

**West Bengal University of Technology**  
**BF-142, Salt Lake City, Kolkata-700064**  
**New Syllabus of BBA(H) Course/First two Years of Insurance & Risk Mgmt/Supply Chain Mgmt**

**COURSE STRUCTURE**

<b>Year</b>	<b>Semester</b>	<b>Paper Code</b>	<b>Paper</b>	<b>Marks/Credits</b>	
1 <sup>st</sup>	1 <sup>st</sup>	BBA - 101	English –I	100	4
		102	Mathematics – I	100	4
		103	Statistics – I	100	4
		104	Economics - I	100	4
		105	Indian Society & Culture	100	4
		106	Computer Applications– I	100	4
			Total	<b>600</b>	<b>24</b>
	2 <sup>nd</sup>	BBA - 201	English –II	100	4
		202	Mathematics – II	100	4
		203	Statistics – II	100	4
		204	Economics - II	100	4
		205	Psychology	100	4
		206	Computer Applications – II	100	4
			Total	<b>600</b>	<b>24</b>

<b>Year</b>	<b>Semester</b>	<b>Paper Code</b>	<b>Paper</b>	<b>Marks/ Credits</b>	
2 <sup>nd</sup>	3 <sup>rd</sup>	BBA 301	Principles of Management	100	4
		302	Business Environment	100	4
		303	Business Regulatory Framework	100	4
		304	Business Economics	100	4
		305	Business Communication	100	4
		306	Financial Accounting	100	4
			Total	<b>600</b>	<b>24</b>
	4 <sup>th</sup>	BBA 401	Production Management	100	4
		402	Materials Management	100	4
		403	Financial Management-I	100	4
		404	Marketing Management-I	100	4
		405	Human Resource Management-I	100	4
		406	Management Information Systems	100	4
			Total	<b>600</b>	<b>24</b>

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Year	Semester	Paper Code	Paper	Marks/Credits	
3 <sup>rd</sup>	5 <sup>th</sup>	BBA 501	Financial Management-II	100	4
		502	Marketing Management-II	100	4
		503	Human Resource Management-II	100	4
		504	Fundamentals of Entrepreneurship	100	4
		505	Environment Management	100	4
		506	Transport Management	100	4
				Total	<b>600</b>
	6 <sup>th</sup>	BBA 601	Financial Management-III	100	4
		602	Marketing Management-III	100	4
		603	Human Resource Management-III	100	4
		604	Health Care Management	100	4
		605	Social Research Methods	100	4
		<b>Sessional</b>	<b>681</b>	<b>Study Paper* &amp; Viva Voce (50 + 50)</b>	<b>100</b>
		Total	<b>600</b>	<b>24</b>	

\* Study Paper in any functional area (Finance/Marketing/Human Resource Management)

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**BBA – 104 : ECONOMICS – I**

**Course Contents**

1. **Introduction** : Basic problems of an economy; Working of price mechanism and Resource allocation. [2 L]
2. **Elasticity of Demand** : Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand. [4L]
3. **Production Function** : Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns of scale; International and external economies and diseconomies; Ridge lines. [6L]
4. **Theory of Costs**: Short-run and long-run cost curves – traditional and modern approaches. [4L]
5. **Market Structures** : Market structures and business decision; Objectives of a business firm.
  - (a) **Perfect Competition** : Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications. [4L]
  - (b) **Monopoly** : Determination of Price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications. [4L]
  - (c) **Monopolistic Competition** : Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition. [4L]
  - (d) **Oligopoly** : Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve. [4L]
6. **Factor Pricing – I** : Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent – concept; Ricardian and modern theories of rent; Quasi-rent. [4L]
7. **Factor Pricing – II** : Interests – concept and theories of interest; Profit – nature, concepts, and theories of profit. [4L]

**Suggested Readings**

1. A. Koutsoyianni : Modern Micro-Economics, Macmillan
2. R. Dutta and K.P.M. Sundaran : Indian Economy, S. Chand
3. A.N. Agarwal : Indian Economy, Vikash
4. R.G. Lipsey : An Introduction to Positive Economics, ELBS, Oxford
5. JP Gould Jr. and E.P. Lazer : Micro-Economic Theory
6. S.Mukherjee, M. Mukherjee & A. Ghose : Microeconomics, Prentice-Hall

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**BBA-101 : ENGLISH – I**

**Course Contents**

1. **Grammatical Focus** : Grammatical & Structural aspects covering Partys of Speech, Tense, Voice, Clause, Preposition, Degrees of Comparison, Synonyms & Antonyms, etc; Identifying & Analysing Grammatical Errors including errors in Spelling & Punctuation. [ 6 L, 8 P ]
2. **Reading** : Vocabulary Building; Comprehension; Interpretation; Summarising [1 L, 5 P]
3. **Writing** : Letter Writing – Formal, Informal; Accepting & Declining Invitations; Paragraph Writing, Precise Writing, Essay Writing [ 2 L, 5 P]
4. **Speaking** : Interactive Communication like Introducing Self, Greetings, Conversations, etc; Pronunciation : appropriate stress, intonation, clarity [2 L, 6 P]
5. **Listening** : Understanding – Spoken English, Formal English; Exercises [ 5 P ]

[ L = Lecture Session, P = Practice Session ]

**Suggested Reading**

1. Leo Jones, Richard Alexander : New International Business English (Communication Skills in English for Business Purposes), Cambridge University Press.
2. NCERT, Knowing about English – A Book of Grammar & Phonology
3. NCERT, Working with English – A Workbook,
4. A.E. Augustine & K.V. Joseph : Macmillan Grammar – A Handbook, Macmillan
5. Krishna Mohan & N.P. Singh : Speaking English Effectively, Macmillan

**BBA – 105 : INDIAN SOCIETY & CULTURE**

**Course Contents**

1. **Demographic Profile** : Characteristics of Indian Population, Population Growth, Age, Sex, Religion, Language, Occupations, National Policy on Population [8 L]
2. **Indian Society** : Society and its types, Features of Tribal Society, Agrarian Society, Industrial Society [8 L]
3. **Social Stratification** : Caste System, Class System, Communities, Ethnic Groups, Weaker Section and Minorities, Constitutional Provisions for Scheduled Castes, Scheduled Tribes and other Backward Classes. [8 L]

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4. **Socio-Economic Problems** : Poverty, Illiteracy, Unemployment, Housing, Child Labour, Migration, Occupational Diseases, Insurgency, Terrorism, Crime, Project Affected People, Social Destitute, Beggary, Aged Population, Juvenile Delinquency, Problems in Family Life. [10 L]
5. **Indian Culture** : Culture – Features, Characteristics and Diversity. Differences with Western Culture, Human Values, Values in Work Life, Value Crisis in Contemporary Indian Society. [6 L]

### Suggested Readings

1. Andre Beteille : Society and Politics in India, OUP
2. Dipankar Gupta : Social Stratification, OUP
3. Ram Ahuja : Social Problems in India, Rawat Publications
4. M.N. Srinivas : Social Structure and Caste and Other Essays, OUP
5. A.N. Tripathi : Human Values, New Age International
6. NCERT : Text Book on Indian Society
7. R. Thapar (ed.) : Tribe, Caste and Religion in India, Macmillian.

