Syllabus for

Bachelor of Business Administration

(BBA)

Semester: I - VI

Syllabus for the Batch
Examinations: 2025-2028

Directorate of Open & Distance Learning
Guru Nanak Dev University, Amritsar

(Established by the State Legislature Act No. 21 of 1969)
"Only University with Category-I status in the states of Punjab, Himachal Pradesh and Chandigarh"
Accredited with CGPA of 3.85 on four point scale at "A++" grade (highest level) by NAAC and Conferred "University with Potential for Excellence" status by UGC
and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)

Grand Trunk (G.T.) Road, Chheharta, Amritsar (Punjab) – 143005
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Note:

(i) **Copy rights are reserved.**
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(ii) **Subject to change in the syllabi at any time. Please visit the University website time to time.**

BACHELOR OF BUSINESS ADMINISTRATION (SEMESTER SYSTEM) under Directorate of Open & Distance Learning, Guru Nanak Dev University, Amritsar

Eligibility :

+2 with at least 40% marks in aggregate or equivalent examination

Semester-I

Paper Code	Course Title	L	T	S	Total Credits	Internal Assessment	End term	Total
ODBBA111T	Punjabi (Compulsory)-I	4	--	--	4	30	70	100
ODBBA112T	Communication Skills in English– I	4	--	--	4	30	70	100
ODBBA113T	Fundamentals of Management	4	--	--	4	30	70	100
ODBBA114T	Business Statistics	4	--	--	4	30	70	100
ODBBA115T	Business Accounting	4	--	--	4	30	70	100
ODBBA116T	Punjab History and Culture- I	4#	--	--	4#	30	70	100
ODESL117T	Environmental Studies (EVS) (Compulsory)	4	--	--	4	30	70	100
ODBBA118S	Seminar – I	--	--	2	2	00	50	50
	Total Credits:	**24**	**--**	**2**	**26**	**180**	**470**	**650**

Note: # In lieu of Punjabi (Compulsory) – I (for those students, who are not domicile of Punjab)

Semester-II

Paper Code	Course Title	L	T	S	Total Credits	Internal Assessment	End term	Total
ODBBA211T	Punjabi (Compulsory)-II	4	--	--	4	30	70	100
ODBBA212T	Communication Skills in English – II	4	--	--	4	30	70	100
ODBBA213T	Micro Economics	4	--	--	4	30	70	100
ODBBA214T	Principles of Marketing	4	--	--	4	30	70	100
ODBBA215T	Computer Applications for Business I	4	--	--	4	30	70	100
ODBBA216T	Punjab History and Culture – II	4#	--	--	4#	30	70	100
ODBBA 218S	Seminar- II	--	--	2	2	0	50	50
	Total Credits:	**20**	**--**	**2**	**22**	**150**	**400**	**550**

Note: # In lieu of Punjabi (Compulsory) – II (for those students, who are not domicile of Punjab

Semester-III

Paper Code	Course Title	L	T	S	Total Credits	Internal Assessment	End term	Total
ODBBA311T	Macroeconomics	4	--	--	4	30	70	100
ODBBA312T	Management Science	4	--	--	4	30	70	100
ODBBA313T	Fundamentals of Human Resource Management	4	--	--	4	30	70	100
ODBBA314T	Money and Banking	4	--	--	4	30	70	100
ODBBA315T	Computer Applications for Business- II	4	--	--	4	30	70	100
ODBBA 316S	Seminar- III	--	--	2	2	00	50	50
	Total Credits:	**20**	**--**	**2**	**22**	**150**	**400**	**550**

Semester-IV

Paper Code	Course Title	L	T	S	Total Credits	Internal Assessment	End term	Total
ODBBA411T	Cost Accounting	4	--	--	4	30	70	100
ODBBA412T	Management Information System and Enterprise Resource Planning	4	--	--	4	30	70	100
ODBBA413T	Leadership and Decision Making	4	--	--	4	30	70	100
ODBBA414T	Fundamentals of International Trade	4	--	--	4	30	70	100
ODSOA415T	Drug Abuse: Problem, Management and Prevention (Mandatory Paper	4	--	--	4	30	70	100
ODBBA416S	Seminar- IV	--	--	2	2	00	50	50
	Total Credits:	**20**	**--**	**2**	**22**	**150**	**400**	**550**

Semester-V

Paper Code	Course Title	L	T	S	Total Credits	Internal Assessment	End term	Total
ODBBA511T	Project Management	4	--	--	4	30	70	100
ODBBA512T	Legal Aspects of Business	4	--	--	4	30	70	100
ODBBA513T	Supply Chain Management	4	--	--	4	30	70	100
	Discipline Specific Elective-I**	4	--	--	4	30	70	100
	Discipline Specific Elective-II**	4	--	--	4	30	70	100
ODBBA520S	Seminar- V	--	--	2	2	00	50	50
	Total Credits:	**20**		**2**	**22**	**150**	**400**	**550**

**** A student will choose one Discipline specific elective (DSE) from any one group for semester V and same group will continue in semester VI**			
	Group A (FINANCE)	**Group B (MARKETING)**	**Group C (HUMAN RESOURCE MANAGEMENT)**
I	ODBBA514T: Indian Financial System	ODBBA516T: Personal selling and sales force management	ODBBA518T: Counselling and negotiation skills for managers
II	ODBBA515T: Management of Insurance Services	ODBBA517T: Integrated Marketing Communication	ODBBA519T: Talent and Knowledge Management

Semester-VI

Paper Code	Course Title	L	T	S	Total Credits	Internal Assessment	End term	Total
ODBBA611T	Income Tax Law and Practice	4	--	--	4	30	70	100
ODBBA612T	Production & Operations Management	4	--	--	4	30	70	100
ODBBA 622T	E-Commerce	4	--	--	4	30	70	100
	Discipline Specific Elective-III**	4	--	--	4	30	70	100
	Discipline Specific Elective-IV**	4	--	--	4	30	70	100
	Discipline Specific Elective-V**	4	--	--	4	30	70	100
	Total Credits:	**24**	**--**		**24**	**180**	**420**	**600**

**** Discipline specific elective (DSE) group for semester VI**			
	Group A (FINANCE)	**Group B (MARKETING)**	**Group C (HUMAN RESOURCE MANAGEMENT)**
III	ODBBA613T: Fundamentals of Investment analysis	ODBBA616T: Tourism and Hospitality marketing	ODBBA619T: Training and development
IV	ODBBA614T: Business Analysis and Valuation	ODBBA617T: International marketing	ODBBA620T: Performance and Compensation management
V	ODBBA615T: Investment Banking and Financial Services	ODBBA618T: Customer Relationship Management	ODBBA621T: Human Resource Analytics

BBA (ODL) (Semester - I)

ODBBA-111T Punjabi (Compulsory)-I

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

ਸੈਕਸ਼ਨ-ਏ

ਗਿਆਨ ਮਾਲਾ (ਵਿਗਿਆਨਕ ਤੇ ਸਮਾਜ-ਵਿਗਿਆਨਕ ਲੇਖਾਂ ਦਾ ਸੰਗ੍ਰਹਿ), (ਸੰਪਾ। ਡਾ। ਸਤਿੰਦਰ ਸਿੰਘ, ਪ੍ਰੋ। ਮਹਿੰਦਰ ਸਿੰਘ ਬਨਵੈਤ), ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ

ਲੇਖ:ਪਹੀਆ ਪ੍ਰਦੂਸ਼ਣ, ਭਰੂਣ ਹੱਤਿਆ ਦੇ ਦੇਸ਼ ਵਿਚ, ਨਾਰੀ ਸ਼ਕਤੀ, ਵਾਤਾਵਰਣੀ ਪ੍ਰਦੂਸ਼ਣ ਅਤੇ ਮਨੁੱਖ, ਏਡਜਃ ਇਕ ਗੰਭੀਰ ਸੰਕਟ

ਸੈਕਸ਼ਨ-ਬੀ

ਆਤਮ ਅਨਾਤਮ (ਸੰਪਾ। ਸੁਹਿੰਦਰ ਬੀਰ ਅਤੇ ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ) (ਪ੍ਰੋ। ਮੋਹਨ ਸਿੰਘ, ਅੰਮ੍ਰਿਤਾ ਪ੍ਰੀਤਮ, ਸ਼ਿਵ ਕੁਮਾਰ ਬਟਾਲਵੀ, ਸੁਰਜੀਤ ਪਾਤਰ, ਪਾਸ਼)
ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ ।

ਸੈਕਸ਼ਨ-ਸੀ

ਪੈਰ੍ਹਾ ਰਚਨਾ

ਪੈਰ੍ਹਾ ਪੜ੍ਹ ਕੇ ਪ੍ਰਸ਼ਨਾਂ ਦੇ ਉੱਤਰ ।

ਸੈਕਸ਼ਨ-ਡੀ

(ੳ) **ਪੰਜਾਬੀ ਧੁਨੀ ਵਿਉਂਤ** : ਉਚਾਰਨ ਅੰਗ, ਉਚਾਰਨ ਸਥਾਨ ਤੇ ਵਿਧੀਆਂ, ਸਵਰ, ਵਿਅੰਜਨ, ਸੁਰ।

(ਅ) **ਭਾਸ਼ਾ ਵੰਨਗੀਆਂ** : ਭਾਸ਼ਾ ਦਾ ਟਕਸਾਲੀ ਰੂਪ, ਭਾਸ਼ਾ ਅਤੇ ਉਪ-ਭਾਸ਼ਾ ਦਾ ਅੰਤਰ, ਪੰਜਾਬੀ ਉਪਭਾਸ਼ਾਵਾਂ ਦੇ ਪਛਾਣ-ਚਿੰਨ੍ਹ।

ਮਾਤ ਭਾਸ਼ਾ ਦਾ ਅਧਿਆਪਨ

(ੳ) ਪਹਿਲੀ ਭਾਸ਼ਾ ਦੇ ਤੌਰ ਉੱਤੇ

(ਅ) ਦੂਜੀ ਭਾਸ਼ਾ ਦੇ ਤੌਰ ਉੱਤੇ

Suggested Readings:

- ਗਿਆਨ ਮਾਲਾ
- ਆਤਮ ਅਨਾਤਮ
- http://swayam.gov.in/

  http://edx.org formerly http://mooc.org/

BBA (ODL) (Semester - I)

ODBBA-112T Communication Skills– I

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION–A

(Reading Skills and Sentence Structure)

Reading for direct meanings; Reading for understanding concepts, details, coherence,

logical progression and meanings of phrases/ expressions, Structure of a sentence, Voice, narration,

combination of two simple sentence etc.

Activities:

a. Active reading of passages on general topics

b. subject-verb agreement

c. using appropriate tenses/ verb etc.

