marketing Mix, other various emerging concepts & practices in Marketing, Cases in Marketing.

BLOCK-2

UNIT-5

Planning Marketing Mix-

The Elements of Marketing Mix, The Place of Marketing Mix in Marketing Planning, The Relationship between Marketing Mix and Marketing Strategy, The Concept of Optimum Marketing Mix.

UNIT-6

Market Segmentation-

The Concept of Market and Segment, Market Segmentation versus Product Differentiation, Benefits and doubts and Segmentation, Forming Segments, Bases for Segmentation and Selection of Segments,

UNIT -7

Market Organizations-

Principles of Designing an Organization, Marketing Organizations – Changing role, Considerations involved and methods of Designing the Marketing Organizations,. Various types of Market Organizations.

UNIT-8

Marketing Research and its Applications-

The Context of Marketing, Decisions, Definitions, Purpose and Scope of Marketing Research, Marketing Research procedure, Applications and Problems of Conducting Marketing Research, in India.

BLOCK-3

UNIT-9

Determinants of Consumer Behaviour-

Importance of Consumer Behaviour, Types of Consumers, Buyer versus Users. A model of Consumer Behaviour, Factors influencing Consumer Behaviour..

UNIT-10

Models of Consumer Behaviour-

Decisions, Levels of Consumer Decisions, Process of Decision- Making, Types of Purchase Decision Behaviour, Stages in the Buyer Decision Process, Models of Buyer Behaviour,

UNIT-11

Indian Consumer Environment-

Demographic Characteristics, Income and consumption Characteristics, Characteristics of Organisational Consumers, Geographical Characteristics, Market Potential, Social Cultural Characteristics, Psychographic Characters,

UNIT-12

Product Decisions and Strategies for Consumers-

Product and its types, Marketing Strategy for different types of products, Product Line Decision and Diversification (Horizontal, Concentric and Conglomerates Diversification Strategies.

BLOCK-4:

Product and Branding Decisions:

- UNIT – 13 Product Life Cycle and New Product Development**
The Product Life Cycle Concept, Marketing Mix at Different Stages, Option in Decline Stage and New Product Development Strategy. Marketing Strategies at various levels of Product life cycle.
- UNIT – 14 Branding and Packaging Decisions-**
Brand Name and Trade Mark, Branding Decisions, Advantages and Disadvantages of Branding, Brand Name Selection, Packaging, Packaging Industry, Functions of Packaging and Legal Dimensions of Packaging. Branding Strategies.
- UNIT-15 Pricing Policy & Practices –**
Determinants of Pricing, Role of Costs in Pricing, Pricing Methods, Objectives of Pricing Policy, Consumer Psychology and Pricing, Pricing over the Life- Cycle of the Product, Nature and Use of Pricing Discounts, Product Positioning and Price, Non-price Competition,
- UNIT – 16 Sales Forecasting:**
Meaning, Process, Approaches and Methods of Sales Forecasting, Product Sales Determinants, Status of Sales Forecasting Methods Usage, The Evaluation of Forecasts, Computerized Sales Forecasting, Relating the sales Forecast to the Sales Budget and Profit Planning.
- BLOCK – 5 Marketing Promotion and Communication:**
- UNIT- 17 Marketing Communication and Advertising**
Process, Influence, The Promotion Mix- Determining, The Promotion Budget. Integrated Marketing Communication: Need and Strategies. Advertising and Publicity: Meaning, Type, Objectives and Role of Advertising, Advertising Expenditure- Indian Scenario, Measuring Advertising Effectiveness,
- UNIT-18 Personal Selling & Sales Promotion-**
Role of Personal Selling, Types of Selling jobs, The Selling Process, Sales Promotion – Objectives and Methods, Planning Sales Promotion and Promotional Strategy. Selling and Sales Management.
- UNIT – 19 Distribution Strategy:**
Importance of Channels of Distribution, Alternative Channels of Distribution, Role of Middleman in Indian Economy, Selecting an Appropriate Channel, Physical Distribution Tasks, Location of Fixed Facilities, Specific Issues Relating to Maintenance of Stock.
- UNIT-20 Marketing & Public Policy:**
Regulatory Role of the Government, Role of government in Marketing Decision – Making Process, Impact of Government Control on Product Decisions, Pricing Decisions, Promotional Decisions and Channel and Distribution Decisions.

BBA- 2.2: MACRO ECONOMICS

BLOCK- I: ECONOMIC TRENDS

UNIT- 01: NATIONAL INCOME

Meaning, Concept and Importance of National Income, Methods of Measuring National Income, Limitations of in the Measurement of National Income of India, Suggestion for Improvement in the Measurement of National Income of India, Measurement of National Income in India, Reasons of Low National & Per Capita Income in India.

UNIT- 02: BUSINESS CYCLES

Definitions, Characteristics and Type of Business, Phases of Business Cycle, Theories of Business Cycles, Measures to Control Business Cycles.

UNIT- 03: FUNCTIONS OF MONEY

Meaning, Definition and Evolution of Money, Functions of Money- Primary Functions, Secondary Functions, Contingent Function

UNIT- 04: EXCHANGE RATE

Meaning and Types of Exchange Rate, Determination of Foreign Exchange Rate, Functions and Operations of Foreign Exchange Market

BLOCK- II: ECONOMIC INSTITUTIONS

UNIT- 05: CENTRAL BANK

Meaning of Bank, Commercial Bank and Central Bank, Functions of Central Bank, Distinctions between Central Bank and Commercial Bank.

UNIT- 06: INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

Introduction and Functions of IBRD, Organisation of IBRD, Lending Operations of the Bank, India and World Bank.

UNIT- 07: INTERNATIONAL MONETARY FUND

Nature and Objectives of IMF, Organisation and Structure of IMF, Operations of the IMF, Gold Tranche, SDR, IMF and India.