### BBA- 103 : STATISTICS – I

#### Course Contents

1. **Introduction:** Statistics as a subject; Functions, Importance and Limitations of Statistics; Planning and Execution of a statistical investigation; Census and sample investigation; Descriptive and Inferential statistics. [2L]
2. **Collection, Editing and Presentation of Data:** Primary data and secondary data; Methods of collection; Scrutiny of data. Presentation of data: textual and tabular presentations; Construction of a table and the different components of a table. Diagrammatic representation of data: Line diagrams, Bar diagrams, Pie charts and divided-bar diagrams. [3L]
3. **Frequency Distributions:** Attribute and variable; Frequency distribution of an attribute; Discrete and continuous variables; Frequency distributions of discrete and continuous variables; Bivariate and Multivariate Frequency Distributions. Diagrammatic representation of a frequency distribution: case of an attribute; case of a discrete variable: column diagram, frequency polygon and step diagram; case of a continuous variable: histogram and ogive. [4L]
4. **Measures of Central Tendency:** Definition and utility; Characteristics of a good average; Different measures of average; Arithmetic Mean; Median; Other positional measures – quartiles, deciles, percentiles; Mode; Relation between Mean, Median and Mode; Geometric and Harmonic Mean. Choice of a suitable measure of central tendency. [6L]
5. **Measures of dispersion:** Meaning and objective of dispersion; Characteristics of a good measure of dispersion; Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute deviation, Standard deviation; Comparison of the different measures of dispersion. Measures of relative dispersion – Coefficient of Variation. Combined mean and standard deviation. Chebyshev's Theorem. Graphical measure of dispersion – Lorenz curve; Gini coefficient. [7L]

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6. **Moments, Skewness and Kurtosis:** Moments; Coefficients based on moments; Sheppard's correction; Skewness; Measures of skewness; Kurtosis and its measures. [3L]
7. **Correlation and Regression:** Analysis of Bivariate data. Correlation Analysis – Meaning of correlation; Scatter Diagram; Karl Pearson's coefficient of linear correlation; Calculation of the correlation coefficient from grouped data; Properties of the correlation coefficient; Advantages and limitations of the coefficient of correlation; Idea of rank correlation; Spearman's rank correlation coefficient.
- Regression Analysis – Two lines of regression; Some important results relating to regression lines; Correlation Coefficient and the two Regression Coefficients; Coefficient of determination; Concept of multiple regression. [7L]
8. **Index Numbers:** Definition, characteristic and uses of index numbers; Methods of constructing price and quantity indices (simple and aggregate); Value index; Comparison of Laspeyres' and Paasche's Index Numbers; Tests of adequacy; Chain-base index numbers; Base shifting, splicing and deflating; Consumer Price Index Numbers; Problems in the construction of index numbers. [4L]
9. **Analysis of Time Series:** Objective of time series analysis; Causes of variations in time series data; Components of a time series; Decomposition – Additive and Multiplicative Models; Determination of trend – Moving averages method and method of least squares; Measurement of secular trend; Seasonal variations; Measurement of cyclical variations; Measurement of random variations. [4L]

### Suggested Readings

1. R.I. Levin & D.S. Rubin: Statistics for Management: Pearson Education
2. Amir D. Aczel & Jayavel Sounderpandian – Complete Business Statistics: Tata McGraw- Hill
3. R.S Bhardwaj, Business Statistics, Excel Books
4. S P Gupta & M.P. Gupta: Business Statistics: Sultan Chand & Sons
5. G. C. Beri – Statistics for Management: Tata McGraw- Hill
6. A.M Goon, M.K Gupta & B, Dasgupta : Basic Statistics : World Press.
7. Hoel & Jessen: Basic Statistics for Business and Economics; John Wiley & Sons, New York.
8. Anderson, Sweeney and Williams – Statistics for Business and Economics, West Publishers

### BBA- 106: COMPUTER APPLICATIONS – I

#### Course Contents

1. **Basic Computer Concepts** – Different generations of computer hardware; Modern taxonomy of computers; Hardware and software; Programming languages; Problem solving and algorithms; Basic computer applications; General idea of information and communication technologies; Information system development process. [3L]

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2. **Computer Hardware** – Input and Output devices; Memory (or storage) devices; Central Processing Unit.

Input / Output devices: keyboard, mouse, light pen, barcode readers, scanners, MICR, OCR, voice recognition and handwriting recognition systems; visual display terminals, printers, plotters etc.

Storage devices: Primary storage – RAM, ROM, EEROM, PROM, EPROM; Secondary storage – direct access devices, serial access devices: hard disks, floppy disks, magnetic tape, CD-ROM, DVD; Cache memory and Virtual memory.

Central Processing Unit – Control Unit; Arithmetic and Logic Unit; Decoders; Registers; Machine Instructions; Stored program concept; Program execution: Fetch-Decode-Execute cycle; Arithmetic, logical and shift operations.

[10L]

3. **Computer Software** – Meaning of software; broad classification of software; system software and application software; utilities.

Systems software – Operating systems: Basic idea of an OS; OS as a resource manager – memory management, input/output management, secondary storage management, processor management, program management, network management; Brief introduction to different types of operating systems like DOS, Windows, Unix, Linux etc.

Application software – System development tools, Utilities, Application packages, User-written programs.

[10L]

4. **Programming languages and Algorithms** – The concept of programming; pseudocode and flowcharts; structure of programs; program development guidelines; programming languages – machine language, assembly languages, high-level languages (procedural and object-oriented languages), fourth generation languages; object code and executable codes; compilers, translators, assemblers; editing tools such as vi.

Algorithms – Basic concept; Some typical algorithms – Finding the sum of a series, solving a quadratic equation, generating Fibonacci sequence, checking whether a number is prime or not, creating an array of numbers and displaying the largest element in the list, sorting a given set of numbers, multiplying together two matrices etc. (*The algorithms may be implemented using either pseudocode or a high level programming language*).

[7L]

5. **Computer networks and Internet** – Basic concepts of computer networks; local area networks and wide area networks; switches, hubs, routers, idea of distributed systems; the Internet and the World Wide Web.

[6L]

6. **Computer Applications:** Essential features of computer systems and structures required for office automation, communications, control systems, data acquisition, interactive multimedia, networking, parallel processing and neural networks.

[4L]

### Suggested Readings

1. Mano – Computer System Architecture; Pearson Education
2. Tanenbaum – Structured Computer Organization, Pearson Education
3. Martin & Powell – Information Systems: A Management Perspective; McGraw-Hill
4. Laudon & Laudon – Management Information Systems: Pearson Education
5. Comer: Computer Networks and the Internet: Pearson Education
6. Graham Curtis – Business Information Systems: Addison Wesley.