SECTION–B

(Reading Skills)

Reading Tactics and strategies; Improving reading Skills, Reading purposes–kinds of purposes

and associated comprehension

Activities:

a. Comprehension questions in multiple choice format

b. Short comprehension questions based on content and development of ideas

SECTION–C

(Writing Skills)

Guidelines for effective writing, writing styles for application, resume, notes making, report writing

Activities:

a. Organizing the details in a sequential order.

b. Converting a biographical note into a sequenced resume or vice-versa

c. Ordering and sub-dividing the contents while making notes.

d. Resume and Report Writing

SECTION–D

(Writing Skills)

Personal letter, official/ business letter, memo, notices etc.; outline and revision and Tender etc.

Activities:

a. Formatting personal and business letters

b. Writing notices for circulation/ boards

c. Tender Writing

d. Memorandum

Recommended Books:

1. *Oxford Guide to Effective Writing and Speaking* by John Seely.
2. *English Grammar in Use* (Fourth Edition) by Raymond Murphy, CUP
3. http://swayam.gov.in
4. http://edx.org (formerly http://mooc.org)

BBA (ODL) (Semester - I)

ODBBA-113T FUNDAMENTALS OF MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

SECTION B

Evolution of Management, Classical and modern Theories of management, Management vs. Administration, Managerial functions and Roles. Insights from Indian practices and ethos.

SECTION C

Overview of Planning: Types of Plans & The planning process; Principles of organizing: Common organisational structures; Authority, Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

SECTION D

Decision making: Process, Types and Techniques. Managerial Control: Function, Process and techniques of Control. Cooperation and Co-ordination- Need, Approaches to Coordination and Difficulties.

SUGGESTED READINGS:

1. PC Tripathi and P.N Reddy, Principles of Management. Tata McGraw Hill
2. Stephen P. Robbins & Mary Coulter: Management, Pearson.
3. Stoner &Wankel: Management, Prentice Hall of India.
4. Richard L. Daft: Principles of Management, Cengage Learning India.
5. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/

Course Outcomes: This course is designed to equip students to understand how people behave in organizations, and create an effective team. This course equips students with the skills required for communication, coordination and motivation of employees of an organization.

BBA (ODL) (Semester - I)

ODBBA-114T BUSINESS STATISTICS

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Statistics: Introduction, Importance and Scope of statistics.
Measures of Central Tendency: Mean, Median, Mode and Quartiles.
Measures of Dispersion: Range, Quartile deviation, Mean deviation and Standard deviation.

SECTION B

Moments, Skewness and Kurtosis: Introduction, Moments about the mean, Skewness, Kurtosis.
Correlation Analysis: Introduction, types of correlation, measurement of correlation: Karl Pearson's Coefficient of correlation, Spearman's rank correlation.

SECTION C

Regression Analysis: Introduction, Utility, Method of Least Squares, Coefficient of regression, Standard error of estimate, Coefficient of determination.
Index Numbers: Introduction, Price index numbers, Quantity index numbers, Choice of base for computing index numbers.

SECTION D

Intrapolation and Extrapolation: Introduction, Utility, Assumptions, Methods of Intrapolation, Extrapolation (formulae used).
Time Series and Forecasting: Introduction, Models of time series analysis, Editingof time series, Measurement of secular trends, Measurement of seasonal variations. Measurement of cyclical variations of cyclical variations

Suggested Readings:

1. Joshi R.C., "Fundamentals of Statistics", New Academic Publishing.
2. D.N. Elhance, Veena Elhance and B.M. Aggarwal – Fundamentals of Statistics (KitabMahal).
3. C.B. Gupta – An Introduction to Statistical Methods (Vikas).

4. R.S. Bhardwaj – Business Statistics (Excel Books).
5. Ajay Goel and AlkaGoel – Mathematics and Statistics (Taxmann's).
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/

Course Outcomes: This course emphasizes on achieving an understanding of quantitative methods with associated statistical techniques and their usefulness in decision making. Students develop relevant computational skills resulting in nurturing of problem solving and analytical aptitude.

BBA (ODL) (Semester - I)

ODBBA-115T BUSINESS ACCOUNTING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three- column Cash Book. An overview of Subsidiary books—Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

SECTION B

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation — Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

SECTION C

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

SECTION D

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

Suggested Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperback
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/

Course Outcomes: This course has been designed to provide knowledge regarding various accounting practices right from journal entry to maintaining various ledger accounts and preparation of financial statements, awareness of internationally accepted accounting principles and disclosure requirements of a concern. To help students to read and analyse financial statements and use ratio analyses to understand financial health of an organisation.

BBA (ODL) (Semester - I)

ODBBA-116T PUNJAB HISTORY AND CULTURE-I

(Special Paper in lieu of Punjabi compulsory)

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION-A

1. Land and the People.
2. Bhakti Movement

SECTION-B

3. Life and Teaching of Guru Nanak Dev.
4. Contribution of Guru Angad Dev, Guru Arjun Dev ,Guru Amar Das and Guru Ram Das.

SECTION-C

1. Guru Hargobind.
2. Martyrdom of Guru Teg Bahadur

SECTION-D

1. Guru Gobind Singh and the Khalsa
2. Banda Singh Bahadur: Conquests and Execution

Course Outcome: Student will learn basic of the history and geography of Punjab and its impacts. Students will have knowledge about the origin and philosophy of the Sikh Faith. Students will know the relations between the Sikh gurus and Mughal State and the sacrifices made by the Sikh Gurus for the sake of religious freedom

Suggested Reading

1. Kirpal Singh(ed.), *History and Culture of the Punjab, Part-ii, Punjabi University,* Patiala. 1990.
2. Fauja Singh (ed.), *History of Punjab, Vol, III Punjabi University, Patiala, 1987.*
3. J.S. Grewal, *The Sikhs of the Punjab, Cup, Cambridge, 1991.*
4. Khushwant Singh, *A History of the Sikhs,* Vol. I, OUP, New Delhi,1990
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

BBA (ODL) (Semester - I)

ODESL-117T ENVIRONMENTAL STUDIES (EVS) (COMPULSORY)

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION-A

1. The multidisciplinary nature of environmental studies
Definition, scope and importance, Need for public awareness
2. Natural Resources: Renewable and non-renewable resources:
Natural resources and associated problems.
(a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.
(b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
(c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
(d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
(e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.
(f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

- Role of an individual in conservation of natural resources.
- Equitable use of resources for sustainable lifestyles.

SECTION – B

3. Ecosystems

- Concept of an ecosystem
- Structure and function of an ecosystem
- Producers, consumers and decomposers
- Energy flow in the ecosystem
- Ecological succession
- Food chains, food webs and ecological pyramids
- Introduction, types, characteristic features, structure and function of the following ecosystem: Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

4. Biodiversity and its conservation

- Introduction – Definition: genetic, species and ecosystem diversity
- Bio-geographical classification of India

- Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values
- Biodiversity at global, national and local levels
- India as a mega-diversity nation
- Hot-spots of biodiversity
- Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts
- Endangered and endemic species of India
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

SECTION – C

5. Environmental Pollution:

Definition:

- Causes, effects and control measures of Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear pollution.
- Solid waste management: Causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution
- Pollution case studies
- Disaster management: floods, earthquake, cyclone and landslides

6. Social Issues and the Environment

- From unsustainable to sustainable development
- Urban problems and related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case studies.
- Environmental ethics: Issues and possible solutions
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.
- Wasteland reclamation
- Consumerism and waste products
- Environmental Protection Act, 1986
- Air (Prevention and Control of Pollution) Act, 1981
- Water (Prevention and control of Pollution) Act, 1974
- Wildlife Protection Act
- Forest Conservation Act
- Issues involved in enforcement of environmental legislation
- Public awareness

SECTION – D

Human Population and the Environment

- Population growth, variation among nations
- Population explosion – Family Welfare Programmes
- Environment and human health
- Human Rights
- Value Education
- HIV / AIDS
- Women and Child Welfare
- Role of Information Technology in Environment and Human Health
- Case Studies

References:

1. Bharucha, E. 2005. Textbook of Environmental Studies, Universities Press, Hyderabad.
2. Down to Earth, Centre for Science and Environment, New Delhi.
3. Heywood, V.H. &Waston, R.T. 1995. Global Biodiversity Assessment, Cambridge House, Delhi.
4. Joseph, K. &Nagendran, R. 2004. Essentials of Environmental Studies, Pearson Education (Singapore) Pte. Ltd., Delhi.
5. Kaushik, A. & Kaushik, C.P. 2004. Perspective in Environmental Studies, New Age International (P) Ltd, New Delhi.
6. Rajagopalan, R. 2011. Environmental Studies from Crisis to Cure. Oxford University Press, New Delhi.
7. Sharma, J. P., Sharma. N.K. & Yadav, N.S. 2005. Comprehensive Environmental Studies, Laxmi Publications, New Delhi.
8. Sharma, P. D. 2009. Ecology and Environment, Rastogi Publications, Meerut.
9. State of India's Environment 2018 by Centre for Sciences and Environment, New Delhi
10. Subramanian, V. 2002. A Text Book in Environmental Sciences, Narosa Publishing House, New Delhi.
11. http://swayam.gov.in
12. http://edx.org formerly http://mooc.org
13. http://epgp.inflibnet.ac.in/

Course Objectives:

At the end of this course, the students should be able to understand the scope and importance of environmental studies, different natural resources (forests, minerals, energy, water, land, food, biodiversity) and their utilization as well as conservation methods; importance of ecosystem structure and function; different types of environmental pollution (air, water, soil, thermal, nuclear and noise), Environmental Law and remedial methods. The students will also have to be introduced to various Acts and Last but not least the students should be made aware of the consequences of population explosion; diseases such as HIV/AIDS and various family welfare programs.

Learning Outcome:

- The present subject will help the student to gain knowledge about the effects of environmental pollution and remediation.
- Visiting to a local polluted site (including urban / rural / industrial / agricultural) will help to students to identify the causes, effects and remedial measures.
- After understanding the role of individual in conservation of environment, every individual would be able to follow the sustainable lifestyle patterns.
- The knowledge on environmental protection Acts and Rules will give them valuable glance on legal aspects towards conservation of environment.