UNIT- 08: CANONS AND CLASSIFICATION OF TAXATION

Objectives of Taxation, Canons of Principles of Taxation, Direct and Indirect Taxes, Difference between Direct Tax and Indirect Tax, Proportional, Progressive, Regressive and Digressive Taxes, Single Vs. Multiple Tax System

BLOCK- III: FINANCIAL ASPECTS

UNIT- 09: BREAK EVEN ANALYSIS

Meaning, Assumption and Limitations, Calculation of BEP, P/V Ratio and Margin of Safety, Uses of Break-Even Analysis.

UNIT- 10: COST OF CAPITAL

Meaning, Importance, Classification and Measurement of Cost of Capital, Average Cost of Capital.

UNIT- 11: CAPITAL BUDGETING

Concept, Importance, Limitations, Scope, Process and Methods of Capital Budgeting.

UNIT- 12: FISCAL POLICY

Meaning and Objectives of Fiscal Policy, Role of Fiscal Policy in Economic Development.

BLOCK- IV: QUANTITATIVE ASPECTS

UNIT- 13: LINIER PROGRAMMING

Meaning and Characteristics of Liner Programming, Advantages and Limitations of Liner Programming, Uses and Applications of Liner Programming, Methods of Linier Programming.

UNIT- 14: PERT/CPM

Network Analysis, Network techniques, CPM- Meaning, Advantage and Limitations, PERT-Meaning, Steps, Advantages and Limitations, Difference between PERT and CPM.

UNIT- 15: GAME THEORY

Meaning and Assumptions of Game Theory, Zero Sum Two Person Game, Mixed Strategies, Applications and Limitations of Game Theory.

UNIT- 16: DEFICIT FINANCING

Meaning of Deficit Financing, Meaning and Measurement of Revenue Deficit, Fiscal Deficit and Primary Deficit.

BLOCK- V: INTERNATIONAL ASPECTS**UNIT- 17: INTERNATIONAL TRADE**

Meaning and Importance of International Trade in Economic Development, Effects of Foreign Trade on Economic Development, Problems Faced by Developing Countries.

UNIT- 18: BALANCE OF PAYMENT

Meaning and Features of Balance of Payment, Meaning and Types of Balance of Trade, Difference between BOP and BOT, Structure of BOP, Disequilibrium in BOP- Meaning, Causes and Effects

UNIT- 19: PUBLIC REVENUE

Meaning, Classification and Sources of Public Revenue,

UNIT- 20: PUBLIC EXPENDITURE

Meaning and Causes of Increase in Public Expenditure, Difference between Public and Private Expenditure, Canons of Public Expenditure, Classification of Public Expenditure, Effects of Public Expenditure.

B.B.A 2.3 BUSINESS STATISTICS**BLOCK-I BASIC STATISTICAL CONCEPTS**

UNIT-01: MEANING AND SCOPE OF STATISTICS-

Meaning of Statistics- Statistics Defined in Plural Sense. Statistics Defined In Singular Sense. Descriptive and Inferential Statistics. Functions of Statistics, Importance of Statistics, Limitations of Statistics, and Distrust of Statistics.

- UNIT-02 **ORGANISING A STATISTICAL SURVEY**
Steps in Statistical Survey. Sources of Statistical Data-Primary Data and Secondary Data, Methods of Collecting Primary Data. Sources of Secondary Data, Types of Enquiries-factors Affecting the Type of Enquiry, Different Types of Enquires.
- UNIT-03 **SAMPLING**
Sampling Methods- Probability Sampling Methods, Non-probability Sampling Methods, Law of Statistical Regularity, Law of Inertia of Large Numbers
- UNIT-04 **ACCURACY OF DATA**
Statistical Unit-features of a Good Statistical Unit, Types of Units, Accuracy-Degree of Accuracy, Significance of Reasonable Accuracy, Concept of Spurious Accuracy

BOOK-II COLLECTION AND CLASSIFICATION OF DATA

- UNIT-05 **APPROXIMATION AND ERRORS-**
Approximation Methods of Approximation, Errors in Statistics- Errors of Approximation, Measurement of Errors of Approximation, Computation with Rounded Numbers, Effect of Mathematical Operations on Errors, Biased and Unbiased Errors, Estimation of Biased and Unbiased Errors, Sampling and Non-sampling Errors
- UNIT-06 **COLLECTION OF DATA-PRIMARY SOURCES**
Factors Affecting Choice of Data, Problems in Collecting Primary Data, Methods of Collecting Primary Data- Observation, Personal Interviewing, Through Local Reports and Correspondents, Questionnaire, Schedule, Choice of Method;
- UNIT-07 **COLLECTION OF DATA-SECONDARY SOURCES**
Sources of Secondary Data- Published Sources, Unpublished Sources, Precautions in Using Secondary Data, Advantages and Disadvantages of Secondary Data.
- UNIT-08 **CLASSIFICATION OF DATA-**
Meaning of Classification, Objectives of Classification, Methods of Classification-Classification According to Attributes, Classification According to Variables. Terms Relating to Frequency Distribution. Formation of a Frequency Distribution-Data Array, Steps in Constructing a Frequency Distribution, Guidelines for Steps in Constructing a Frequency Distribution, Guidelines for Selecting the Class Intervals.