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**BBA- 102 : MATHEMATICS – I**

**Course Contents**

**Algebra**

- 1. The Number System** – Positive and Negative Integers, Fractions, Rational and Irrational Numbers, Real Numbers, Problems involving the concept of real numbers. [2L]
- 2. Basic Algebra** – Algebraic Identities, Simple factorizations; Equations: Linear and Quadratic (in single variable and simultaneous equations). Surds and Indices Logarithms and their properties (including change of base); Problems based on logarithms. The Remainder and Factor Theorems. [3L]
- 3. Set Theory** – Introduction; Representation of sets; Subsets and supersets; Universal and Null sets; Basic operations on sets; Laws of set algebra; Cardinal number of a set; Venn Diagrams; Application of set theory to the solution of problems. [2L]
- 4. Ratio, Proportion and Variation** [3L]
- 5. Functions and Graphs** – Elementary idea of functions; Domain and Range of a function; Discrete and Continuous functions; Composition and Inverse of functions; Classification of functions: polynomial, rational, exponential and logarithmic functions. General idea of curve sketching – graphs of straight lines, modular functions, exponential and logarithmic functions. [2L]
- 6. Quadratic Functions and Theory of Quadratic Equations** – Solution of the quadratic equation  $ax^2 + bx + c = 0$ ,  $a \neq 0$ ; Nature of the roots of a quadratic equation; Sum and Product of roots; Relation between roots; Condition for the existence of a common root; forming quadratic equation with given roots. Graph of the function  $f(x) = ax^2 + bx + c$ ,  $a \neq 0$ ; Sign of the expression  $f(x) = ax^2 + bx + c$ ; Maximum/Minimum values of a quadratic function; Solution of quadratic inequalities. [3L]
- 7. Permutations and Combinations** – Fundamental principle of counting; Factorial notation. Permutation: Permutation of  $n$  different things; of things not all different; restricted permutations; circular permutations. Combination: different formulas on combination; complementary combination; restricted combination; Division into groups. Mixed problems on permutation and combination. [5L]
- 8. Mathematical Induction and the Binomial Theorem**- Principle of mathematical induction; Examples. Binomial Theorem for a positive integral index; General term; Middle term; Properties of Binomial Coefficients; the greatest term in the Binomial expansion. Binomial theorem for any index. [3L]
- 9. Sequences and Series** – General idea and different types of sequences; Arithmetic and Geometric Progressions; Arithmetic and Geometric Means; Arithmetic and Geometric series – summation formulae; Sum to infinity of a GP (for  $|r| < 1$ ); Recurring decimals as GP; Harmonic Progression; Harmonic mean of two numbers; Special sums i.e.  $\Sigma n$ ,  $\Sigma n^2$ ,  $\Sigma n^3$  etc. Arithmetic-Geometric series; Method of differences. [5L]
- 10. Compound Interest & Annuities** – Concept of present value and amount of a sum; Types of



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annuities; Present value and amount of an annuity; Continuous compounding; Valuation of simple loans and debentures. [2L]

**Coordinate Geometry**

1. **Fundamentals** – Rectangular Cartesian coordinates; Polar coordinates; Distance formula; Section formula (internal and external sections); expressions for the centroid and incentre of a triangle; Area of a triangle in terms of the three vertices. [2L]
2. **Locus** – Definition; Equation to the locus; Method of obtaining the equation to the locus. [1L]
3. **Straight Lines** – Definition; Gradient of a straight line; Different forms of the equation of a straight line; Distance of a point from a line; Condition of concurrence of three given straight lines. Angle between two given straight lines: Condition of parallelism and perpendicularity of two straight lines. Equations of straight lines parallel or perpendicular to a given straight line. Identical straight lines. Position of a point with respect to a given straight line. [3L]
4. **Circles** – Equation of a circle in standard form; General form of the equation of a circle; Equations of circles in some special cases; Equation of the common chord of two given circles; Position of a point with respect to a given circle. Condition for tangency: equations of tangents to a circle at a point on the circumference from an external point; Length of a tangent to a circle from an external point; finding the equation of a circle given the center and the tangent line. Equation of a normal. Equations of circles through the intersection of a given circle and a given line, through the intersection of two circles; condition for circles to cut orthogonally. [4L]

**Suggested Readings**

1. H. S. Hall & S. R. Knight – Higher Algebra ; Radha Publishing House
2. Sancheti & Kapoor – Business Mathematics; Sultan Chand & Company
3. Dowling – Introduction to Mathematical Economics ; Schaum’s Outline Series
4. R. S. Soni – Business Mathematics – Pitambar Publishing House
5. Holden – Mathematics for Business & Economics; Macmillan India, New Delhi.
6. R.G.D Allen – Basic Mathematics; Macmillan, New Delhi

**[BBA – 201] : English - II**

**Course Contents**

1. **Grammar – Expressing in Style** : Words often Confused; One-word substitution; Phrases; Idioms. [ 4 L, 6 P]
2. **Advanced Reading** : Understanding business-related correspondences; Comprehension of factual material; Interpreting Visual Information : Tables, Graphs, Charts; Speed Reading [2L, 5 P]
3. **Effective Writing** : Business Correspondences (Letter, Fax, e-mail) for : Making Enquiries, Placing Orders, Asking & Giving Information, Registering Complaints, Handling Complaints; Drafting notices; Drafting Advertisements; Job Applications [2L, 10P]
4. **Speaking** : Business Etiquettes; Impromptu Speech; Debate; Role Play; Presentations [1L, 6P]
5. **Listening** : Business-related Conversations; Exercises [4 P]

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**Suggested Readings :**

1. A. Ashley : A Handbook of Commercial Correspondence, OUP
2. M. Monipatty: The Craft of Business Letter Writing, Tata McGraw Hill
3. N. Gupta (Ed.) : English for All, Macmillan
4. K. Mohan & M. Banerjee : Developing Communication Skills, Macmillan
5. M. Osborn & S. Osborn : Public Speaking, AITBS Publishers
6. M.A. Rizvi : Effective Technical Communication, Tata McGraw-Hill

**[BBA – 204] : Economics - II**

***Course Contents***

1. **Monetary Economics** : Evolution of money, Functions of money, Bank and its functions, Indian money market, Commercial banks – need and functions, Reserve Bank of India – need and functions, Price indices – uses and limitations, Inflation – cost push, demand pull, causes, effects and control, Devaluation, Quantity theory of money  
[ 8 L ]
2. **National Income** : Concepts and definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income, Measurement of National Income, Factors that determine size of National Income  
[8 L ]
3. **Public Finance** : Public Revenue, Public Expenditure, Public Debt, Fiscal Policy, Deficit Financing, Indian Public Finance – sources of central and state government revenues, importance of public expenditure in India, heads of public expenditure, budget : need and types, VAT, MODVAT  
[ 8 L ]
4. **International Trade and Finance** : Need for international trade, International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Asian Development Bank, World Bank, Balance of Payments, Exchange Rate Mechanism, Gains from international trade, India and World Trade Organisation.  
[ 8 L ]
5. **Economic Development and Welfare** : Characteristics of underdeveloped economics and developed economics, Development Planning in India, Pre and Post Liberalization Planning, The Indian Capital Market, Welfare  
[ 8 L ]

**Suggested Readings :**

1. R. Dornbusch & S. Fisher : Macroeconomics, McGraw-Hill
2. Dipankar Dasgupta : The Macroeconomy, OUP
3. A.N. Agarwal : Indian Economy, Vishaw Prakashan
4. R. Dutta and K.P.M. Sundaram : Indian Economy, S. Chand
5. N.G. Mankiw : Macroeconomics, Macmillan

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**[BBA- 206]: Computer Applications - II**  
**Course Contents**