BBA (ODL) (Semester - I)

ODBBA 118S Seminar-I

Max. Marks: 50 Marks

Internal Assessment: 00 Marks

End Term: 50 Marks

BBA (ODL) (Semester - II)

ODBBA-211T Punjabi (Compulsory)-II

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

ਸੈਕਸ਼ਨ–ਏ

1। ਗਿਆਨ ਮਾਲਾ (ਵਿਗਿਆਨਕ ਤੇ ਸਮਾਜ-ਵਿਗਿਆਨਕ ਲੇਖਾਂ ਦਾ ਸੰਗ੍ਰਹਿ)
(ਸੰਪ. ਡਾ. ਸਤਿੰਦਰ ਸਿੰਘ, ਪ੍ਰੋ. ਮਹਿੰਦਰ ਸਿੰਘ ਬਨਵੈਤ), ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ, 2007
ਲੇਖ : ਸਾਹਿਤ ਤੇ ਲੋਕ ਸਾਹਿਤ, ਅੱਖਾਂ, ਅਚੇਤਨ ਦਾ ਗੁਣ ਤੇ ਸੁਭਾਅ, ਕੰਪਿਊਟਰ ਅਤੇ ਇੰਟਰਨੈੱਟ,
ਮਨੁੱਖੀ ਅਧਿਕਾਰ।

ਸੈਕਸ਼ਨ–ਬੀ

1। **ਆਤਮ ਅਨਾਤਮ** (ਸੰਪ. ਸੁਹਿੰਦਰ ਬੀਰ ਅਤੇ ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ) (ਕਹਾਣੀਆਂ)
ਪਠਾਣ ਦੀ ਧੀ (ਸੁਜਾਨ ਸਿੰਘ), **ਸਾਂਵੀ ਕੰਧ** (ਸੰਤੋਖ ਸਿੰਘ ਧੀਰ), **ਉਜਾੜ** (ਕੁਲਵੰਤ ਸਿੰਘ ਵਿਰਕ),
ਘੋਟਣਾ (ਮੋਹਨ ਭੰਡਾਰੀ), **ਦਲਦਲ** (ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ) ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ।

ਸੈਕਸ਼ਨ–ਸੀ

1। ਸ਼ਬਦ-ਬਣਤਰ ਅਤੇ ਸ਼ਬਦ ਰਚਨਾ : ਪਰਿਭਾਸ਼ਾ, ਮੁੱਢਲੇ ਸੰਕਲਪ

2। ਸ਼ਬਦ ਸ਼੍ਰੇਣੀਆਂ

ਸੈਕਸ਼ਨ–ਡੀ

1। ਪੈਰ੍ਹਾ ਰਚਨਾ
2। ਪੈਰ੍ਹਾ ਪੜ੍ਹ ਕੇ ਪ੍ਰਸ਼ਨਾਂ ਦੇ ਉੱਤਰ
3। ਮੁਹਾਵਰੇ ਅਤੇ ਅਖਾਣ

Suggested Readings:

- ਗਿਆਨ ਮਾਲਾ
- ਆਤਮ ਅਨਾਤਮ
- http://swayam.gov.in/
- http://edx.org formerly http://mooc.org/

BBA (ODL) (Semester - II)

ODBBA-212T Communication Skills–II

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION–A

Listening Skills: Barriers to listening; effective listening skills; feedback skills,

Attending telephone calls; note taking.

Activities:

a) Listening exercises – Listening to conversation, News and TV reports

b) Taking notes on a speech/lecture

SECTION–B

Conversational Skills: Components of a meaningful and easy conversation; understanding

the cue and making appropriate responses; forms of polite speech; asking and providing information

on general topics.

Activities:

a) Making conversation and taking turns

b) Oral description or explanation of a common object, situation or concept

SECTION–C

Speaking Skills: The study of sounds of English, stress Situation based Conversation in English, Essentials of Spoken English

Activities:

a. Presentation on a given topic

b. Extempore

Oral Testing: Meaning of Interviews, Types of Interviews, Planning and conducting Interviews, Meaning and Importance of Group Discussion

Activities:

a. Giving Interviews

b. Group Discussion 21

Practical / Oral Testing (Internal)

Marks: 10

Course Contents:

1. Oral Presentation with/without audio visual aids.
2. Group Discussion.
3. Listening to any recorded or live material and asking oral questions for listening comprehension.

Questions:

1. Oral Presentation will be of 5 to 10 minutes duration. (Topic can be given in advance or it can be of student's own choice). Use of audio visual aids is desirable.

2. Group discussion comprising 8 to 10 students on a familiar topic. Time for each group will be 15 to 20 minutes.

BBA (ODL) (Semester - II)

ODBBA-213T MICRO ECONOMICS

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction: Nature, Scope and Subject Matter of Economics, Law of Demand, Elasticity of Demand, (Price, Income and Cross).
Utility Analysis: Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility.
Indifference Curve Analysis: Consumer's Equilibrium,

Section B

Production Analysis: Returns to Factor and Return to Scale.
Theory of Costs: Traditional and Modern Theories of Cost.
Concept of Revenue: Total Revenue, Average Revenue, Marginal Revenue and Elasticity of Demand.
Equilibrium Analysis: Static, Comparative Static and Dynamic Equilibrium.

Section C

Market Analysis : Perfect Competition; Price Determination, Equilibrium of Firm and Industry,
Long Run Supply Curve of Industry.
Monopoly; Price Determination, Equilibrium of Firm and Industry, Price Discrimination, Monopoly Power, Regulation of Monopoly.
Monopolistic Competition; Price Determination, Group Equilibrium, Selling Cost, Excess Capacity.
Introduction to the Concept of Oligopoly.

Section D

Factor Pricing: Marginal Productivity Theory, Modern Theory of Distribution. Land;
Ricardian Theory of Rent, Modern Theory of Rent. Capital;
Classical Theory, Neo-Classical Theory, Liquidity preference Theory of Rate of Interest.
Entrepreneur; Dynamic Theory of Profit, Risk Theory of Profit, Uncertainty Theory of Profit.
Labour ; Marginal Productivity Theory, Modern Theory of Wages

Suggested Readings:

1. Ahuja, H. L., Advanced Economic Theory.

2. Koutsoyiannis, A., Modren Micro Economics.

3. Mankiw, N. G., Economics: Principles and Applications.

4. Stonier and Hague, A Text Book of Economic Theory.

5. Jhingan , M.L. , Principles of Economics. Vrinda Publications

6. http://swayam.gov.in/

7. http://edx.org formerly http://mooc.org/

Course Outcomes: This course is designed to equip the students with better understanding of the economic relationship with business factors and its application in real life complex business situations. Students may develop the analytical ability to apply the economic theories and laws in decision making. It bridges the gap between economics in theory and in practice.

BBA (ODL) (Semester - II)

ODBBA-214 PRINCIPLES OF MARKETING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction: Marketing Concepts, nature and scope of Marketing, Role of Marketing in Economic Development.
Marketing Mix (Product, Price, Place, Promotion), 7'Ps
Marketing Environment: Types of Marketing environment, Scanning and analyzing the marketing environment

Section B

Market Segmentation – Concept and Importance ; Basis for Market Segmentation, Need of segmentation, Targeting and its strategies, Positioning.
Consumer Behavior: Nature, Scope ; Importance ; Buying motives, Buying process, Factors influencing consumer behaviour

Section C

Marketing Research: Meaning, Importance, Classification of Marketing Research, Marketing Research Process, Scope and Applications, Marketing Research Supplier and Services, Selecting Marketing Research Suppliers.
Database Marketing: Customer Databases, data Warehouses, Data Mining tools and techniques

Section D

Digital Marketing: Online Marketing, Advantages and Disadvantages, Online marketing communication options, Social media, Social media platforms and using social media.
Mobile Marketing: Meaning, Scope of Mobile marketing, developing effective mobile marketing programs and mobile marketing across markets.

Suggested Readings:

1. Keller, Kevin, Koshy A, Kotler, Philip and JhaMithileshwar, "Marketing Management:
2. A South Asian Perspective", Pearson Education, 13th Edition, 2009.
3. Kotler, Philip, "Marketing Management: Analysis, Planning, Implementation and Control",
4. Macmillan, New Delhi.
5. Kotler, Philip and Armstrong G., "Principles of Marketing", Prentice Hall of India, New Delhi.
6. Ramaswamy, V.S. and Namakumari, S. "Marketing Management: Planning and Control", Macmillan, New Delhi.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/

Course Outcome: This course allows the students an opportunity to examine that process of marketing alongside the intricacies of design, promotion, and branding.

BBA (ODL) (Semester - II)

ODBBA-215 COMPUTER APPLICATIONS FOR BUSINESS I

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Introduction to Computer: Definition & Block Diagram of Computer.
Components of Computer: Input, Output, Central Processing Unit Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes.
Introduction to Internet: Definition of Internet, Working of Internet, Modem and Its functioning. IP Address, Domain Name System, Uniform Resource Locator

SECTION B

Hardware and Software: Difference between Hardware and Software, Types of Software
System Software and Application Software
Operating System: Definition & Function of Operating System
Window: Introduction to Window (Working of Windows, Manipulation of Icon, Menus And opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders)

SECTION C

MS-Word: Introduction to word Processing. Creating, Saving, Opening, Importing,Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections. Indents and Outdents, Creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates. Tables Creation. Insertion& deletion of Rows & Columns. Mail merge, Preview and Printings command

SECTION D

MS-Excel: Introduction, Components of Excel, Creating, Opening & Saving workbook & worksheets, Formatting number & texts in cells, Creating, editing & formatting of charts, Mathematical, Text, Statistical, Lookup & Reference Functions, Sorting & Filtering of Data also how to use advanced filtering, Protecting worksheet & cells.
MS-Powerpoint: History, Creating, Saving, Opening, Existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation. The Slide Sorter View, Slide Show, Inserting pictures and graphics and Printings Slides

SUGGESTED READINGS:

1. Understanding Computers by V. Rajaraman.
2. Introduction to Computers by Peter Norton.
3. A First Course in Computers by Sanjay Saxena
4. Computer Fundamental by B. Ram
5. Introduction to Computers by Alexis Leon, Matheus Leon
6. PC Software Made Easy by Gursharan Singh, NishchayBehl
7. Operating System by HarjeetKaur, Aastha Sharma

1. http://swayam.gov.in/
2. http://edx.org formerly http://mooc.org/

Course Outcomes: This course is designed to teach students the theoretical approach to information technology within a business/computer science environment. Practical business computer applications will emphasize word processing, spreadsheets and presentation software that will help the students in their career. This course will also demonstrate a basic understanding of computer hardware and software with application of basic problem-solving skills.

BBA (ODL) (Semester - II)

ODBBA-216T PUNJAB HISTORY AND CULTURE-II

(Special Paper in lieu of Punjabi compulsory)

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION-A

1. Sikh Struggle for Sovereignty.
2. Ranjit Singh : Conquests, Administration and the Anglo-Sikh Relations.

SECTION-B

1. Anglo-Sikh Wars and the Annexation.
2. The Punjab under the British: New Administration, Education and social Change.

SECTION-C

1. Economic Changes: Agricultural
2. Socio-Religious Reform Movements.

SECTION-D

1. Role of Punjab in the Freedom Struggle.
2. Fairs and Festivals.

Course Outcomes: The students will able to understand the Sikhs struggles for sovereignty in the 18th Century Punjab. The students will understand the Maharaja Ranjit Singh Empire and his rule and administration. Further, how the British annexed the Punjab and impact of their social, political and economic policies on Punjab and Punjab role in freedom movement. This course enables students to have knowledge about the various fairs and festivals of Punjab.