BLOCK-III PRESENTATION OF DATA

- UNIT-09 **TABULAR PRESENTATION-**
Meaning of Tabulation, Objectives of Tabulation, Distinction Between Classification and Tabulation, Kinds of Tables- Information or Classifying Tables, General Purpose or Reference Tables, Special Purpose or Summary Tables, Construction of a Statistical Table-Parts of a Statistical Tables, Requisites of a Good Statistical Table, Preparation of Statistical Tables.
- UNIT-10 **DIAGRAMMATIC PRESENTATION**
Importance of Visual Presentation of Data, Principles of Preparing Diagrams, Types of Diagrams, One Dimensional Diagrams- Simple Bar Diagrams, Multiple Bar Diagrams, Sub-Divided Bar Diagrams Percentage Sub-divided Rectangles, Squares and Circles, Pie Diagrams
- UNIT-11 **GRAPHICAL PRESENTATIONS**

	Importance of Graphic Presentation, Principles of Preparing a Graph, Graphs of Time Series-Histograms Types of Histogram- One Dependent Variable Histogram, More than one Dependent Variable Histogram, Mixed Graph, Range Graph, Graphs of Frequency Distribution, Types of Frequency Distribution Graphs-Histogram Frequency Polygon, Frequency Curve, Ogive or Cumulative Frequency Graph
UNIT-12	RATIOS, PERCENTAGES AND RATES- Meaning of Various Statistical Derivatives- Ratio, Percentage, Rate, Purpose of Statistical Derivatives, Types of Ratios, Computation of Ratios, Application of Ratios, Caution in the Use of Derivatives, Logarithms- Meaning of Logarithms, Finding the Log Value of a Number, Computation by Logarithms
BLOCK-IV MEASURES OF CENTRAL TENDENCY	
UNIT-13	CONCEPT OF CENTRAL TENDENCY AND MEAN Concept of Central Tendency, Essentials of an Ideal Average, Objectives of Averages, Different Measures Computation of Arithmetic Mean-Ungrouped Data Grouped Data, Weighted Arithmetic Mean Computation of Weighted Arithmetic mean Comparison with Simple Arithmetic Mean, Uses of Weighted Arithmetic Mean, Properties of Arithmetic Mean, Merits and Limitations of Arithmetic Mean, Some Illustrations
UNIT-14	MEDIAN What is Median? Computation of Median- Ungrouped Data, Grouped Data, Properties of Median, Merits and Limitations of median, Partition Values-Quartiles, Deciles, Percentiles, Graphic Determination of Median and Other Partition Values
UNIT-15	MODE What is Mode? Computation of Mode- Ungrouped Date, Grouped Data, Smooth Data, Empirical Method, Graphical Determination of Mode, Merits and Limitations of Mode, Some Illustrations
UNIT-16	GEOMETRIC, HARMONIC AND MOVING AVERAGES Geometric Mean- computation, Weighted Geometric Mean, Properties of Geometric Mean, Uses and Limitations, harmonic Mean- Computation, Weighted Harmonic Mean, Properties of Harmonic Mean, Uses and Limitations, Harmonic Mean Versus Arithmetic Mean, Moving Average- What is Moving Average?,
BLOCK-V MEASURES OF DISPERSION AND SKEWNESS	
UNIT-17	MEASURES OF DISPERSION-I What is Dispersion?, Significance of Measuring Dispersion, Properties of a Good measure of Dispersion, Absolute and Relative Measures of Dispersion, Measures of Dispersion, Range, Quartile Deviation, Mean Deviation
UNIT-18	MEASURES OF DISPERSION-II Standard Deviation- Meaning, Computation, Properties, Merits and Limitations, Coefficient of Variation, Some Illustrations, Lorenz Curve, Comparison of Measures Dispersion
UNIT-19	MEASURES OF SKEWNESS-I Meaning of Skewness, Positive and Negative Skewness, Difference between Dispersion and Skewness
UNIT-20	MEASURES OF SKEWNESS-II Tests of Skewness, Measures of Skewness, Properties of Normal Curve, Some
Illustration	

BBA 2.4

Production Management

Block-I: Basic Issues in Production Management:

Unit-1 Production and Operations Management: An Overview-

Products and Services; The Product/Process Continuum; The Transformation Process; Production and Operations Management; Product Design; Process Design; Automation; The Production Manager; Production and Operations Management in India: Last 5 decades, Productive Use of Resources, Environmental Concerns of Operations, Social Concerns of Operations Management, Multidisciplinary Nature of Operations,

UNIT-2: Service Operations Management

Services Scenario in India; Medical Tourism in India; Characteristics of Services; Classification of Services; Services Capacity; Yield Management; Designing Service Processes; Service Blueprinting; Service Quality; Measuring Service Quality using SERVQUAL; Quality Ratings in the Hotel Industry

UNIT-3: Project Management

Introduction; Role of Project Management in Other Function Areas of Management; Network Diagrams; Critical Path Method; Programme Evaluation and Review; Technique; Limitations of CPM and PERT; Crashing of a Project; Resource Levelling; Microsoft Project

UNIT-4: Total Quality Management (TQM) –

TQM: A Historical Perspective, Quality Terminology, Understanding And Improving The Process, Employee Involvement and Empowerment, ISO 9000: The International Quality System Standard ISO 14000 and Related Policies.

BLOCK-II: Production Planning

UNIT-5: Facility Location Planning

Introduction; Operations Strategies for Multiple Facilities; Factors Affecting Facility; Location Planning; Locating Foreign Operations Facilities; Factor and Location Ratings; Break-even Analysis for Facility Location Planning; Simple Median Model; The Centre of Gravity Method; Transportation Model using MS Excel XP; Ardalan Heuristic for Location Planning of Service Facilities

Unit-6: Facility Capacity and Layout Planning

Capacity and Layout Planning; Decision Tree Analysis in Facility Capacity Planning; Facility Layout Planning; The Assignments Model in Layout Planning; Load- Distance Analysis in Process Layouts; Closeness Rating

Unit 7: Capacity Planning-

Aspect of Capacity Planning, Determination of Capacity Requirement, Capacity Planning For A Single-Stage System, Capacity Planning For A Multiple-Stage System, Evaluation of Alternative Plant Size, Traditional Economic Requirements For A Single Production Stage, Determination of The Stage Efficiency Sage E

UNIT-8: Aggregate Production Planning-

Linkage between Long Term and Short Term Planning, The Purpose of Aggregate Planning, Steps In Aggregate Planning, Dimension of Production Capacity, Managerial Importance of Aggregate Planning

BLOCK-III Production and Forecasting Issues:

UNIT-9: Need and Importance of Forecasting-

Concept of Forecast, Need of Forecast In Production/Operations Management, General Steps In The Forecast Process, Importance and Application of Forecast In Production/ Operations Management