1. **Word processing software: Microsoft Word** – The different functionalities in the Microsoft Word software; Creation of a new document; Editing an existing document; Saving and printing a file; Use of the different tools; Handling tables in MS Word. [6L]
2. **Spreadsheet software: Microsoft Excel** – Creating a new spreadsheet document and editing an existing document; Using the different tools available in MS Excel. Performing mathematical calculations using MS Excel including various types of statistical measures. Reference Operators, Functions, Typing a Function. Creating a column chart; Changing the size and position of a chart Saving a file in Microsoft Excel; Closing a Microsoft Excel worksheet. [10L]
3. **Database Management System:** Data Modeling; The Relational Model; Database design and Query Languages; File organization, indexing and hashing; Transaction Processing and Concurrency Control; Database backup and recovery.  
**DBMS Software: Microsoft Access** - Creating New and Opening Existing Databases, Creating a database using a wizard and without using a wizard; Tables – Introduction and advanced features. Relationships - How to link multiple tables together; Forms and Reports; Creating Mail Merge Labels using a Wizard. [10L]
4. **Presentation Software: Microsoft PowerPoint** – The different functionalities of Microsoft PowerPoint. Creating a PowerPoint presentation; Creating and inserting a new slide; Creating a title slide; Applying a design template; Creating a hierarchy, Using a two-column text; Slide Sorter view; Running the slide show; Printing the slides. [6L]
5. **Project Management Software: MS Project** – Getting started with a project; Developing a timeline ; Displaying and Printing the schedule; Assigning resources and costs to the tasks and resolving resource allocation problems; Finalizing and Publishing the Project Plan; Managing and Tracking the Project; Working with multiple projects, using MS Project in workgroups. [8L]

**Suggested Readings**

1. Introduction to Computers with MS-Office, Leon, TMH
2. A First Course in Computers 2003, Saxena, VIKAS
3. Windows '98 in easy steps, Harshad Kotecha, Wiley Dreamtech
4. Office 2000 in easy steps, Stephen Copestake, Wiley Dreamtech
5. Windows and MS Office 2000, Krishnan, SCITECH
6. Microsoft Project 2000 in 24 hours, Tim Pyron, Techmedia
7. An Introduction to Database Systems - C.J. Date, Pearson Education

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**[BBA- 202]: Mathematics - II**  
**Course Contents**

**ALGEBRA**

**Determinants:** Determinants of order 2 and 3; minors and cofactors; expansion of determinants; properties of determinants; Cramer's rule for solving simultaneous equations in two or three variables.

**Matrices:** Different types of matrices; Matrix Algebra – addition, subtraction and multiplication of matrices; Singular and non-singular matrices; adjoint and inverse of a matrix; elementary row / column operations; Solution of a system of linear equations using matrix algebra.

**Vectors:** Row and column vectors and their significance. [6L]

**COORDINATE GEOMETRY**

Idea of conics as sections of a cone; Brief ideas of Foci, Directrix, Eccentricity and Latus Rectum; Equations of parabola, ellipse, hyperbola and rectangular hyperbola in standard form.

[4L]

**CALCULUS**

**Limits:** Notation and meaning of limits; Fundamental theorems on limits; Evaluation of limits of algebraic, exponential and logarithmic functions.

**Continuity:** Continuity of a function at a point  $x = a$  and in an interval.

**Differentiation:** Meaning and geometrical interpretation of differentiation; Differentiation from first principles; Standard derivatives; Rules for calculating derivatives; Logarithmic differentiation; Derivatives of composite functions, implicit functions and functions defined parametrically.

**Successive differentiation:** Second and higher order derivatives; forming equations with such derivatives.

**Applications of differentiation:** Optimization of functions; Curve sketching; Equations of tangent and normal; Derivative as a rate measurer; Sign of a derivative - increasing and decreasing functions;

**Partial derivatives:** Homogenous functions; Euler's Theorem;

**Optimization of functions of more than one variable:** unconstrained and constrained optimization; cases of two variables involving not more than one constraint.

**Indefinite Integrals:** Integration as the inverse of differentiation; Standard integrals; Integration by substitution, by parts and by the method of partial fractions.

**Definite Integrals:** Definite integral as the limit of a sum; Properties of definite integrals; Application of definite integrals in calculating the areas under curves.

[30L]

**Suggested Readings**

1. Dowling – Introduction to Mathematical Economics: Schaum's Outline Series
2. N.I. Piskunov – Differential and Integral Calculus, Vol I and II
3. G.B. Thomas and R.L. Finney – Calculus and Analytic Geometry, Addison Wesley
4. Sancheti & Kapoor – Business Mathematics; Sultan Chand & Company
5. Mark Anthony and Norman Biggs – Mathematics for Economics and Finance; Cambridge University Press
6. M Raghavachari – Mathematics for Management: An Introduction - Tata McGraw Hill

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**[BBA-205] : Psychology**

**Course Contents**

1. **Introduction** - Definition, Scope, Methods and Branches of Psychology (with special reference to Industrial/Organizational Psychology).
2. **Major Viewpoints** – Behaviouristic approach, Gestalt school, Psychoanalytic school (Freud)
3. **Sensation, Attention and Perception** – a) Attributes and classification of sensation, b) Attention – Determinants, shift, fluctuations, distraction, c) Perception – Definition, determinants
4. **Learning Process** – Factors of Learning, Theories – Connectionism, Classical and Operant Conditioning, Programmed Learning.
5. **Memory** – Encoding, Storage, Retrieval; STM, LTM, Other types. Forgetting – its causes.
6. **Emotion** - Reaction (types), Physiological basis.
7. **Intelligence** - Definition, Concept of IQ, Emotional Intelligence.
8. **Personality** – Definition, Types, Traits, Tests.

**Suggested Readings**

1. Atkinson, R.L., Atkinson, R.C., Smith, E.E. & Hilgard, ER : Introduction to Psychology , Harcourt Brace Java Publishers
2. Baron, R.A : Psychology : The Essential Science, Allyn and Bacon
3. Morgan, C.T., King, R.A., Weisz, J.R. and Schopler, J : Introduction to Psychology McGraw Hill
4. Munn, N.L., Ferland, L.D., and Ferland, P.S : Introduction to Psychology. Oxford, IBH Publishing
5. Woodworth, R.S., & Scholberg, H : Experimental Psychology, Oxford & IBH Publishing

**[BBA- 203]: Statistics - II**

**Course Contents**

1. **Theory of Probability:** Probability as a concept; Basic probability rules; Tree diagrams; Conditional probability; Mutually exclusive events and independent events; Bayes' Theorem or Inverse probability rule. [6L]
2. **Probability distribution of a Random Variable:** Discrete and Continuous random variables; Expectation value; Mean and Variance of a Random Variable; Theorems on expectation; Marginal and joint probability distributions. [4L]

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3. **Theoretical Probability Distributions:** Probability mass function and density function; Discrete distributions – The Binomial distribution and its properties; Idea of geometrical and hypergeometric distributions. The Poisson distribution and its properties; Fitting a Binomial or Poisson distribution to an observed distribution.  
Continuous distributions – Uniform, Exponential and Normal distributions; Normal approximation to Binomial and Poisson distributions; Fitting a normal curve to an observed distribution.  
[4L]
4. **Sampling and Sampling Distributions:** Sampling versus complete enumeration; Random and nonrandom sampling; Different types of random sampling; Sample Statistic and Population Parameter; Practical methods of drawing a random sample.  
Sampling distributions – Standard error; sampling distribution of the sample mean and the sample proportion.  
Sampling from normal and non-normal populations; The Central Limit Theorem.  
Four Basic Distributions: Standard normal distribution; Chi-square distribution; t-distribution; F-distribution  
[6L]
5. **Estimation:** point and interval estimation; Criteria of a good estimator; Methods of Point Estimation – The Method of Maximum Likelihood and The Method of Moments;  
Interval Estimates – Interval estimates and confidence intervals; confidence level and confidence interval; Calculating interval estimates of the mean and proportion from large samples; Finite correction factor. Interval estimates using the t distribution  
Determining the sample size in Estimation  
[6L]
6. **Hypotheses Testing:** Concepts basic to the hypothesis testing procedure; Steps in Hypothesis testing; Type I and Type II errors; Two-tailed and one-tailed tests of hypotheses.  
Hypothesis testing of means when the population standard deviation is known / not known; Power of a Hypothesis Test; Hypothesis testing of proportions; Use of the t-distribution.  
Hypothesis testing for differences between means and proportions; two-tailed and one-tailed tests.  
[10L]
7. **Chi-Square and Analysis of Variance:** Chi-Square as a test of independence and as a test of goodness of fit.  
Analysis of Variance: Calculating the variance among the samples and within the samples. The F distribution and the F hypothesis test.  
[4L]