Suggested Reading

1. Kirpal Singh (ed.), *History and Culture of the Punjab,* Part-II, Punjabi University, Patiala, 1990.
2. Fauja Singh (ed.), *History of Punjab,* Vol, III, Punjabi University, Patiala, 1987.
3. J.S. Grewal, *The Sikhs of the Punjab, Cup, Cambridge,1991.*
4. Khushwant Singh, *A History of the Sikhs,* Vol. I, OUP, New Delhi,1990
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

BBA (ODL) (Semester - II)

ODBBA-217S SEMINAR-II

Max. Marks: 50 Marks

Internal Assessment: 00 Marks

End Term: 50 Marks

BBA (ODL) (Semester - III)

ODBBA-311T: MACROECONOMICS

Time: 03 Hours

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money — Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

SECTION B

Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier(investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

SECTION C

Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control;

Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

SECTION D

Open Economy: brief introduction to BOP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

SUGGESTED READINGS:

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.).Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9'h ed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7th ed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5th ed.)Pearson
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

Program Outcomes: This course provides knowledge about theoretical foundations of key issues and policies. It discuss the functional relationship between aggregates. It helps to understand overall structure of economy in theoretical and contemporary perspectives.

BBA (ODL) (Semester - III)

ODBBA-312T MANAGEMENT SCIENCE

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Operations Research :Significance and scope of O.R. in practical business problems.
Linear Programming Problems: Formulation, Solution by Graphic/Simplex methods, Two Phase Simplex Method.

Section B

Linear Programming: Duality and Sensitivity Analysis.
Integer Programming and Goal Programming.
Transportation Problems and Transhipment.

Section C

Assignment Problems
Game Theory: Competitive games, pure strategy, by Dominance, mixed strategy (2x2, 2xn, mx2). Two persons zero sum game, 'n' persons zero sum game, solution of game problem with linear programming.
Queuing models: Characteristics, single channel queuing models, Multichannel queuing model

Section D

Inventory models with deterministic Model (EOQ Models, Gradual Inventory System, Price and discount, Shortages).
Project scheduling by PERT and CPM.
Simulation

Suggested Readings:

1.OperationsResearch : Gupta and Hira, S. Chand & Co.
2.Operations Research :VK Kapoor, Sultan Chand.
3.OperationsResearch :Hiller & Lieberman,Tata McgrawHill.
4.OperationsResearch :Natarajan, Balasubramani & Tamilarasi, Pearson.
5. Chiang, A : Fundamental Methods of Mathematical Economics.
6. Taha, H. A. : Operations Research : An Introduction
7. Vohra, N. D., Quantitative Techniques in Management
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/

Course outcomes: The course aims to instil formal quantitative approach to problem solving among the students. Through introducing some widely-used mathematical methodologies, students are nurtured with the intuitive ability to solve managerial problems. The course attempts to develop application of scientific reasoning to practical statistical problems encountered in real time business/organizational contexts.

BBA (ODL) (Semester - III)

ODBBA-313T FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Human Resource Management: Concept, Nature, Scope, Objectives, Functions of HRM, Challenges before HRM.

Human Resource Planning: Concept, Need and Importance; Human Resource Planning Process; Factors affecting HRP; Barriers to HRP.

Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

Job Design: Concept, Factors affecting Job Design, Techniques of Job Design.

Section B

Recruitment: Concept, Factors affecting Recruitment, Sources, Techniques and Problems associated with Recruitment.

Selection: Concept, Process, Tests, Interviews and Barriers to effective Selection.

Induction and Orientation: Concept, Process, Benefits and Problems associated with Induction and Orientation.

Section C

Managing Careers: Concept, Promotion, issues related to Promotion; Demotion- Concept, Purpose and issues related to Demotion; Transfer- Concept, Purpose and issues related to Transfer.

Succession Planning: Concept, Objectives, Internal versus external succession planning, Succession Planning Model, Challenges in the absence of succession planning, Strategies for accelerating development for succession.

Section D

Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.

Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

Suggested Readings:

1. Gomez-Mejia, Balkin and Cardy. "Managing Human Resources", PHI Learning Private Limited.
2. K. Aswathapa. "Human Resource and Personnel Management: Text and Cases", New Delhi, Tata McGraw-Hill.
3. Pravin Durai. "Human Resource Management" Pearson Education.
4. Gary Dessler. "Human Resource Management" Pearson Education.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

Course Outcomes: This course intends to impart knowledge to the students as how to develop skills, knowledge and abilities of employees, which in turn improves an organization's effectiveness. Human resource development is an investment in employees that will ultimately result in a stronger and more effective workforce. When an organization develops their employees, they are strengthening their assets and making these employees even more valuable

BBA (ODL) (Semester - III)

ODBBA-314T MONEY AND BANKING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Money: Definition, functions, kinds of money; supply of money: mechanics of money supply, Measures of money supply in India.
Demand for money; Fisher, Cambridge, Keynesian and Freidman theories.
Rate of Interest: Determination, Factors affecting the level and structure of Interest Rates.

SECTION B

Money and Capital Markets (Introductory), Characteristics of Indian Money Market and its weaknesses.
Banking: Functions and Theories; Credit Creation. Commercial Banking in India; structure and functioning;
Nationalization: Objectives and Performance Evaluation. Banking Sector Reforms.

SECTION C

Role of Commercial Banks in Economic Development: Latest Developments in Banking Sector in India.
Central Banking: Functions and techniques of credit control. Monetary policy:Objectives, Targets and indicators. Reserve Bank of India.

SECTION D

Innovations in Banking: Internet Banking, E –Banking, Mobile banking, Wholesale and Retail Banking, Universal and Narrow Banking, Off–shore Banking.
Asset Classification: Non Performing Assets.

SUGGESTED READINGS:

1. Lucket, D.G. : Money and Banking, McGraw Hill, New York
2. Gupta, S.B. : Monetary Planning for India, Oxford University Press, New Delhi
3. Cargill, T.F. : Money: The Financial system and Monetary Policy, Engle Wood Cliffs, Prentice–Hall.
4. Shekhar, K.G. : Banking Theory and Practice Law and Foreign Exchange. Vikas Publishing House, New Delhi.
5. Misra, S. Puri : Indian Economy, Himalaya Publishing House, New Delhi
6. Varshney, P.N. : Banking Law &Practice.
7. Reserve Bank of India: Report on Currency and Finance.
8. Reserve Bank of India Bulletin
9. Economic Times, Financial Express
10. http://swayam.gov.in/
11. http://edx.org formerly http://mooc.org/

Course Outcomes: The course examines the theoretical concepts at the bottom of the commercial banking operations in the form of financial intermediation and the unique role of banks in the Indian economy. Students gain knowledge about role played by banks in modern monetary systems and financial markets.

BBA (ODL) (Semester - III)

ODBBA-315T COMPUTER APPLICATIONS FOR BUSINESS -II

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Fundamental Concepts of Networking: Need and Advantages of Computer Networks, Types of Networks (LAN, MAN, WAN), Intranet, Extranet Network Security, Topologies of Networks.
Introduction to Web development using HTML: Designing web pages using HTML Hypertext, Hyperlinks, Basic structure of web Page, HTML Tags Head, Body, Title, Basic Tags, BR, inserting Hyperlinks, images to web page, List Tag, Table Tag.

SECTION B

C Language: Introduction of C, Structure of C Program, Data types & Identifier or Variables & Constants , Operators in C, Arithmetic, Logical , Relational,
Control Statements: Simple if , Nested if, Else if ladder, Switch & their Programs.
Looping Statements: While, Do-while & For, Break & continue & their Programs

SECTION C

Database Management System: What is DBMS, advantages of DBMS, Database, Data, Information, Functions of DBMS, DML & DDL. **SQL:** What is SQL, Creation of Tables using SQL, Select, Insert & delete, update Commands in SQL.

SECTION D

Computerized Accounting: Introduction of Tally 9.0, Meaning, advantages of accounting software.

MS-Access: Introduction and advantages of ms-access, creation of database, creation of tables in a database, different query in ms access to get the data out of database.

Suggested Readings:

1. Computer Fundamental by B.Ram.
2. Internet 6-in-1 by Kraynak and Habraken.
3. Internet for Business Manager by Sanjeev Gupta and Shameene Gupta.
4. Understanding computers by V.Rajaraman.
5. Introduction to Computers by Peter Norton.
6. "Tally- ERP 9, Simple Steps of Learning", Kogent Learning.
7. Introduction to Information Technology by Anshuman Sharma
8. Computers by Alexis Leon, Matheus Leon.
9. Office 2007 in 24 Hours by Perry (Techmedia).
10. Let Us C By YashwantKanitkar, BPB Publication.

Course Outcomes: This course is designed to teach students the theoretical approach to information technology by making them aware of basic terminology and concepts of Information technology like networking. The course will also provide them with the understanding of basic computer languages and databases. This course will also demonstrate a basic understanding of computer software like tally with application of basic problem-solving skills

BBA (ODL) (Semester - III)

ODBBA-316S SEMINAR-III

Max. Marks: 50 Marks

Internal Assessment: 00 Marks

End Term: 50 Marks

BBA (ODL) (Semester - IV)

ODBBA-411T COST ACCOUNTING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Introduction to Cost Accounting: Meaning, Scope and use of cost accounting,cost accounting and financial accounting, classification of costs, Brief idea about methods of Costing.

Materials: Purchase and storage of material, Pricing of material issue, Inventorycontrol techniques like EOQ, fixation of levels, ABC and VED analysis

Labour: Items of labour cost, Remuneration methods, Accountingand control of idle time and overtime.

SECTION B

Overheads: Classification, apportionment and absorption of overheads**,** Preparation of **cost sheet**.

Budgets and Budgetary Control: Understanding concepts of master budget, fixedbudget and flexible budget, zero based budget, participative budget and performance budget

SECTION C

Introduction to Standard Costing and Variance Analysis: Standard costing as acontrol technique, setting of standards and their revision;

Variance Analysis–meaning and importance, kinds of variances and their uses– material, labour variances; relevance of variance analysis to budgeting and standard costing

SECTION D

Marginal Costing and Breakeven Analysis: Concept of marginal cost, marginal costing and absorption costing, marginal costing versus direct costing, cost volume profit analysis,

Breakeven analysis: Assumptions and practical applications of breakeven analysis.

Suggested Readings:

1. Horngren, Datar and Foster, "Cost Accounting: A Managerial Emphasis", Pearson Education.
2. Arora, M.N., "Cost Accounting Principles and Practices", Vikas Publishing House.
3. Kishore, Ravi M., "Cost Accounting", Taxmann Allied Services.
4. Lal, Jawahar, "Cost Accounting", Tata McGraw Hill.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

Course outcome: This course is designed to discuss the theoretical foundation of cost accounting, the basic issues related to cost measurement in job costing systems and process costing systems and the problems of overhead application rates and how to refine the plant- wide application rates of over- head.