UNIT-10: Qualitative Methods of Forecasting-I

Judgment Forecasting, The Delphi Technique, Opinion-Capture Technique, The Operational Details, The Forecasting Delphi, The Decision-Analysis Delphi, Delphi As A Group Process, Guidelines For Conducting A Delphi Study, Guidelines For Selecting The Delphi Panelists, Advantages, Common Pitfalls of Delphi, Variants,

UNIT-11: Quantitative Methods of Forecasting-I

Forecasting, Application to Different Functional Areas, Forecasting In Operations Management, Specific Forecasting Methods,

UNIT-12: Quantitative Methods of Forecasting-II

Main Classes of Quantitative Models Time Series Models, Causal Models, Forecast Error, Selecting A Suitable Forecasting Method

Block No. IV: Work Design and Time Management

UNIT-13 Work System Design-

Job Design, Job Design Techniques, Work Measurement, Work Measurement Techniques, Compensation

UNIT-14 Management Information for Production System-

The Information-Oriented Costly and Corporate Activities, Need For The System, Cross Functions System and Operational Planning, Need of Production Management And Work Organization, Information Need For The Business Appraisal, Objectives of The Appraisal, Potential Benefits In Improving Management Information System, Information,

UNIT-15 Just-In-Time (JIT)-

Stock Points In A Production- Distribution, Just-In-Time, Characteristics of Just-In-Time Systems, The Just-In-Time Manufacturing Philosophy, Prerequisite For JIT Manufacturing, Elements of Manufacturing, Eliminating Waste, Enforced Problem Solving and Continuous Improvements, Benefits of JIT Manufacturing, JIT Purchasing,

UNIT-16 Supply Chain Management

Supply Chain Management, Logistics and Related Issues, case Related to Supply Chain Management.

BLOCK – V Materials Management:

UNIT-17: Issues in Materials Management-

The Concept of Materials, Importance of Materials, Need For Materials Management, Issues In Materials Management Materials Requirement Planning (MRP)

UNIT-18 Independent Demand Inventory Systems-

Models with Uncertain Demand, Selective Control of Inventory, E.O.Q. Model of Inventory, ABC Analysis, other Models of Inventory Managements

UNIT-19 Dependent Demand Inventory Systems-

What Is MRP? Material Requirement Planning (MRP), MRP Versus Order-Point Systems, Some Important Elements of MRP, Manufacturing Resource Planning (MRP II), MRP Implementation, Some Misconception about MRP, Comparison with JIT,

UNIT-20: Scheduling–

Situations Requiring Scheduling, Classifying Production Systems Scheduling Mass Production Systems, Scheduling Batch Production Systems, Scheduling Job shop Production Systems, General Principles of Scheduling,

BBA 3.1

Business Policy

Block I INTRODUCTION TO STRATEGIC MANAGEMENT

Unit 01 Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business,

Unit 02 Goals and Objectives of Organizations: Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business

Unit 03 Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

Block II STRATEGY FORMATION AND IMPLEMENTATION

Unit 04 Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organizational Position and Strategic Advantage Profile, Strategic Management Model

Unit 05 Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Block III STRATEGIC CONTROL

Unit 06 Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations

Unit 07 Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit 08 Business Policy and Decision Making: Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

Block IV CREATIVITY AND ETHICS

Unit 09 Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity and Innovation

Unit 10 Business Ethics and Corporate Social Responsibility : Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

Unit 11 Challenges in Strategic Management: Introduction, Strategic Management as an Organizational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

Unit 12 Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy

BBA 3.2

Business Communication

Block 01 Fundamentals of Communication

Unit 01 Communication- Meaning, Definition, Scope and Nature, Objectives, Purpose, Importance, Process and Elements of Communication,

Unit 02 Communication Process: Models and Theories, Self- Development and Communication Development of Positive Personal Attitude.

Unit 03 Theories of Communication, Principles of Characteristics of Communication, Essentials of Communication,

Unit 04 Perception in Communication, Self Confidence for Effective Communication.

Block 02 Management Communication

Unit 05 Introduction - Need for Organisational Communication, Importance, Communication: A Management Tool, Principles for Effective Communication, Purpose of Organisational Communication, Causes for Poor Organisational Communication,

Unit 06 Types of Organisational Communication Relations, Cross Culture Communication,

Unit 07 Organisational Image, Impression Management, Motivation and Influencing, Communication Implications, Communication for Interpersonal Influence, Methods of Influencing Behaviour, Factors in Interpersonal Influence,

Unit 08 Leadership Styles and Communication, Essentials of Effective Leadership Communication, Managing and Resolving Interpersonal Conflict

Block 03 Formal and Informal Communications

Unit 09 Formal Communication- Introduction, Meaning, Nature, Characteristics, Downward Communication- Meaning, Nature, Purpose, Media, Problems or Limitations, Suggestions.

Unit 10 Upward Communication- Meaning, Nature, Need, Media, Limitations, Importance, Horizontal Communication- Meaning, Nature , Objectives, Limitations, Importance, Communication Bridge.

Unit 11 Verbal Or Oral Communication, Written Communication, Diagonal Communication, Ways of Communication- One Way, Communication, Two Way Communication, Scalar or Three Phase Communication

Unit 12 Informal Communication- Meaning, Nature, Causes, Distinction between Formal and Informal Communication, Difference between Rumours and Informal Communication, Impact of Rumour, Controlling Rumour, Merits and Demerits of Informal Communication

Block 04 Writing and Recent Trends

Unit 13 Report Writing- Meaning and Definition, Types, Patterns, Parts and Format of Reports, Essentials of a good Report.

Unit 14 Letter Writing- Introduction, Types of Letters, Views on Letters and Letter Writing, Letter Parts, Letter Styles or Layout, Essentials of Good Letter Writing.

Unit 15 Recent Trends and Communication Technologies- Introduction, Assumptions, Communication Systems, Visual Communication, Kinds of Visual Aids, Advantages and Disadvantages of Visual Aids, Information Technology, Network Communication.