### Suggested Readings

9. R.I. Levin & D.S. Rubin: Statistics for Management: Prentice Hall of India
10. Amir D. Aczel & Jayavel Sounderpandian – Complete Business Statistics: Tata McGraw- Hill
11. Freund – Mathematical Statistics
12. G. C. Beri – Business Statistics, Second Edition: Tata McGraw- Hill
13. A.M. Goon, M.K. Gupta & B. Dasgupta : Basic Statistics : World Press.
14. Hoel & Jessen: Basic Statistics for Business and Economics; John Wiley & Sons, New York.
15. Anderson, Sweeney and Williams – Statistics for Business and Economics, West Publishers

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**[BBA- 203]: Statistics - II**

**Course Contents**

4. **Theory of Probability:** Probability as a concept; Basic probability rules; Tree diagrams; Conditional probability; Mutually exclusive events and independent events; Bayes' Theorem or Inverse probability rule. [6L]
5. **Probability distribution of a Random Variable:** Discrete and Continuous random variables; Expectation value; Mean and Variance of a Random Variable; Theorems on expectation; Marginal and joint probability distributions. [4L]
6. **Theoretical Probability Distributions:** Probability mass function and density function; Discrete distributions – The Binomial distribution and its properties; Idea of geometrical and hypergeometric distributions. The Poisson distribution and its properties; Fitting a Binomial or Poisson distribution to an observed distribution.  
Continuous distributions – Uniform, Exponential and Normal distributions; Normal approximation to Binomial and Poisson distributions; Fitting a normal curve to an observed distribution. [4L]
4. **Sampling and Sampling Distributions:** Sampling versus complete enumeration; Random and nonrandom sampling; Different types of random sampling; Sample Statistic and Population Parameter; Practical methods of drawing a random sample.  
Sampling distributions – Standard error; sampling distribution of the sample mean and the sample proportion.  
Sampling from normal and non-normal populations; The Central Limit Theorem.  
Four Basic Distributions: Standard normal distribution; Chi-square distribution; t-distribution; F-distribution [6L]
5. **Estimation:** point and interval estimation; Criteria of a good estimator; Methods of Point Estimation – The Method of Maximum Likelihood and The Method of Moments;  
Interval Estimates – Interval estimates and confidence intervals; confidence level and confidence interval; Calculating interval estimates of the mean and proportion from large samples; Finite correction factor. Interval estimates using the t distribution  
Determining the sample size in Estimation [6L]
6. **Hypotheses Testing:** Concepts basic to the hypothesis testing procedure; Steps in Hypothesis testing; Type I and Type II errors; Two-tailed and one-tailed tests of hypotheses.  
Hypothesis testing of means when the population standard deviation is known / not known; Power of a Hypothesis Test; Hypothesis testing of proportions; Use of the t-distribution.  
Hypothesis testing for differences between means and proportions; two-tailed and one-tailed tests. [10L]
7. **Chi-Square and Analysis of Variance:** Chi-Square as a test of independence and as a test of goodness of fit.  
Analysis of Variance: Calculating the variance among the samples and within the samples. The F distribution and the F hypothesis test. [4L]

**Suggested Readings**

16. R.I. Levin & D.S. Rubin: Statistics for Management: Prentice Hall of India
17. Amir D. Aczel & Jayavel Sounderpandian – Complete Business Statistics: Tata McGraw- Hill

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18. Freund – Mathematical Statistics
19. G. C. Beri – Business Statistics, Second Edition: Tata McGraw- Hill
20. A.M Goon, M.K Gupta & B, Dasgupta : Basic Statistics : World Press.
21. Hoel & Jessen: Basic Statistics for Business and Economics; John Wiley & Sons, New York.
22. Anderson, Sweeney and Williams – Statistics for Business and Economics, West Publishers

**[BBA – 302] : Business Environment**

*Course Contents*

1. **Indian Business Environment** : Concept, components and importance.
2. **Economic Trends** : Income; Savings and investment; Industry; Trade and Balance of Payments, Money ; Finance ; Prices.
3. **Problems of Growth** : Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness.
4. **Role of Government** : Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes.
5. **Industrial Policy** : Industrial Policies since Independence, New Industrial Policy and its Effect.
6. **The Current Five Year Plan** : Major policies; Resource allocation.
7. **International Environment** : International trading environment; Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP.
8. **Major Industry Associations** : FICCI, CII, ASSOCHAM, PHDCCI, Role of Industry Associations.

**Suggested Readings**

1. Sundaram & Black: The International Business Environment; Prentice Hall
2. P. Chidambaram: Business Environment; Vikas Publishing
3. Dutt R and Sundharam KPM: Indian Economy; S. Chand
4. Misra SK and Puri VK: Indian Economy; Himalaya Publishing
5. Upadhyay, S: Business Environment, Asia Books
6. Chopra, BK: Business Environment in India, Everest Publishing
7. Suresh Bedi: Business Environment, Excel Books

**[BBA – 306] : Financial Accounting**

*Course Contents*

1. **Meaning and Scope of Accounting** : Need, development and definition of accounting.
2. **Accounting Principles** : GAAP; Accounting as MIS



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3. **Accounting Transactions :** Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial Balance; Sub division of journal.

4. **Capital and Revenue :** Classification of Income; Classification of expenditure; Classification of receipts.

Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.

Final accounts; Manufacturing account; Trading account; Profit and Loss Account; Balance Sheet; Adjustment entries.

Rectification of errors: Classification, Location and Rectification Suspense Account; Effect on Profit.

5. **Depreciation Provisions and Reserves :** Concept of depreciation; Causes of depreciation; depletion, amortization and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy as per Accounting Standard, Provisions and reserves.

**Suggested Readings**

1. Gupta, RL and Radhaswamy, M : Financial Accounting ; Sultan Chand and Sons
2. Ashoke Banerjee: Financial Accounting, Excel Books
3. Maheshwari: Introduction to Accounting, Vikas Publishing
4. Monga JR, Ahuja Girish and Sehgal Ashok : Financial Accounting; Mayur Paper Back
5. Shukla, MC, Grewal TS, and Gupta, SC : Advanced Accounts; S. Chand & Co
6. Compendium of Statement and Standards of Accounting : The Institute of Chartered Accountants of India.
7. Agarwala, AN, Agarwala KN: Higher Sciences of Accountancy : Kitab Mahal
8. Anthony, RN and Reece, JS : Accounting Principles; Richard Irwin Inc
9. Ramchandran & Kakani : Financial Accounting for Managers; Tata McGraw-Hill

**[BBA – 305] : Business Communication**

***Course Contents***

1. **Introduction Business Communication :** Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience Analysis.