BBA (ODL) (Semester - IV)

ODBBA-412T MANAGEMENT INFORMATION SYSTEM AND ENTERPRISE RESOURCE PLANNING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Introduction to system, Elements of system, characteristics, types of systems. Data and information, Classification of Information,

Management Information Systems (MIS): Need and concepts, importance & Evolution of MIS, Types of MIS, Role of MIS in an organisation, structure of MIS, Pitfalls of MIS development.

SECTION B

Decision Support System: MIS and DSS, Types of DSS, Components of DSS

Security of Data & Information : Need For Data Security, Security Issues in Business, Security Techniques, Good Encryption/Authentication Practices, Firewalls, Software Piracy/Security, Internet Robbery: Cyber Crimes, Hacking, Cyber Theft.

SECTION C

Winding up of a company. Modes, Procedure and consequences of winding up

Database Technology : Database , data processing , data Dictionary, Data Structure, DBMS File/ record/Data Management Functions, DBA, SQL Query for Selecting, Inserting & Deletion of data from database. Data Concurrency, Data Independence.

Introduction to ERP: Definition of ERP, Benefits of ERP, Integrated Management Information Seamless Integration, Supply Chain Management.

SECTION D

Integrated Data Model, Business Engineering and ERP, Definition of Business Engineering, Principle of Business Engineering, Business Engineering with Information Technology.

Other related Technologies : Data Warehousing, Data Mining, OLAP, SCM

Suggested Readings:

1. Laudon and Laudon – *Management Information Systems*, Pearson Education.
2. Jerome Kantler – *Management Information Systems,* PHI.
3. Murdick & Ross – *Information Systems for Modern Management*, Prentice Hall.
4. Janakiraman & Sarukesi – *Decision Support Systems*.
5. Vinod Kumar Garg and N.K.Venkita Krishnan, "Enterprise Resource Planning, Concepts and Practice", PHI, 1998.
6. Lau, "Enterprise Resource Management", McGraw Hill
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/

Course Outcome: The subject enables students to learn how businesses use information to improve the company's operations and how to manage various information systems so that they best serve the needs of managers, staff and customers. It will develop the ability to understand the various business processes and create a link between the users or customers and the technology.

BBA (ODL) (Semester - IV)

ODBBA-413T LEADERSHIP AND DECISION MAKING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Understanding leadership; Leadership and Management; Importance of Leadership; Theories of leadership: Trait theories, Behavioral theories, Leader Member Exchange theory, Contingency and situational theories. Leadership styles; Key leadership attributes; Transactional vs. Transformational leadership.

Section B

Developing Leadership Skills-Techniques; Challenges to The Effectiveness of Leadership; Addressing Ethics in Leadership; Managing Conflict in Leadership; Substitutes and Neutralizers of Leadership; Leadership across cultures.

Discussion paper: 'Leadership that gets results' by Daniel Goleman, Harvard Business Review, March-April, 2000.

Section C

Problem Solving Vs. Decision Making; Decision Making- Process, the rational Model, Bounded Rationality and Intuition; Types of decisions, Tools and Techniques of Individual and group decision making.

Section D

Individual Dilemmas and organizational Constraints in Decision making; common biases and errors in Decision Making; Post decision analysis; Strategies for improving decisions.

Discussion Paper-'Conquering a Culture of Indecision' by Ram Charan, Harvard Business Review, January 2005.

Suggested Readings

1. Introduction to leadership: concepts and practice; Peter G Northouse, Sage Publications, Fourth Edition 2018.
2. Organizational Behavior, K. Ashwathappa, Himalaya Publishing House, 13th edition.
3. Organizational Behavior, Robbins, Judge and Vohra, Pearson, 16TH Edition.
4. The three secrets of wise decision making, Barry. F. Anderson, Single Reef Press, 2002.
5. HBR's 10 Must Reads on Leadership
6. HBR's 10 Must Reads on Making smart decisions
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/

Course Outcomes: Leaders with a well-developed decision-making ability can make quality, informed choices from a number of options. Through this course, students will learn about different leadership styles and its application in different situations to influence others. They must also learn how to persuade others to understand and support their decisions as a leader.

BBA (ODL) (Semester - IV)

ODBBA-414T FUNDAMENTALS OF INTERNATIONAL TRADE

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Schools of Thoughts: Mercantilist school of thought versus Liberal school of thought.
International Trade Theories: Absolute advantage Theory, Comparative Cost Theory, Factor Proportion Theory, Product Life Cycle Theory and Competitive Advantage Theory.
International trading environment, Phases of Globalization and changing Nature of Global Economy

SECTION B

Multinational Corporations and their role to promote International Trade with Special reference to India.
Brief history of International Monetary System with special reference to Bretton Woods Agreement.
World Trade Organization(WTO) and its Implication for the developing economies like India.

SECTION C

Foreign Exchange Market: Basics concepts ; Exchange rates, Spot Exchange Rate, Forward Foreign exchange rate, Hard currencies, Soft currencies and Currency Convertibility.
Financing foreign Trade: Letter of Credit, Bill of lading, Export-Import Bank, Export Credit Insurance.

SECTION D

Counter Trade: Types ; Pros and cons of counter Trade.
Foreign Trade in India: foreign trade policy in India, export promotion, Special Economic Zones (SEZ's), Export Processing Zones in India, Export Incentives, Exporting and Importing.

Suggested Readings:

1. Aswathappa, International Business, Tata McGraw hill Education Pvt. Ltd, New Delhi
2. Charles Hill, Interantional Business, Tata McGraw hill Education Pvt. Ltd, New Delhi
3. John D. Daniels, lee H. Radebaugh and Daniel P. Sullivan Pearson, International Business-Enivorments and Operations Pearson Publication.
4. Verma. M.L., International Trade, Vikas Publication House Pvt. Ltd., New Delhi.

5. Bhalla V.K. and Shivaramu S., InterantionalBusijnessenviorment and Management, Arnold Publication Pvt. Ltd.
6. Paul R.R.,Money Banking and International Business, Kalyani Publishers, New Delhi.
7. Fathehi Kamal, International Management – A cross cultural and functional perspective.
8. Peter H. lindert, International Economics, all indiatraveler Book seller, New Delhi.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/

Course outcome: This course deals with the theory and practice of international trade and of trade-related policies. The prime focus is on analysing the gains from trade, the changing patterns of trade, the income distributional consequences of liberalising foreign trade and the relationship between trade, investment, and economic growth. The ability to use economic analysis to reach a deeper understanding of international trade will be an important formative element for those who intend to develop careers in international business and management.

BBA (ODL) (Semester - IV)

ODSOA-415T DRUG ABUSE : PROBLEM, MANAGEMENT AND PREVENTION (MANDATORY PAPER)

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION – A

a) Meaning of Drug Abuse:

(i) Meaning, Nature and Extent of Drug Abuse in India and Punjab.

(ii) Consequences of Drug Abuse for:

Individual : Education, Employment,
Income. Family: Violence.
Society : Crime.
Nation : Law and Order problem.

SECTION – B

b) Management of Drug Abuse:

(i) Medical Management: Medication for treatment and to reduce withdrawal effects, Rehabilitation.

(ii) Psychiatric Management: Counselling, Behavioural and Cognitive therapy.

(iii) Social Management: Group therapy and Environmental Intervention.

SECTION – C

a) Prevention of Drug abuse:

(i) Role of family: Parent child relationship, Family support and Supervision.

(ii) School: Counselling, Teacher as role-model. Parent-teacher-Health Professional Coordination.

SECTION –D

b) Controlling Drug Abuse:

(i) Media: Restraint on advertisements of drugs, advertisements on bad effects of drugs, Educational and awareness program.

(ii) Legislation NDPs act, Statutory, warnings, Policing of Borders, Checking Supply/Smuggling of Drugs.

References:

Ahuja, Ram (2003), Social Problems in India, Rawat Publication, Jaipur.
Extent, Pattern and Trend of Drug Use in India, Ministry of Social Justice and Empowerment, Government of India, 2004.
Inciardi, J.A. 1981. The Drug Crime Connection. Beverly Hills: Sage Publications.
Jayachandran, J. (2020), The Media Coverage of Drugs and Alcohol in Punjab during COVID-19 Pandemic. Asian Politics & Policy, 12: 469-476. https://doi.org/10.1111/aspp.12537
Kapoor. T. (1985) Drug epidemic among Indian Youth, New Delhi: Mittal Pub.
Kessel, Neil and Henry Walton.1982, Alcohalism. Harmond Worth: Penguin Books.
Modi, Ishwar and Modi, Shalini (1997) Drugs: Addiction and Prevention, Jaipur: Rawat Publication.
National Household Survey of Alcohol and Drug abuse. (2003) New Delhi, Clinical Epidemiological Unit, All India Institute of Medical Sciences, 2004.
Ross Coomber and Others.2013, Key Concept in Drugs and Society. New Delhi: Sage Publications.
Sain, Bhim 1991, Drug Addiction Alcoholism, Smoking obscenity New Delhi: Mittal Publications.
Sandhu, Ranvinder Singh, 2009, Drug Addiction in Punjab: A Sociological Study. Amritsar: Guru Nanak Dev University.
Singh, Chandra Paul 2000. Alcohol and Dependence among Industrial Workers: Delhi: Shipra.
Sussman, S and Ames, S.L. (2008). Drug Abuse: Concepts, Prevention and Cessation, Cambridge University Press.
Verma, P.S. 2017, "Punjab's Drug Problem: Contours and Characterstics", Economic and Political Weekly, Vol. LII, No. 3, P.P. 40-43.
World Drug Report 2016, United Nations office of Drug and Crime. World Drug Report 2017, United Nations office of Drug and Crime.
http://swayam.gov.in/
http://edx.org formerly http://mooc.org/

COURSE OUTCOME:

- This course will help the students to have knowledge about Drug Abuse and its impact on Individual, Family and Society at large.
- Further, the course will help students to know about the management and prevention of Drug Abuse.
- The course aims to create awareness among the students about menace of Drug Abuse

BBA (ODL) (Semester - IV)

ODBBA 416S: SEMINAR-IV

Max. Marks: 50 Marks

Internal Assessment: 00 Marks

End Term: 50 Marks

BBA (ODL) (Semester - V)

ODBBA-511T: PROJECT MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Concept of project and project management, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, Identification of project**.** The Planning Process: Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques.

SECTION B

Project Appraisal: Technical Appraisal: Factors for considerations of technical appraisal. Market Appraisal: Market survey, sources of data and methods of data collection, Financial Appraisal: Estimation of financial requirements, Sources of finance

SECTION C

Social Appraisal: Rationale of Social cost benefit analysis. Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis. Project scheduling: Graphic representation of project activities

SECTION D

Network Analysis, Network Techniques: PERT and CPM. Resource Allocation, Risk Analysis, Control of Projects: control systems, control of constraints – cost and time over run.