BBA- 3.3

Human Resource Development

Block I-Basic Concepts

1. Introduction to Human Resource Development: Concept; Human Resource Management and Human Resource Development;
2. HRD Mechanisms, Processes and Outcomes; HRD matrix;
3. HRD Interventions; Roles and competencies of HRD professionals; Challenges in HRD.

Block II-HRD Processes

4. HRD Process: Assessing need for HRD; Designing and Developing Effective
5. HRD Programs; Implementing HRD Programs; Evaluating Effectiveness of HRD Programs;
6. HRD Audit; Concept, Types, Importance, Merits and Limitations
7. HRD Culture: Concept, Impact of HRD culture on organization, HRD Culture various Types and its Uses, Merits and Demerits

Block III- HRD Activities

8. HRD Activities: Employee Development Activities- Approaches to Employee Development,
9. Leadership Development, Action Learning, Assessment and Development Centers; Intellectual Capital and HRD; HRD Mechanisms for Workers;
10. Role of Trade Unions; Industrial Relations and HRD;
11. Influence of Motivation on Development Activities.
12. Task Analysis- Meaning, Concept, Task Delineation, Competency and Performance Analysis, Discrepancy Analysis, Analysis as a Supervisory Tool

Block IV-HRD Applications and Trends: Counseling and Mentoring;

13. Career Management and Development;
14. Employee Counseling;
15. Competency Mapping; People Capability Maturity Model, Balanced Score Card, Appreciative Inquiry; Integrating HRD with Technology,
16. Employer Branding and other Emerging Trends.

BBA -3.4

Organizational Behavior

BLOCK 1 Basics of Organizational Behavior

Unit 01 Nature of Organizational Behavior- Definition, Nature, Significance of Organizational Behavior, Forces Affecting Organizational Behavior

Unit 02 Evolution of the Concept of Organizational Behavior- Disciplines Contributing to Organizational Behavior, Classical Viewpoint of Human Organizational Behavior, Human Relations Approach, Behavior Science Approach

Unit 03 Model of Organizational Behavior- Management's Assumptions about People, Model of Organizational Behavior, Relevance of OB Models, Management Challenges

Unit 04 Recent trends in Organizational Behavior- Globalization, Information Technology and OB, Changing Workforce, Workplace Values and ethics

BLOCK 2 Basics of Individual Behavior

Unit 05 Types of Individual Behavior- The types of personality, Personality Traits, The Big Five Dimensions, Myers-Briggs Type Indicators

Unit 06 Perception and Behavior- The Perceptual Process, The role of environment, observer and object in perception, Errors in Perception, Perception and Behavior

Unit 07 Learning and Behavior- Learning in Organization, Classical Learning Theory, Social Learning Theory, Behavior Modification

Unit 08 Attitude and Behavior- Concepts of Attitude, Components of Attitude, Attitude Formation, Significance of Attitude in Managing Behavior

BLOCK 3 Motivations and Leadership

Unit 09 Motivation- Concept of Motivation, Need Based Theories, Expectancy Theory, Goal Setting Theory

Unit 10 Motivation: Practical Application- Application of needs based theories: Flexi benefits, Flextime, Job Redesigning, Application of Expectancy Theory: Goal Alignment, Application of Goal Setting Theory: Management by Objectives

Unit 11 Leadership -Concept and Definition of Leadership, Styles of Leadership, Trait Theory, Behavioral Theories

Unit 12 Leadership: Contingency Perspectives - Path-Goal Theory, Hersey Blanchard Theory, Fiedler Theory, Transitional and Transformational Leadership

BLOCK 4 Group Dynamics and Culture

Unit 13 Groups in Organizations - Concept of Motivation, Group Membership, Group Structure and norms, Group Cohesiveness

Unit 14 Group Performance- Conformity, deviance, Group Processes: Groupthink, Group Shift, Group Decision Making

Unit 15 Transactional Analysis- Transaction as a unit of social interaction, Three ego states: Parents, adult and child, Four life Positions

Unit 16 Organizational Culture - Concept and Definition, Dimensions of Organizational Culture, Development of Organizational Culture, Managing culture, Strong vs Weak Culture

BBA 4.1

Business Mathematics

Block 01

Unit 01 Business Mathematics- Significance, Scope and Use, Time Value of Money- Compounding Technique, Graphical Representation of Compounding Technique, Doubling Period, ,

Unit 02 Annuity, Formula for Annually compounded amount, Compound value of Annuity, Annuity Due- Compound value of an Annuity due, Discounting Technique- Discounting Technique Formula, Graphical representation of Discounting Technique, Capital recovery and Loan-Amortization, Growing Annuity, Present Value of a Growing Annuity.

Unit 03 Set Theory- Types of Set, Operations of Sets, Theorems, Venn Diagrams- Theorem's, Mapping- Kinds of Mapping, Inverse Mapping,

Unit 04 Functions- Definition, Method, Types of Functions, Difference between Function and a Relation, Graph of a Function, Linear Function

Block 02

Unit 05 Permutations and Combinations – Permutation, Permutation with Repetition, Circular Permutation.

Unit 06 Combinations.

Unit 07 Probability- Classical approach to Probability, Classical definition to Probability, Theorem of Total Probability, Compound Probability, Axiomatic Approach, Conditional Probability, Baye's Theorem.