2. **Self-Development and Communication :** Development of positive personal attitudes; SWOT analysis; Voté's model of interdependence; Whole communication.

3. **Corporate Communication :** Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication.

Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing. Principles of Effective Communication.

4. **Writing Skills :** Planning business messages; Rewriting and edition; The first draft; Reconstructing the final draft; Business letters and memo formats Appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.

5. **Report Writing :** Introduction to a proposal, short report and formal report, report preparation.

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**Oral Presentation** : Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentations skills.

6. **Non-Verbal Communication** : Body languages : meanings
7. **Effective Listening** : Principles of effective listening; Factors affecting listening exercises.
8. **Modern Forms of Communicating** : Fax; E-mail; Video conferencing; etc.

**Suggested Readings**

1. Monipally: Business Communication , Tata McGraw Hill
2. Ronald E. Dulek and John S. Fielder : Principles of Business Communication; Macmillan
3. Madhukar : Business Communications; Vikas Publishing House
4. Rai & Rai: Business Communication, Himalaya Publishing
5. Kaul : Business Communication; Prentice Hall
6. Senguin J : Business Communication; Allied Publishers
7. Robinson, Netrakanti and shintre : Communicative Competence in Business English; Orient Longman

**[BBA – 303] : Business Regulatory Framework**

***Course Contents***

1. **Law of Contract** : Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.
2. **Special Contracts:** Indemnity; Guarantee; Bailment and pledge; Agency.
3. **Sale of Goods Act** : Formation of contracts of sale; Goods and their classification, price; conditions and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.
4. **Negotiable Instrument Act** : Definition of negotiable instruments; Features; Promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque,. Types of crossing; Negotiation; Dishonour and discharge of negotiable instrument.
5. **The Consumer Protection Act** : Salient features; Definition of consumer; Grievance redressal machinery.
6. **Foreign Exchange Management Act** : Definitions and main provisions.

**Suggested Readings**

1. Desai TR : Indian Contract Act, Sale of Goods Act and Partnership Act; SC Sarkar & Sons
2. S.S. Gulshan : Markentile Law, Excel Books
3. Pathak: Legal Aspect of Business, TMH
4. Khergamwala JS : The Negotiable Instruments Act; NM Tripathi
5. Singh Avtar : The Principles of Merchantile Law; Eastern Book Company
6. Kuchal MC : Business Law; Vikas Publishing

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7. Maheshwari & Maheshwari: Business Regulatory Framework, Himalaya Publishing
8. Kapoor ND : Business Law : Sultan Chand & Sons
9. Chandha PR : Business Laws; Galgotia

**[BBA – 301] : Principles of Management**

***Course Contents***

1. **Introduction** : Concept, process and significance of management; Managerial roles; An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches
2. **Planning** : Concept, process and types. Decision making – concept and process; Management by objectives; Corporate planning; Environment analysis; Strategy formulation.
3. **Organizing** : Concept, nature, process and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure – forms and contingency factors.
4. **Directing** : Motivation – Concept & Theories – (Maslow, Alderfer, Herzberg, McClelland, Porter & Lawler, Vroom); Financial and non-financial incentives of Motivation,

Leadership – Leadership Theories, Leadership styles.

Communication – Type, process and barriers.

5. **Controlling** : Concept and process; Effective control system; Techniques of control.
6. **Management of Change** : Concept, nature and process of planned change; Resistance to change; Management in a changing environment.

**Suggested Readings**

1. Wehrich and Koontz, et al : Essentials of Management; Tata McGraw Hill
2. Stoner J and Freeman RE : Management; Prentice-Hall
3. Daft, RL : Management, Thomson
4. V.S.P Rao & Hari Krishna : Management-Text & Cases, Excel Books
5. Ramaswami T; Principles of Mgmt., Himalaya Publishing
5. Chandan, JS : Management – Concepts and Strategies, Vikas Publishing
6. Robbins, SP : Management, Prentice Hall

**[BBA – 304] : Business Economics**

***Course Contents***

1. **Introduction** : Concepts, Economics — Business — Management, Business Decisions.
2. **Managerial Economics** : Profit Management, Nature & Measurement of Profit; Profit Planning and Control; Policies on Profit and Maximization.

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3. **Fiscal and Monetary Policies** : IS-LM Framework; Theory of Business; Cycle-Stabilization policy.
4. **Business and Economic Models** : Forecasting Methods, Regression Analysis and Model Building; Point and Interval Estimates, Non-Linear Regression Model; Game Theory, Inventory Models.
5. **Optimization**: Concept of Slope, Derivatives, Constrained Optimization.
6. **Marginal Analysis** : Break-Even analysis for managerial decision making.
7. **Economic Concepts for Managers** : Competitive Advantage; Exchange Rates; Trade Restrictions, BOP, WTO.
8. **Indian Economic Overview**

**Suggested Readings**

1. Adhikary, M. : Business Economics, Excel Books
2. Thomas, : Managerial Economics, Tata McGraw Hill
3. Keat, P and Philips KYY : Managerial Economics, Prentice Hall
4. Keating, B and Wilson, JH : Managerial Economics, Biztantra
5. Milgrom, & Roberts J. : Economics, Organization and Management, Prentice Hall
6. Mithani D.M: A course in Business Economics, Himalaya Publishing
7. Dubedi, Principles of Economics, Vikas Publishing

**WBUT/BBA/4<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 403] : Financial Management – I**

***Course Contents***

1. **Financial Management** : Financial goals; Profit vs wealth maximization; Financial functions – investment, financing, and dividend decisions; Financial planning.
2. **Capital Budgeting** : Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return, profitability index; NPV and IRR comparison.
3. **Cost of Capital** : Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.
4. **Operating and Financial Leverage** : Measure; Effects on profit, analyzing alternate financial plans, combined financial and operating leverage.
5. **Capital Structure** : Theories and determinants.
6. **Dividend Policies** : Issues in dividend policies; Walter's model; M.M. Hypothesis, forms of dividends and stability in dividends, determinants.

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7. **Management of Working Capital** : Nature of working capital, significance of working capital, operating cycle and factors determining of working capital requirements; Management of working capital – cash, receivables, and inventories.

**Suggested Readings**

1. S.Bhatt: Financial Management, Excel Books
2. Van Horne, J.C. : Fundamentals of Financial Management; Prentice Hall of India.
3. Khan M.Y. and Jain P.K. : Financial Management - Text and Problems; Tata McGraw Hill.
4. Prasanna Chandra : Financial Management - Theory and Practice; Tata McGraw Hill.
5. Pandey I.M. : Financial Management : Vikas Publishing House.
6. Saha, Tapas Ranjan : Basic Financial Management, World Press
7. Bhabatosh Banerjee, Fundamentals of Financial Management , Prentice Hall of India Ltd., New Delhi, 1st Ed., 2008

**WBUT/BBA/4<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 404] : Marketing Management — I**

***Course Contents***

1. **Introduction** : Nature and scope of marketing; Importance of marketing as a business function and in the economy; Marketing concepts – traditional and modern; Selling vs. marketing; Marketing mix; Marketing environment.
2. **Consumer Behaviour and Market Segmentation** : Nature, scope and significance of consumer behaviour; Market segmentation – concepts and importance; Bases for market segmentation.
3. **Product** : Concept of product, consumer, and industrial goods; Product planning and development; Packaging – role and functions; Brand name and trade mark; After sales service; Product life cycle concept.
4. **Price** : Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates.
5. **Distributions Channels and Physical Distribution**: Distribution channels – concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods; Transportation; Warehousing; Inventory control; Order processing.
6. **Promotion** : Methods of promotion; Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement; Personal selling; Selling as a career; Classification of a successful sales person; Functions of salesman.