Suggested Readings:

1. Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review,* Tata McGraw-Hill Publishing Company Ltd., New Delhi.
2. Nagarajan, K. *Project Management,* New Age International Publishers, New Delhi.
3. Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications.
4. B.M. Naail, *Project Management (Scheduling and Monitoring by PERT / CPM),*Vikas Publishing House Pvt. Ltd.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

Course Outcome: This course has been designed to introduce project management terms and concepts. Students will get knowledge about project life cycle right from idea generation to its implementation include societal concerns. Students would be equipped with various techniques to deliver project within predetermined time, cost and budgetary constraints.

BBA (ODL) (Semester - V)

ODBBA-512T LEGAL ASPECTS OF BUSINESS

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

SECTION B

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

SECTION C

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.The Limited Liability Partnership Act 2008:Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

SECTION D

Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

SUGGESTED READINGS:

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Pub1ishing.House (P) Ltd.
2. M.C.Kucchal,&Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor& Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. GulshanKapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari&Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. RohiniAggarwal: Mercantile & Commercial Law, Taxmann.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/

Course Outcomes: Fundamental knowledge of various laws governing business and trade is essential for students. It helps them in learning the legal aspects and their impact on business activities. Business law strengthens the capacity of the students to think critically and to evaluate how outcomes arise from actions. Law classes also use actual, concise, and simplified cases to enable students to understand the implications of regulations governing the business transactions

BBA (ODL) (Semester - V)

ODBBA-513T SUPPLY CHAIN MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION- A

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment. Distribution — Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

SECTION- B

Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

SECTION- C

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

SECTION- D

Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

Suggested Readings

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., &Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., &Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., &Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handheld, R. B., Giunipero, L. C., &Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., &Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.
11. Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.
12. http://swayam.gov.in/
13. http://edx.org formerly http://mooc.org/

Course Outcomes: This course enhances students with the importance of logistics in formulation of business strategy and the conduct of supply chain operations. It enriches students with in depth understanding of logistics operations and their inter relationship with our departments of an organization

BBA (ODL) (Semester - V)

ODBBA-514T INDIAN FINANCIAL SYSTEM

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION-A

Indian Financial System: Evolution, characteristics, significance and components

Financial system and economic development

Regulations in Financial System: Role and need of Regulations in Financial System-RBI, SEBI and IRDA

SECTION-B

Financial Markets: Functions and Organisation, Types of Financial Market (role and functions of each market type)- Money Market, Capital Market, FOREX Market, Debt Market-

Money market instruments : call loans, treasury bills, certificates of deposits, commercial bills, Repos and reverse Repo concepts. Recent trends in Indian money market; Role of central bank in money market.

Capital market: Organization and instruments. Primary and secondary markets. Role of stock exchanges in India.

SECTION-C

Financial Instruments: Traditional and Innovative; Shares, Debentures/Bonds including floating rate bonds, Zero coupon bonds, Deep discount bonds, Warrants, Derivatives: Futures, Options swaps. ADRs, GDRs, IDRs

Financial Services: Objectives, types, intermediaries, financial service sector problems and reforms.

Mutual Fund: concept, types and functioning, Limitations of Mutual Funds

SECTION-D

Financial Institutions: Commercial banks, NBFCs and Development banks

Present Banking structure in India.

Development Banks: Concept, Objectives and Functions of development banks; IFCI, IDBI, NABARD, SIDCs, SIDBI; State financial corporations.

Non-banking financial institutions: Concept, Role and Functions of non-banking financial institutions.

Suggested Readings:

1. Khan, M.Y, "Indian Financial System" by Tata McGraw Hill Publishing Co.Ltd.
2. Vasant Desai, "The Indian Financial System & Development", Himalaya Publishing House.
3. Bhole, L.M , "Indian Financial Institutions and Market", Tata McGraw Hill Publishing Co. Ltd.
4. Avadhani V.A., "Capital Market Management", Himalaya Publishing House.
5. Machiraju, 'Indian Financial System' – Vikas Publishing House,
6. Varshney P.N., & Mittal D.K., 'Indian Financial System', Sultan Chand & Sons, New Delhi.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/

Note: The latest editions of the books should be followed.

Course outcomes: The course gives an overview to the students of the financial system and flow of funds in the system. Students will develop familiarity with various financial instruments and financial institutions.

BBA (ODL) (Semester - V)

ODBBA-515T MANAGEMENT OF INSURANCE SERVICES

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION- A

Risk: Concept, Types, Risk Management – Objectives, Process, Strategies, Risk Management and Insurance.

Concept of Insurance, Need/Purpose, Principles of Insurance: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith, Proximate Cause, Contribution.

An overview of Insurance Industry: Nature of Insurance Business, Structure.

SECTION- B

Regulatory Aspects: Brief overview of the Legal and Regulatory Frameworks Relating to Life and General Insurance in India, Role of IRDA.

Re-insurance- Concept, Features, Types.

Financial Planning and Taxation: Different Types of Insurance Plans: Whole Life, Term Assurance, Endowment, Tax Benefits under Insurance Policies.

SECTION- C

Types of Insurance-Group insurance, Health Insurance, Unit linked Insurance Plans, Fire Insurance-Meaning and Principles, Marine Insurance- Meaning and Principles.

Life Insurance Documents, Insurance premium-Net premium, Gross premium, Bonus, Surrender value, Paid up value, Annuities, Riders.

Claim settlement in Life Insurance-Types of claims, Procedure.

Claim settlement in Fire Insurance- Settlement procedure.

SECTION- D

Distribution Channels for Insurance: Agency, Direct Marketing, Bancassurance, Brokers.

Role of Professional Specialists/ Insurance Intermediaries: Underwriters, Surveyors, Actuaries.

Role of Ombudsman, Role of Tariff Advisory Committee.

Insurance in Rural/Social Sectors, Role of Insurance in Socio-Economic Development.

Suggested Readings -

1. Risk Management & Insurance, Arhur Williams – McGraw Hill.
2. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill Edition
3. SethiJyotsna and Bhatia, Nishwan (2011) Elements of Banking and Insurance.
4. Sahoo, SC and Das, SC (2011) "Insurance management – Text and cases, Himalaya Publishing House
5. Rejda, George E (2011) Principles Risk Management and Insurance, Pearson Education, New Delhi.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/

***Course Outcomes**: Students will be able to understand the working and functioning of the Insurance sector studying the inter-relationship between Insurance & Risk Management analyze the role of Insurance Business Intermediaries and obtain an overview of Regulatory Framework of Insurance Sector in India.*

BBA (ODL) (Semester - V)

ODBBA-516T PERSONAL SELLING AND SALES FORCE MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION- A

Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

SECTION- B

Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

SECTION- C

The Selling Process: Pre approach — acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects — sources of prospecting, conditions for qualification, Opening a sale — methods of approaching, Sales presentation — presentation strategies and methods, Sales demonstration — planning effective demonstration, use of sales tools, Handling objection — types of objections, determining hidden objections, strategies for handling objections, Closing a sale — trial close, closing techniques, Post sales follow up.

SECTION- D

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force — Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Suggested Readings:

1. Still, Cundiff&Govani: Sales Management, Prentice Hall of India
2. Charles Futrell: Fundamentals of Selling, McGraw Hill
3. http://swayam.gov.in/
4. http://edx.org formerly http://mooc.org/

Course Outcomes: This course aims to impart knowledge about personal selling to students along with tools required for the same. Sales force management teaches students about organization of sales force and managing them to achieve company's sales objectives.

BBA (ODL) (Semester - V)

ODBBA-517T INTEGRATED MARKETING COMMUNICATION

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION – A

Introduction: Nature of Communication, An Integrated Marketing Communications Plan, Emerging Trends in Marketing Communications.

Brand Management: Brand Names and Brand Types, Brand Logos, Identifying the Desired Brand Image, Developing and Building Powerful Brands, Private Brands, Packaging.

Buyer Behaviours: Information Searches and the Consumer Purchasing Process,Evaluation of Alternatives, The Business-to-Business Buying Process.

SECTION – B

Planning Process: Market Segmentation by Consumer Groups, Business-to-Business Market Segmentation,Product Positioning, Types of Budgets.

Advertising Campaign Management: Advertising Theories, Impact of Advertising Expenditures, In-House Versus External Advertising Agencies, Roles of Advertising Personnel.

Advertising Design: Message Strategies,Types of Advertising Appeals, Executional Frameworks, Sources and Spokespersons.

SECTION – C

Digital Marketing: Introduction, Web 4.0, E-Commerce, Mobile Marketing, Digital Strategies, Web Advertising,Search Engine Optimization.

Social Media: Introduction, Social Media Sites, Social Media Marketing Strategies.

Alternative Marketing: Alternative Marketing Programs,Product Placements and Branded Entertainment,Alternative Media Venues.In-Store Marketing

SECTION – D

Promotional Tools: Database Marketing, Database-Driven Marketing Programs, Direct Response Marketing, Personal Selling, Consumer Promotions, Trade Promotions.

Public Relations and Sponsorship Programs: Public Relations Functions, Creating Positive Image-Building Activities, Preventing or Reducing Image Damage, Sponsorships, Event Marketing

Regulations and Ethical Concerns: Marketing Communications Regulations, Deception versus Puffery, IMC and Ethics, Responding to Ethical Challenges.

SUGGESTED READINGS:

1. Clow, K., and Baack, D.: Integrated Advertising, Promotion, and Marketing Communications, Pearson (8th edition, global edition)
2. Shah, K.: Advertising and Integrated Marketing Communications, McGraw Hill Education (India) Private Limited.
3. Percy, L.: Strategic integrated marketing communications, Routledge.
4. Belch, G. E., and Belch, M.A.: Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill Education.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

Course outcomes: The course aims at conducting and evaluating marketing research and application of these findings for development of competitive and positioning strategies.

BBA (ODL) (Semester - V)

ODBBA-518T COUNSELLING AND NEGOTIATION SKILLS FOR MANAGERS

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION- A

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

SECTION- B

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

SECTION- C

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

SECTION- D

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Suggested Readings:

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., &Welfel, E. R.: The counselling process: A multitheoretical integrative approach, New York: Brooks Cole.
6. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
8. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HR
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/

Course Outcomes: This course has been designed to give an insight into handling employee performance and developmental issues using basic skills of counselling. It enables the students to understand the skills required for communication, listening, and empathising with the employees of an organization. It equips the students with ability to question and understand the behaviour change.