Block 08

Unit 09 Differentiation and Integration

Unit 10 Maxima and Minima,

Unit 11 Limits

Block 04

Unit 12 Matrices- Types, Addition of Matrices, Multiplication of Matrices, Properties of Matrix Multiplication, Inverse of a Matrix,

Unit 13 Determinants- Properties of Determinants, Multiplication,

Block 05

Unit 14 Interpolation with Equal Intervals- Interpolation, Assumptions, Methods, Newton-Gregory Forward & Backward difference Interpolation Formula,

Unit 15 Interpolation with Unequal Intervals- Dividend Differences, Properties of Dividend Differences, Newton, s Formula for Unequal Intervals, Relation between Divided Differences and Ordinary Differences, Lagrange's Formula for Unequal Intervals

BBA 4.2
COMPUTER FUNDAMENTALS

Block 1 COMPUTER FUNDAMENTAL

UNIT-1 Computer Basics

UNIT-02 Data Representation

UNIT-03 Input & Output Devices

UNIT-04 Operating System

Block 2 DBMS & OS

UNIT-05 Database Management System

UNIT-06 Disk Operating System-1

UNIT-07 Disk Operating System-2

UNIT-08 Windows Operating System

Block 3 Windows Tools

UNIT-09 Windows Accessories

UNIT-10 Managing Hardware & Software

UNIT-11 Word Processing

UNIT-12 MS-Word Advance Features

Block 4 OFFICE & ADVANCE FEATURES

UNIT-13 Worksheet- MS-Excel

UNIT-14 MS-Excel –Advance Features

UNIT-15 Introduction to Power Point

UNIT-16 MS- Power point Advanced Features & DTP Software

BBA 4.3

Advertising Management

Block I : General Understanding about Advertising,

Unit 1 Advertising - Nature, Scope & Classification, Concept Importance, Utility, Merits and Demerits

Unit 2 Role of Advertising in Indian Economic and Social Development, Concept Importance, Utility, Merits and Demerits

Unit 3 Ethics and truth in Indian Advertising, Significance and thinkers Contribution

Block II Communication and Development

Unit 4 Marketing Communication Programme, Concept, Importance, Utility, Merits and Demerits

Unit 5 Advertising Planning: Objectives and Budget, Concept ,Importance, Utility, Merits and Demerits

Unit 6 Advertising Research as a Supporting tool, Concept, Importance, Utility, Merits and Demerits

Unit 7 Development of Concept, Selection of the Concept, Selection of the Advertising Message, Building an Advertising Copy, Factors Related with Copy Strategy, Concept Importance, Utility, Merits and Demerits

Block III Advertising Media

Unit 8 Campaign Planning Process, Media Planning:- Target and Media Research, Media Objectives, Media Mix Selection and Scheduling and Budgeting.

Unit 9 Media Buying:- Media Tactics, Monitoring, Evaluation of Media Planning.

Unit 10 Media Strategy:- Delivering on Objectives, Target Audience Strategies and Media Vehicle Selection, Allocation of Media Budget.

Unit 11 Advertising Effectiveness, Comparative Study with Different Promotion mix.

Block IV Advertising Agency

Unit 12 Advertising Agency: Management and Survival Types, Concept Importance, Utility, Merits and Demerits

Unit 13 Reorganizing Agency. Process significance and advantages

Unit 14 Global Standards of Agency Functioning. Usefulness and Importance, Scope and Working

BBA -4.4

FINANCIAL MANAGEMENT

BLOCK 1 INTRODUCTION

Unit 01 Business Finance - Definition of Business finance and financial Management, Functions, Importance and Limitations of Financial management, Profit V/S Wealth maximization Objective, Traditional and Modern Concepts of Finance Function, Scope of Finance Function.

Unit 02 Finance Documents - Nature and Relevant Accounting Concept of Balance sheet and Profit and Loss Account, Forms, Significance and Limitations of Balance sheet and Profit and loss Account, Distinctions between balance Sheet and Trial Balance.

Unit 03 Fund Flow Statement - Concept, Characteristics, Preparation, Importance and Limitations of Funds Flow Statement, Distinction Between Funds Flow Statement and Balance Sheet.

Unit 04 Cash Flow Statement - Introduction and Format as per AS-3 Significance and Limitations Distinctions Between Cash Flow Statement and Funds Flow Statement.

Unit 05 Time Value of Money - Valuation Concept, Compound value Concept, Multiple Compounding Periods, Compounding Annuities, Present Value of Discounting Concept.

BLOCK II Financial Analysis

Unit 06 Ratio Analysis- Meaning of Ratio and Ratio Analysis, Importance and Limitations of Ratio Analysis, Precautions in Using Ratios, Liquidity, Profitability, Capital Structure and Turn Over Ratios.

Unit 07 Break Even Analysis- Meaning, Assumption and Limitations, Calculation of BEP, P/V Ratio and Margin of Safety, Uses of Break-Even Analysis.

Unit 08 Dividend Policy- Meaning and kinds of dividend, Factors Affecting Dividend Policy, Characteristics of Suitable Dividend Policy, Walter and Gordon Models, Modigliani and Miller Model.

Unit 09 Cost of Capital -Meaning, Importance, classification and Measurement of cost of Capital, Average Cost of Capital.

Unit 10 Share, Debenture and Bonds - Share-Meaning, Characteristics and Types, Difference between share and stock, advantages and Disadvantages of Equity and preference shares, Distinctions Between Equity and preference Shares, Debenture- Concept, Types, Advantages and Limitations, differences between share and Debenture, Causes of Low Popularity of Debentures in India, Concepts and Types of Bonds

BLOCK III Working Capital Management

Unit 11 Introductory

Traditional and Modern Concept of Working Capital, Determining Factors of Working Capital, Advantages of Adequate Working Capital, Sources of Working Capital.

Unit 12 Methods of Forecasting

Methods of Working Capital Forecasting- Operating Cycle Method, Forecasting of Current Assets and Liabilities Methods, Cash, Forecasting Method, Projected Balance Sheet Method, Profit and Loss Adjustment Method, Criteria of Efficiency of Working Capital Manager.

Unit 13 Inventory Management

Objective and Techniques of inventory Management-EOQ, ABC Analysis, VED Analysis, Determinations of material Levels, Factor Determining the Investment Level in Inventory.

Unit 14 Receivables Management

Introduction, Benefits and Cost of Receivables, Factor influencing the size of Receivables, Optimum Credit Policy, Functions of Receivables Management.

Unit 15 Cash Management

Nature of Cash, Motives for Holding Cash, Factors Determining Cash Balance, Managing Cash Flows, Methods of Cash Management, Cash Budget.