**Suggested Readings**

1. Kotlar Philip and Armstrong Gary, Principles of Marketing; Pearson Education
2. Arun Kumar: Marketing Management, Vikas
3. Saxena, Rajan : Marketing Management, Tata McGraw Hill

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4. Gandhi, J.C. : Marketing, Tata McGraw Hill
5. Tapan Panda: Marketing Management, Excel Books
6. Ramaswamy, V.S. and S. Namakumari : Marketing Management, Macmillian.
6. B. Ghosh : Fundamentals of Marketing Management, Books & Allied

**WBUT/BBA/4<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 406] : Management Information Systems**

*Course Contents*

1. **Introduction** : Concept, evolution and meaning of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.
2. **Information and Managerial Effectiveness** : Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.
3. **Information Systems** : Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.
4. **System Development Life Cycle** : Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.
5. **Development and Management of Data Bases** : Relation databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalisation process.
6. **Data Communication and Networking** : Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone, Intranets and collaborative processing.
7. **Implementation, Evaluation and Maintenance of System** : Methods and steps in implementation of system; Approaches and process of evaluating MIS.
8. **Security Issues Relating to Information Systems** : Threats to information systems; Vulnerability, risk and control measures.

**Suggested Readings**

1. Arora & Bhatia: Management Information Systems, Excel Books
2. O'Brien James : Management Information Systems, Tata-McGraw Hill
3. Kumar, Muneesh : Business Information Systems, Vikas Publishing House
4. Rajaraman, V : Analysis and Design of Information Systems for Modern

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- Management, Prentice Hall.
5. Sadagopal, S : Management Information Systems, Prentice Hall.
  6. Simkin, M.G : Introduction to computer Information System for Business, S.Chand & Co.

**WBUT/BBA/4<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 405] : Human Resource Management – I**

***Course Contents***

1. **Human Resource Management – Overview :** Scope & Coverage of HRM, Development of HR Functions, Structure and Function of HR Manager, Role of Line Managers in Managing Human Resources.
2. **Human Resource Planning :** Need for HR Planning Assessment of available HR in the Organization, Work load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.
3. **Employment Administration :** Recruitment & Selection of HR – Methods and Processes; Training & Development of HR – Types and Techniques; Performance Appraisal – Instruments and Administration; Discipline & Grievance Handling; Wage & Salary Administration.
4. **Industrial Relations in India :** Concepts, Theory, Approaches, Context of IR; Growth and Structure of Trade Unionism, Trends in Industrial Disputes; Industrial Disputes Settlement Machinery under ID Act, Collective Bargaining; Worker's Participation in Management; Labour Welfare.

**Suggested Readings**

1. V.S.P. Rao: Human Resource Management, Excel Books
2. Dwivedi: Human Resource Management, Vikas
3. C.S. Venkata Ratnam & B.K. Srivastava : Personnel Management and Industrial Relations, Tata McGraw Hill.
4. Anjali Ghanekar : Human Resource Management, Everest Publishing
5. A.M. Sheikh : Human Resource Development and Management, S.Chand
6. E.A. Ramaswamy : Managing Human Resources, Oxford University Press
7. M.S. Saiyadain : Human Resource Management, Tata McGraw Hill

**WBUT/BBA/4<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 402] : Materials Management**

***Course Contents***

1. **Integrated Materials Management :** Need, scope, advantage, concept; materials requirement planning and budgeting; make or buy decision; ABC and VED analysis.
2. **Purchasing Management :** Purchase system, policy and procedure; source selection, vendor development and evaluation; legal aspects of buying.

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3. **Stores Management** : Stores system and procedures; stores accounting and stock verification; disposal of surplus and scrap.
4. **Inventory Control** : Economic Ordering Quantity; inventory systems.
5. **Evaluation of Materials Management** : MIS for materials management; criteria for evaluation; inventory turnover ratio.

**Suggested Readings**

1. Gopalakrishnan, P. and Sunderashan, M : Handbook of Materials Management, Prentice Hall of India.
2. R. Mishra: Materials Management, Excel Books
3. Nair: Purchase and Materials Management, Vikas
4. Dutta, A.K. : Integrated Materials Management, Prentice Hall of India
5. Bhattacharya, S.C. : Modern Concepts on Materials Management
6. Dobler, D.W. & Others : Purchasing and Materials Management, McGraw Hill.

WBUT/BBA/4<sup>th</sup> Sem  
(4 Credits : 40 hrs)

**[BBA – 401] : Production Management**

*Course Contents*

1. **Production Planning and Control** : Production system, types of production, preplanning, planning and control functions, relations with other departments, efficiency of production planning and control.
2. **Plant Location and Layout** : Approaches to location, choice, selection. Plant design; plant layout – product layout, process layout, criteria for a good layout.
3. **Plant Maintenance and Materials Handling** : Types of maintenance – preventive, predictive and overhaul; selection of good materials handling equipment – gravity and powered conveyors, hoists and cranes, lifting trucks, motor transport.
4. **Work Study** : Method study; motion study; work measurement, performance rating, standard time, time study; work sampling.
5. **Inspection and Quality Control** : Types and criteria of inspection; significance of quality control, statistical quality control, control charts, acceptance sampling plans.

**Suggested Readings**

1. Buffa, E.S. and Sarin, R.K : Modern Production and Operations Management, John Wiley.
2. Upendra Kachru: Operations Management, Excel Books
3. Chase, R.B. and Aquilano, N.J : Production and Operations Management, Irwin
4. Charl, S.N. : Theory and Problems in Production and Operations Management



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5. Lockyer, K. : Production Management
6. Barat, N : Production Management and Control

**WBUT/BBA/5<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 505] : Environment Management**

***Course Contents***

1. **Fundamentals of Environment Management** : Definition, principles and scope; Types and components environment; Man-Environment relationship; Causes of environment destruction; Environmental ethics; Environment awareness programmes.
2. **Natural Resources – Awareness** : Eco-System, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.
3. **Environmental Protection – Policies & Legislations** : National environmental policy, Environmental Legislations, International Conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.
4. **Environmental Management System** : ISO – 14000, Environment Audit, Eco-Friendly products (Ecomark), Green Industry.
5. **Environmental Impact Assessment (EIM)** : EIM – Methods and tools, Appraisal and clearance for industry, Evaluation System.
6. **Environment Management – Case Studies**

**Suggested Readings**

1. N.K. Oberoi : Environmental Management, Excell Books
2. G.N. Pandey : Environmental Management, Vikas
3. K.M. Agrawal & P.K. Sikdar: Text Book of Environment, MacMillan
4. L.W. Canter : Environmental Impact Assessment, McGraw Hill

**WBUT/BBA/5<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 504] : Fundamentals of Entrepreneurship**

***Course Contents***

1. **Entrepreneurship** : Theories of Entrepreneurship, Role and Importance of Entrepreneur in Economic Growth.
2. **Entrepreneurial Behaviours** : Entrepreneurial Motivation, Need for Achievement Theory, Risk-taking Behaviour, Innovation and Entrepreneur.