BBA (ODL) (Semester - V)

ODBBA-519T TALENT AND KNOWLEDGE MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION- A

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

SECTION- B

Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

SECTION- C

Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

SECTION- D

Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Suggested Readings:

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand —Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house.
7. T. Raman: Knowledge management —a resource book, Excel books.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/

Course Outcomes: This course enhances the student understanding about the nature and typology of knowledge and knowledge management within an organization. It also ensures in identifying leading technologies that are most vital for capturing, organizing and sharing knowledge within an organization.

BBA (ODL) (Semester - V)

ODBBA-520S SEMINAR-V

Max. Marks: 50 Marks

Internal Assessment: 0 Marks

End Term: 50 Marks

BBA (ODL) (Semester - VI)

ODBBA-611T: INCOME TAX LAW AND PRACTICE

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Introduction to Income tax Act, 1961**:** Definitions of Assessee, Person, Assessment Year, Previous Year, Rates of Tax for Individuals, Firms, Average Rate of Tax Concept of Agriculture Income, Partly Agriculture Income, Tax Calculation.

SECTION B

Residential Status**:** Determination of residential status of an Individual, Incidence of Tax, Scope of total income on the basis of residence.
Income u/h Salaries
Income u/h House Property

SECTION C

Income u/h Capital Gains Income u/h

Income from Other Sources ; Set off & carry forward of losses

SECTION D

Deduction from Gross Total Income. (Related to Individuals). Computation of total income as Regard to income of individual Voluntary Return of Income, Due Date of filing return, PAN

Suggested Readings:

1. Ahuja Girish, "*Systematic Approach to Income Tax*", Bharat Law House, New Delhi
2. Mehrotra H.C., "*Income Tax Law & Practice*", SahityaBhawan Publications, Agra
3. Singhania . K. Vinod., "*Students Guide to Income Tax*", Taxman Publications (P) Ltd.

   Website: www.incometaxindia.gov.in
4. http://swayam.gov.in/
5. http://edx.org formerly http://mooc.org/

Course Outcome: The course strives to provide students with a comprehensive understanding on the areas of income tax law framework and acquaints them with various tools and techniques for making prudent tax planning decisions.

BBA (ODL) (Semester - VI)

ODBBA-612T: PRODUCTION & OPERATIONS MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Concept of Production & Operations management, Product and service continuum. Types of Production and Service systems. Just in Time Manufacturing Systems, New Product Design and development.

Plant location- Factors affecting location selection, techniques for location selection.

Plant layout- Types of layout, suitability of layout.

SECTION B

Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing, Gant Charts, Concepts of Network Analysis.

Productivity: Concept and Importance, Factors Affecting Productivity, Methods to improve productivity.

SECTION C

Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement.

Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services.

SECTION D

Quality Issues: Concept of Quality and Total Quality Management, Statistical Quality Control.

Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Basic EOQ Model, Reorder level, Lead Time and Safety Stock

Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, KanishkaBedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski& L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. Operations Management – For Competitive Advantage, Richard B Chase, F Robert. Jacobs, Nicholas J Aquilano and Nitin K. Agarwal, McGraw Hill Co.
6. http://swayam.gov.in/

7. http://edx.org formerly http://mooc.org/

Course Outcome: This course enables the students to learn how people organize themselves to be productive and profitable at their enterprise, how goods and services are produced and provide knowledge about managing production and operations activities of the business firms. Students will gain knowledge about modern production systems and techniques and how to run business operations effectively.

BBA (ODL) (Semester - VI)

ODBBA-613T FUNDAMENTALS OF INVESTMENT ANALYSIS

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION-A

Investment Foundation: Investment Meaning, Objectives, Characteristics, Investment vs. speculation. The investment decision process
Investment Alternatives – Bank Deposits, Post Office Saving Schemes, Real Estate and Financial Assets (Equity, Mutual funds, Debt), Commodities, Mutual Funds, ULIPS
The Indian securities market: Meaning, role, market participants (Stock exchanges, Stock brokers, Clearing House, Depositories, Depository Participants, FIIs, Domestic institutional investors, Individual investors)

SECTION-B

Sources of financial information, Online and offline trading in securities, security market indices, Listing of Securities, NSE, BSE and MCX; Stock Indices: SENSEX and NIFTY
Concept of return and risk: Return: Meaning, types, calculation. **Risk**: Meaning, Types and Computation. Portfolio and Diversification, Portfolio Risk and Return

SECTION-C

Analysis of Equity and Debt Instruments: (a) Fixed Income Securities: Bond features, types of bonds, estimating bond yields, Bond Pricing, types of bond risks, default risk and credit rating, Bond market indices. (b) Approaches to Equity Analysis: Introduction to Fundamental Analysis and Technical Analysis, dividend capitalization models, and price-earnings multiple approach to equity valuation, intrinsic value, Price to Book value ratio**.**

SECTION-D

SEBI: Setting up, Need, Objectives and Organization.
Investor Protection: Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading and its legal consequences, investor awareness and activism.

Suggested Readings:

1. Jones, C.P. Investments Analysis and Management, Wiley, 8th ed.
2. Chandra, Prasanna. Investment Analysis and Portfolio Management. McGraw Hill Education
3. Rustogi, R.P. Fundamentals of Investment. Sultan Chand & Sons, New Delhi.
4. Mayo. An Introduction to Investment. Cengage Learning.
5. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, "*Investments*", PrenticeHall of India, 6th edition ,1998.
6. Reilly, Frank K. and Brown, Keith C., "*Investment Analysis and Portfolio Management*",Thomson–South Western, 11th edition, 2018.
7. Richard Brealey and Steward Myers, "*Principles of Corporate Finance*" McGraw-Hill, 11th edition, 2017.
8. Avadhani, V A., "*Investment Management*" Himalaya Publishing House, 8th edition, 2012.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/

Note: Latest editions to be followed.

Course Outcome:
The course is expected to help the students understand the basics of investment and evaluate the different alternatives by employing the risk return trade-off. The learners will be able to comprehend the working of stock markets and understand the evaluation of fixed income and equity assets and make sound investment decisions to reap maximum benefits.

BBA (ODL) (Semester - VI)

ODBBA-614T BUSINESS ANALYSIS AND VALUATION

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.

SECTION B

Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model

SECTION C

Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates- cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life.

SECTION D

Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies.
Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options

Suggested Readings:

1. Foster, George *Financial Statement Analysis*, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance* (2nd ed.). Wiley India Pvt. Ltd.
3. Chandra, P. (2011).Corporate *Valuation and Value Creation*, (1st ed). TMH
4. Weston, Chung, Hoag, *Mergers, Restructuring and Corporate Control*, Prentice Hall of India
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

Course Outcome: The course contemplates developing theoretical and practical knowledge in financial statement analysis and business valuation. Students develop the understanding of relevant tools and methodologies on analyzing the financial statements and firm evaluation strategies beneficial for prudent investment & finance related decisions.

BBA (ODL) (Semester - VI)

ODBBA-615T INVESTMENT BANKING AND FINANCIAL SERVICES

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Introduction: 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.

SECTION B

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

SECTION C

Leasing and Hire Purchase :Concepts of leasing, types of leasing — financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest &Instal1ment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

SECTION D

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

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

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

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 non mortgage assets, Securitization in India.

Suggested Readings:

1. M.Y.Khan: Financial Services, Tata McGraw —Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/

Course Outcome: The objective of this course is to familiarize students with the necessary theoretical and conceptual tools used in investment banking to help them gain practical insights in the field of company valuation. It will provide general understanding of investment banking activities, the mechanics of financial analysis, valuation of deal structuring, mergers and acquisitions and LBO settings to make students ready for a career in investment banking.

BBA (ODL) (Semester - VI)

ODBBA-616T TOURISM AND HOSPITALITY MARKETING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION – A

Introduction: Definition Of Marketing, Importance Of Marketing, Tourism Marketing, Marketing Process, Customer Needs, Wants, And Demands; Market Offerings: Tangible Products, Services, and Experiences; Customer Value and Satisfaction; Exchanges and Relationships; Markets.

Service Characteristics of Hospitality and Tourism Marketing: Characteristics of Service Marketing; Recommendations for improving Service Quality: Managing employees as part of the product, Managing perceived risk, Managing capacity and demand.

The Marketing Environment: Micro environment and macro environment factors

SECTION – B

Marketing Research: Definition and Process of Marketing Research; Marketing Information System.

Consumer and Organisational Buying: Personal characteristics affecting Consumer Behaviour, Consumer Buying Decision Process, Organizational Buying Process.

Marketing Strategies: Bases for Market Segmentation, Using Multiple Segmentation Bases, Requirements for effective segmentation; Market Targeting: Evaluating Market Segments, Selecting Market Segments, Choosing a Market - Coverage Strategy; Market Positioning: Positioning Strategies, Choosing and Implementing a positioning strategy, Positioning Measurement: Perceptual Mapping.

SECTION – C

Product: Definition, Levels, Branding Strategy, New Product Development Process, Product Life-Cycle Strategies

Pricing: Factors to consider when setting prices, General Pricing Approaches, Pricing Strategies, Revenue Management, Psychological Pricing.

Distribution Channels: Nature and importance of distribution channels, Major hospitality distribution channels

SECTION – D

Promotion Mix: Integrated Marketing Communications, Steps In Developing Effective Communications, Major Decisions In Advertising, Public Relations, Publicity.

Direct, Online, Social Media, And Mobile Marketing: Direct and digital marketing, Forms of direct and digital marketing, Online Marketing, Social Media Marketing, Database Uses, Relationship marketing and loyalty programs, Traditional forms of direct marketing.

Destination Marketing: Marketing tourism destinations, Tourism development and investments, Segmenting and monitoring the tourist market.

Suggested Readings:

1. Kotler, P., Bowen J. T., Makens, J. C. and Baloglu, S.: Marketing for Hospitality and Tourism, Pearson (7^{th} edition, Global Edition).
2. Kumar, P., Marketing of Hospitality and Tourism Services, Tata McGraw Hill Education Private Limited.
3. Fyall, A., Legohérel, P., Frochot, I., Wang, Y., Marketing for Tourism and Hospitality: Collaboration, Technology and Experiences, Routledge.
4. Ramaswamy, V.S. &Namakumari, S.: Marketing Management: Global Perspective -Indian Context, Macmillan Publishers India Limited.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/
7. **Course Outcome**: This subject provides an introduction to the marketing concepts and techniques inherent in the hospitality and tourism industries. By evaluating the marketing environments affecting the hospitality and tourism businesses, students are able to understand how to define and select target markets, establish marketing plans and programmes, implement control and evaluation plans.

BBA (ODL) (Semester - I)

ODBBA-617T INTERNATIONAL MARKETING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION- A

Framework of international marketing .Intra firm & environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

SECTION- B

Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business — An overview of licensing regulations & Procedures.

SECTION- C

International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad- overview, merchandising, Trade fairs/exhibition

SECTION- D

Institutional infrastructure for export in India, Export Assistance.
Introduction to Export documentation and procedures, framework, pre-shipment & postshipment documents, Role of ITPO in export promotion, quality control & pre-shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.