BBA-5.1

CORPORATE GOVERNANCE AND ETHICS

Block 1 AN OVERVIEW OF BUSINESS ETHICS

Unit 1 Definition and Nature of Business ethics, Need and benefit of business ethics, History of the development of business ethics, Arguments for and against business ethics

Unit 2 Economic issues, Competitive issues, Legal and Regulatory Philanthropic issues

Unit 3 Framework for ethical decision making – Individual factors, organizational factors

Unit 4 Corporate Governance — a dimension of ethical making,

Block II INDIVIDUAL & ORGANISATIONAL FACTORS

Unit 5 Moral philosophy — definition and different perspectives, Teleology and Deontology, The relativist perspective, Virtue ethics, Justice and Fairness, The of care, Integration of the various perspectives, Cognitive moral development, Moral reasoning,

Unit 6 The role of Corporate Culture and Leadership, structure and business ethics,

Unit 7 Interpersonal relationships in organization

Unit 8 The role of opportunity and conflict,

Block III EXTERNAL CONTEXT

Unit 9 Ecology: The Dimensions of Pollution and Resource Depletion, the Ethics of control, the Ethics of conserving, Depletable Resources.

Unit 10 Consumers: -Markets and consumer Protection, The due care theory, the social costs view of duties,

Unit 11 Advertising Ethics, Consumer Privacy

Block IV INTERNAL CONTEXT

Unit 12 Job discrimination — its nature and extent, Discrimination — utility, rights and justice, Affirmative action, Gender issues

Unit 13 The employee's obligation to the firm, Thee firms duties to the employees, The employee Rights

Unit 14 Need for organizational ethics program, Code of Conduct Ethics training and communication, systems to Monitor and enforce ethical standards

Unit 15 The Ethics Audit

BBA 5.2

Marketing Research

Block 01 Research in Marketing

Unit 01 The Role of Research in Marketing

Marketing Research- Need and Area, Marketing Goals, Marketing Decision Support, Marketing Intelligence, Marketing Strategy, Marketing Tactics.

Unit 02 The Marketing Research Process: An Overview

Clarifying the Research, Proposing the Research, Designing the Research, Data Collection and Preparation, Data Analysis and Interpretation, Reporting the Results

Unit 03 Marketing Research Proposal

The Research Proposal, The Request for Proposal, Sponsor Uses, Researcher Benefit, Types of Research Proposals, Structuring the Research Proposal, Evaluating the Research Proposal

Unit 04 Ethics in Marketing Research

Meaning, Ethical Treatment of Participants, Ethics and the Sponsor, Ethical Behaviour of Team Members, resources for Ethical Awareness

Block 02 Design of Marketing Research

Unit 05 Research Design: An Overview

Meaning, Classification, Scope, The Purpose of the Study, Methods of Data Collection, Exploratory Studies, Descriptive Studies.

Unit 06 Qualitative Research

Meaning, Qualitative versus Quantitative, The Process of Qualitative Research, Qualitative Research Methodologies, Merging Quantitative and Qualitative Research Methodologies.

Unit 07 Research Analysis

Test of Significance, Factor Analysis, Cluster Analysis, Conjoint Analysis, Multi-dimensional Scaling and Correspondence Analysis, Multiple Regression Analysis.

Block 03 Use of Research

Unit 08 Product & Packaging Research

Product Research, Basis on Product Research, Some Logic for Research Design, product Quest, Packaging Trends, Role of Package in Marketing,

Unit 09 Pricing and Consumer Promotions Research

Types of Techniques, Factors Influencing Price Sensitivity, Trade- off Analysis, Prespective on Consumer Promotions, Types of Consumer Promotions

Unit 10 Advertising Research

Role of Advertisement, Four Theories of Advertisement, Classic Creative Approach, Professional Advertisement Development Process, Continuous Advertisement Research

Unit 11 Branding Research

Branding- Introduction, Brand Character Research, Brand Logo Research, Brand Name Association,

Unit 12 Media Research

Media Perspective, Media Research Tools and Database, Media Planning, Fusion Techniques, Target Group Index

BBA 5.3

Sales Management

Block I THE BUYING PROCESS

- Unit 01 Problem Recognition & Information Search Behaviour, Information Processing,
- Unit 02 Alternative Evaluation, Purchase Process & Post-purchase Behaviour
- Unit 03 Modelling Buyer Behaviour, Early Models, Howard Sheth Model,
- Unit 04 Recent Developments in Modelling Buyer Behaviour

Block II SALES MANAGEMENT FUNCTIONS

- Unit 05 Introduction to Sales Management, Personal Selling Personal Selling
- Unit 06 Sales Process, Computer Applications in Sales Management
- Unit 07 Selling Skills, Communication Skills, Sales Presentation, Negotiation Skills
- Unit 08 Retail Communication : Sales Displays Sales Displays

Block III SALES FORCE MANAGEMENT

- Unit 09 Job Analysis, Recruitment and Selection
- Unit 10 Training the Sales Force
- Unit 11 Compensation and Motivation of Sales Force
- Unit 12 Monitoring and Performance Evaluation

Block IV PLANNING AND CONTROL OF THE SALES EFFORT

- Unit 13 Sales Planning
- Unit 14 Sales Organization
- Unit 15 Sales Forecasting and Sales Quotas
- Unit 16 Sales Budgeting and Control

BBA 5.4

TOTAL QUALITY MANAGEMENT

Block I INTRODUCTION TO QUALITY MANAGEMENT

Unit 1 Definitions – TQM Framework, Benefits, Awareness and Obstacles

Unit 2 Quality – Vision, Mission and Policy Statements

Unit 3 Customer Focus – Customer Perception of Quality, Translating Needs into Requirements, Customer Retention

Unit 4 Dimensions of Product and Service Quality, Cost of Quality

Block II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Unit 5 Overview of the Contributions of Deming, Juran Crosby, Taguchi techniques – introduction, Loss Function, Parameter and Tolerance Design, signal to noise ratio.

Unit 6 Concepts of Quality circle, Japanese 5S principles and 8D methodology.

Block III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY

Unit 7 Meaning and Significance of Statistical Process Control (SPC) – construction of Control Charts for Variables and Attributed.

Unit 8 Process capability – Meaning, Significance and Measurement – Six sigma, Concepts of Process Capability.

Unit 9 Reliability Concepts – Definitions, Reliability in series and parallel, Product Life Characteristics Curve.

Unit 10 Total Productive Maintenance (TMP) – Relevance to TQM, Terotechnology. Business Process re-engineering (BPR) – Principles, Applications, Reengineering Process, Benefits and Limitations.

Block IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Unit 11 Quality functions development (QFD) – Benefits, Voice of customer, information organization,

Unit 12 House of Quality (HOQ), Building a HOQ, QFD process.

Unit 13 Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation.

Unit 14 Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

BBA 6.1

Conflict Management & Negotiation Skills

Block 01 Introduction

Unit 01 Conflict Management –Definition, Meaning, Nature, Importance, Industrial Dispute-Meaning, Nature, Causes

Unit 02 Process and Types of Conflict, Interpersonal Conflict

Unit 03 Nature of Negotiation, Definition and Scope, The Prevalence of Negotiation, Alternatives to Negotiation, Need, Importance, Characteristics and Assumptions of Negotiation

Unit 04 Negotiation Skill- The Prevalence of Negotiation, Alternatives to Negotiation, Negotiation Conflicts, Negotiation Process.

Block 02 Conflict Resolution

Unit 05 Strategies for Interpersonal Conflict Resolution, Inter Group Conflicts, Managing Inter Group Relations and Conflict, Industrial Conflict Resolution.

Unit 06 Collective Bargaining- Meaning, Nature, Types and Issues of Bargaining, Emerging Trends and Differing Perceptions, Macro Economic Context, New Collecting Bargaining, Managing Collective Bargaining.

Unit 07 Context and Climate of Collective Bargaining, Issues and Trends in Collective Bargaining, Collective Bargaining Positions in India, Substance of Bargaining, Emerging Concerns in Bargaining, Special Feature of Collective Bargaining in Public Sector.

Unit 08 Role of Labour Administration

Conciliation, Arbitration and Adjudication- Role of state in Industrial Relations, Industrial Dispute Act 1947, Voluntary Arbitration, Labour Administration.

Block 03 Worker's Participation in Management

Unit 09 Evolution Structure and Process

Historical Development of Worker's Participation in Management, Concept of Worker's Participation in Management, Strategy and Practices in Worker's Participation in Management, Behavioural Science input/ Contribution to Worker's Participation in Management, Model's of Worker's Participation in Management, Sociological Background.

Unit 10 Design and Dynamics of Participative Forums- Rationale for Participation, structures and Network, Design and Dynamics, Issues in Participation

Unit 11 Strategies and Planning for Implementing Participation- Strategies for making Participation Work, Participation Effectiveness, Micro and Operational Participation, Evolution of Participation.

Unit 12 Trade Union and Conflict- Development of Trade Unions in India, Present Position, Trade Union Act -1926, Provisions regarding Conflict in Trade Unions Act -1926

Block 04 Trends in Union Management Relations

Unit 13 Emerging Trends in Union Management Relations - Changes in Labour Law and Labour Administration, Weak Tripod, Atrophied Tripartism, Adjustment and Flexibility, Employment Protection and Job Losses, Ascendency in Managerial Rights,

Unit 14 Information Sharing and Employee Participation - Labour Management Cooperation for Technical Change and Productivity Improvement, Times for Introspection: New Roles of Social Partners.

Unit 15 Cross Cultural Aspects of Union Management relations

Culture, Customs and Values, Political Systems, Institutional Framework and government Role, Recruitment and Compensation, Cultural Diversity within a Nation.

BBA 6.2

Entrepreneurship and Small Business Management

Block I Basic Concepts

Unit 1 Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development,

Unit 2 Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship,

Unit 3 Concepts of Entrepreneurship, Entrepreneur v/s Entrepreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager,

Unit 4 Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

Block II Entrepreneurial Competency, Mobility and Motivation

Unit 5 Meaning and Concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture,

Unit 6 Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial Mobility.

Unit 7 Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories,

Unit 8 Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

Block III Role of Government and its Organization

Unit 9 Role of Government in promoting Entrepreneurship, MSME Policy in India,

Unit 10 Agencies for Policy Formulation and Implementation: District Industries Centres (DIC),

Unit 11 Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII),

Unit 12 Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

Block IV Women Entrepreneurship

Unit 13 Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India,

Unit 14 Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business

Unit 15 Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups,

Unit 16 Entrepreneurial Resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship

BBA 6.3

Leadership

Block 01 Introduction

Unit 01 Leadership – Nature of Leadership, Leadership and Management, Importance of Leadership

Unit 02 Features of Leadership, Formal and Informal Leadership, Qualities of a good Leader

Unit 03 Leadership Styles and Their Implications- Autocratic, Democratic and Free Rein Leadership Style

Unit 04 Effective Leadership, Participative Leadership and Empowerment, Leading change and Innovation,

Block 02 Leadership Theories

Unit 05 Trait Theory, Life Cycle Theory

Unit 06 Behavioural Theory- Ohio State Studies, University of Michigan Studies

Unit 07 Contingency Theories – Fiedler Model, Hersey and Blanchard’s Situational Theory, Path Goal Theory, Path Goal Variables and Predictions.

Unit 08 Decision Theory- Vroom and Yetton’s Leader Participation Model.

Block 03 Contemporary Issues

Unit 09 Transformational Leadership, Women Leadership

Unit 10 Emotional Intelligence, Leadership Development

Unit 11 Strategic Leadership in Organisations, Dyadic Relations and Follower’s, Power and Influence Tactics.

Unit 12 Modern Business Leaders- Success Story, Ethical Issues in Leadership, Leadership in Teams and Decision Groups