Suggested Readings:

1. Varshney& Bhattacharya: International marketing management, Sultan Chand & Sons
2. W.J. Keegan: Multinational Marketing Management, Prentice Hall.
3. V. Terpestra& Ravi Saratnag: International marketing, Naper Publishing Group.
4. P. Cateora& Graham: International marketing, McGraw Hill.
5. Hans Muhlbache: International marketing-A global perspective, Cengage Learning EME
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/

Course Outcome: On successful completion of this course, students will develop an understanding about major opportunities, roadblocks and economic situations related to international markets. It enables students to assess the organization's ability to enter and exit in the international market and how to take upon the decisions related to marketing mix variables.

BBA (ODL) (Semester - VI)

ODBBA-618T CUSTOMER RELATIONSHIP MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Customer Relationship Management: Meaning, Emergence of CRM Practice, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders in CRM, Significance of CRM. Customer Retention and Customer Experience Management: Changing Roles of CRM, Customer Retention Management, Reasons for Customer Switching, Strategies for Customer Retention, Customer Recall Management, Customer Recall Strategies, Customer Experience Management (CEM) Strategy.

Section B

Emerging Concepts and Perspectives in CRM: CRM Cost-Benefit Analysis, Customer Value, Customer Lifetime Value, Customer Profitability, Customer Classification Based on Customer Profitability, Customer Profitability as Strategic Measurement Tool, Customer Profitability and Company Value, CEM and Customer Profitability Management, Enterprise Marketing Management (EMM) Strategy, CRM-EMM Comparison. Employee Factor in Customer Relationship Management: Employee-Organization Relationship, Role of Employee Satisfaction on Customer Satisfaction, Implications of Employee Customer Linkage, Factors Effecting Employee BehaviorTowards Customers, Essentials of Building Relationship with Employees through Employee Relationship Management, Model for Employee's Customer Orientation

Section C

Customer Satisfaction: Meaning, Rationale, Components of Customer Satisfaction, Customer Satisfaction Models, Measuring Customer Satisfaction, The ISO Guideline, Customer Satisfaction Index, The Common Measurement Tools (CMT), Kano Model Customer Loyalty: Concept and Significance, Customer Loyalty Ladder, Loyalty Principles, Dimensions of Loyalty, Determinants of Loyalty, Categories of Loyalty, Factors Affecting Customer Loyalty, The Customer Loyalty Grid.

Section D

Technological Developments in CRM: CRM to e-CRM-A Changing Perspective, e-CRM: an Information Technology Tool, Features and Advantages of e-CRM, Technologies of e- CRM, Functional Components of

CRM Solution:- Sales Applications, Marketing Applications, Customer Service and Support Applications, Important CRM Software Programs, Applications of e-CRM. Information Technology Implementation in CRM: Introduction, Customer Interaction Issues of Business, Database Management, Database Construction, Data Warehousing, Data Warehousing Architecture and Storage, Approaches in Data Warehousing, Data Mining, Characteristics of Data Mining, Data Mining Tools and Techniques.

Suggested Readings:

1. Rai, Alok Kumar, "Customer Relationship Management- Concepts & Cases", Prentice Hall of India, New Delhi.

2. Barnes, James G., “Secrets of Customer Relationship Management”, McGraw Hill, New Delhi.

3. Kincaid, Judith, “Customer Relationship Management: Getting it Right”, Pearson Education, New Delhi.

4. Peelen, Ed, “Customer Relationship Management”, Pearson Education, New Delhi.

5. Anderson, Kristin and Carol Kerr, “Customer Relationship Management”, McGraw Hill, New Delhi.

6. Sheth, Jagdish N., ParvatiyarAtu l, &Shainesh, G., “Customer Relationship Management: Emerging Concepts, Tools and Applications”, McGraw Hill, New Delhi.

7. Gosney, John W., Thomas P., “Customer Relationship Management Essentials”, Prentice Hall of India, New Delhi.

8. http://swayam.gov.in/

9. http://edx.org formerly http://mooc.org/

Course outcome: This course enriches students about the organizational benefits along with creating long term relation with the customers. It also enhances the understanding about technological enhancement and human issues related to implementation of customer relationship management in an organization.

BBA (ODL) (Semester - VI)

ODBBA-619T TRAINING AND DEVELOPMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION- A

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training. Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

SECTION- B

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e- training.

SECTION- C

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behaviouralmodelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

SECTION- D

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant —Client Relationships, System Ramifications, Power, Politics and OD

Suggested Readings:

1. Blanchard P.Nick& Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and VohraVeena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf &PareekUdai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

Course outcome: This course helps the students to identify and relate learning styles to activity tasks. They will learn evaluation of training material for trainees of different experiential levels. As learning how to design an effective training module and its execution is an inevitable part of this course, students will learn how to create and deliver motivating and effective workshops.

BBA (ODL) (Semester - VI)

ODBBA-620T PERFORMANCE AND COMPENSATION MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION- A

Introduction- Concept, Objectives, History from performance appraisal to performance management; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling. Performance management and reward systems. Performance Coaching, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

SECTION- B

Introduction to Job Evaluation.Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, and competency based pay.

SECTION- C

Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

SECTION- D

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity Special compensation situations: International compensation-managing variations. Expatriate Pay.

Suggested Readings:

1. Milkovich&Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler , Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong Herman Aguinis: Performance Management, Prentice Hill.
7. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
8. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
9. Bagchi, S. N.: Performance management, Cengage Learning India.
10. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
11. Robert B.: Performance management, McGraw-Hill Education India.
12. http://swayam.gov.in/
13. http://edx.org formerly http://mooc.org/

Course Outcome: This course will provide knowledge of performance management processes, tools and approaches HR Managers' can take to inspire, monitor and manage employees. Also, HR students will learn to determine compensation packages.

BBA (ODL) (Semester - VI)

ODBBA-621T: HUMAN RESOURCE ANALYTICS

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Fundamentals of HRM; changing trends in HRM; Evolution of SHRM and HR Analytics.

Introduction to HR Analytics and its significance for better decision making ; Four stage model of HR Analytics ; Framework for problem solving; Preparation of HRIS , Role of HRIS in analytics ; Understanding basic HR Processes; HR Metrics - Key performance indicators; Understanding analysis strategies.

SECTION B

Usage of Analytics in HR planning (Markov chain, regression, trend analysis);Job Analysis - Steps to come out with JD; Diversity, equality and inclusion Analytics- Implementation challenges; Staffing analytics- Evaluating Reliability and validity of selection models, Finding out selection bias, predicting the turnover.

SECTION C

Training, Learning and development analytics; Performance measurement analytics; Engagement analytics- Employee attitude surveys; Reward and compensation analytics.

SECTION D

Role of Social Media, Big Data and Predictive Analytics in HR; The HR Scorecard; Visualization and Dashboarding of KPIs (Using Excel /Tableau/ MS Power BI) - Process of development of dashboard, Essential criteria, Selection of appropriate metrics.

Suggested Readings:

1. HR Analytics: Connecting Data and Theory by Rama Shankar Yadav& Sunil Maheshwari, Wiley Publications, ISBN: 9789390421558, 2019.
2. HR Analytics: Practical Approach Using Python by BhartiMotwani, Wiley Publications, ISBN: 9789354240027, 2020.
3. Predictive HR Analytics: Mastering the HR Metric, By Martin Edwards and Kinsten Edwards, KoganPage publications, 2016.
4. Fundamentals of HR Analytics: A manual on becoming HR Analytical, by FerminDiez, Mark Bussin, Venessa Lee, Emerald Publishing Limited, 2019.
5. Becker, Brian E., Mark A. Huselid, Mark A. Huselid, and David Ulrich. The HR scorecard: Linking people, strategy, and performance. Harvard Business Press, 2001.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/

Course Outcome: After studying this course, the student will be able to analyse problem areas in managing HR and how with the usage of HR analytics, they can be predicted at early stage. Moreover, the student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support better decision making.

BBA (ODL) (Semester - III)

ODBBA-622T E-COMMERCE

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

History of E–Commerce: Definition, advantages & disadvantages of E– Commerce; Emergence of WorldWide Web; Transition to e–commerce in India; E –Commerce opportunities for Industries; **Business Models for E–Commerce:** E–business models based on the relationship of Transaction parties.

Technologies of World Wide Web: Internet client–server applications; Telnet, File Transfer Protocol(FTP), Internet, Relay Chart(IRC), ICQ, Multipurpose Internet Mail Extensions(MIME), Internet Networks and Internets; Network Routers, Internet Naming Conventions, Uniform Resource Locators (URLs), Transmission Control Protocol(TCP), Internet Service Providers (ISPs); Major ISP Players in India.

SECTION B

E–Marketing: Traditional Marketing; Identifying Web Presence Goals; Achieving Web Presence Goals, Uniqueness of Web, Meeting the needs of Website Visitors, E–marketing value chain, site adhesions, maintaining a website, metrics designing internet units of measurements.

Online marketing: How buyers pay online, advantages of online market research, Building customer Relationship based on one to one marketing, market segmentation, data mining and marketing research, measuring the effectiveness of E–advertising; Internet Marketing Trends, Target Markets; E–branding; e–marketing related marketing strategies.

E–Payment Systems: Digital payment Requirements; Classification of new–payment systems; Properties of Electronic–Cash; Risks in E–payments; Digital Signatures.

SECTION C

E–Security: Introduction to e-security, Information System Security; Security on the Internet; E–business Risk Management Issues; Information Security Environment in India.

Information System for Mobile Commerce: Definition, wireless applications, Cellular Network, Wireless spectrum. Technologies for mobile commerce, Different generations in wireless communication, mobile commerce in India.

SECTION D

Web–Designing: Requirements of Intelligent Websites, setting website goals and objectives,
Legal & Ethical Issues: Ethical issues in Digital Economy, computers as targets for crime, computer as storage devices, computers as communication tools, cyber stalking, privacy, printing, copyrights, Internet Gambling Threats to Children, Ethical Characteristics of Internet.

Suggested Readings:

1. Joseph, P.T. E–Commerce – An Indian Perspective, Prentice Hall of India, 3rd Edition.
2. Schneider, Gary P. E–Commerce: Strategy, Technology and Implementations, Cengage Learning India Private Limited, Fourth Edition.
3. Murthy, C.S.V. E–Commerce; Concepts, Models, Strategies; Himalaya Publishing House.
4. BrahmCanzer, E–Business and Commerce: Strategic Thinking & Practice Biztantra Publishers.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/

Course Outcome: E-commerce allows small businesses to reach a broad range of consumers. Students studying the field of e-commerce learn about the electronic mediums that make it possible and the business side to understand the transactions and operations. They will also be learning about the online payment systems, E-security, legal and ethical issues governing electronic transactions.