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3. **Entrepreneurial Traits** : Definitions, Characteristics of Entrepreneurial Types, Functions of Entrepreneur.
4. **Entrepreneurial Development in India** : History, Objectives, Stages of Growth, Target Group, Programmes, Govt. Policy towards SSI's.
5. **Project Feasibility Analysis** : Business Ideas – Sources, processing; Input requirements, Sources of Financing, Technical Assistance, Marketing Assistance, Preparation of Feasibility Reports, Legal Formalities and Documentation.

**Suggested Readings**

1. Lall & Sahai : Entrepreneurship, Excel Books
2. McClelland, D.C. & Winter, W.G. : Motivating Economic Achievement, Free Press.
3. Pareek, U & Venkateswara Rao, T : Developing Entrepreneurship – A Handbook on Learning Systems, Learning Systems, New Delhi.
4. Desai, A.N. : Entrepreneur and Environment, Ashish, New Delhi.
5. Drucker, Peter : Innovation and Entrepreneurship, Heinemann.
6. Chakraborty, Tridib : Introducing Entrepreneurship Development, Modern Book Agency.
7. Manimala, M.J. : Entrepreneurial Policies and Strategies, TMH

**WBUT/BBA/5<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 502] : Marketing Management – II**

***Course Contents***

1. **Personal Selling** : Nature and importance; Functions of a salesman: Types of selling; Personal selling as a career.
2. **Salesmanship and Qualities of Salesman** : Buyer-seller dyads; Product knowledge; Customer knowledge – buying motives and selling points.
3. **Scientific Selling Process** : Basic steps in personal selling – prospecting, pre-approach, and qualifying.
4. **Approach and Presentation** : Methods of approaching a customer; Presentation process and styles; Presentation planning.
5. **Objection Handling** : Types of objections; Handling customer objections.
6. **Closing Sales and Follow up** : Methods of closing sale; Executing sales order – Follow-up-importance and process.

**Suggested Readings**

1. Conditt, Still and Govani et.al: Sales Management; Prentice Hall of India
2. Sahu: Salesmanship & Sales Management, Vikas

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3. Smith R : Sales Management; Prentice Hall of India
4. Vaccaro J.P : Sales Management – Text; Cases & Readings: Prentice Hall of India.
5. Condiff E.W. and Still R.R : Basic Marketing – Concepts, Decisions and Strategy; Prentice Hall of India.
6. Kotler Philip : Marketing Management; Pearson Education

**WBUT/BBA/5<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 501] : Financial Management - II**

***Course Contents***

1. **Introduction** : Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit.
2. **Accounting for Material** : Material control; Concept and techniques; Pricing of material issues; Treatment of material losses.
3. **Accounting for Labour** : Labour cost control procedure; Labour turnover; idle time and overtime; Methods of wage payment-time and piece rates; Incentive schemes.
4. **Accounting for Overheads** : Classification and departmentalization; Absorption of overheads; Determination of overhead rates; Under and over absorption, and its treatment.
5. **Cost Ascertainment** : Unit costing; job, batch and contract costing; Operating costing; Process costing – excluding inter-process profits, and joint and by-products.
6. **Cost Records** : Integral and non-integral system; Reconciliation of cost and financial accounts.

***Suggested Readings***

1. Arora M.N. : Cost Accounting — Principles and Practice; Vikas
2. Jain SP and Narang K.L. : Cost Accounting; Kalyani, New Delhi
3. Homgren, Charles, Foster and Datar : Cost Accounting – A Managerial Emphasis; Prentice Hall of India.
4. Tulsian P.C : Practical Costing; Vikas
5. Maheshwari S.N. : Advanced Problems and Solutions in Cost Accounting;  
Sultan Chand.
6. Bhabatosh Banerjee, Cost Accounting: Theory & Practice , Prentice Hall of India Ltd., New Delhi, 12th Ed., 2008

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**WBUT/BBA/5<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 503] : Human Resource Management – II**

***Course Contents***

1. **Training in Industry** : Objectives & Need, Policy, Types – Induction, Supervisory, Managerial; Methods, Evaluation Systems, Budget, Apprenticeship, Worker Education – Schemes and Programmes.
2. **Management Development Programme** : Objectives, Steps, Calendar, Process, Methods & Techniques, Auditing MDPs, Budget, In-Company Training Schemes for Managers, Trainer Development, Role of Trainer.
3. **Specialised Training** : Managerial Grid Training, Sensitivity Training, Personality Development Programmes, Out-Bound Training, ISO Training.
4. **Training and Career Development** : Career Planning, Succession Planning, Career Management.
5. **Training in Indian Industries** : Practices in PSUs, Private Sectors and MNCs.
6. **Emerging Areas** : Concept of Human Capital/ Asset, Competency Mapping, Multi-Skilling, Coaching, Mentoring, HRD Audit, Knowledge Employee, Learning Organization.

***Suggesting Readings***

1. R. K.Sahoo : Training for Development, Excel Books
2. R.P.Lynton & U. Pareek : Training for Development
3. R. Buckley & J. Caple : Theory and Practice of Training
4. Peter Sheal : The Art of HRD (Vol 6 : Staff Development)
5. TV Rao : HRD Audit
6. D.M. Silvera : Human Resource Development – The Indian Experiences

**WBUT/BBA/5<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 506] : Transportation Management**

***Course Contents***

1. **Introduction** : Role of Transportation in Economic Development, Essential features of Transport System, Basic elements of Transportation and Logistics, Transport Infrastructure in India, Multimodal Transportation System.
2. **Road Transport** : National and State Highways, Road Transport Operations, Commercial and Economic aspects.
3. **Rail Transport** : Railways infrastructure and basic elements, Rail Transport Operations, Freight Traffic and Passenger Traffic, Commercial and Economic aspects of Rail Transport.

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4. **Water Transport** : Basic elements of water transport, Water Transport Operations, Major and Minor Ports of India, Functions of Port Trust, Water Traffic, Inland water Transport, Commercial and Economic aspects of Water Transport. Role of Water Transport in Industry, trade and commerce.
5. **Air Transport** : Basic concept, physical elements of Air Transport, Air Traffic Control Management, Air Transport Operations, Commercial aspects, International agencies of airport and their functions.
6. **Multimodal Transport in India** : Multimodal Transport Operators. Just In Time (JIT) Transport, Outsourcing of transport and logistics services, 3PL, 4PL logistics service providers. Integrated Logistics and Transportation.

**Suggested Readings**

1. Srinivasa, S.R. : A Text Book of Transportation System.
2. Mishra, B and Choudhuri, P.K. : Transport Sector in India
3. Kulashrestha, D.K : Transport Management in India, Mittal Publication.
4. De, B.K. : Public Systems Management, New Age International
5. White, P. : Public Transport

**WBUT/BBA/6<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 601] : Financial Management - III**

***Course Contents***

1. **Management Accounting** : Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs financial accounting; Tools and techniques of management accounting.
2. **Financial Statements** : Meaning and types of financial statements; Limitations of financial statements; Objectives and methods of financial statements analysis; Ratio analysis; Classification of ratios – Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios. Funds Flow Statement as per Indian Accounting Standard, cash flow statement.
3. **Absorption and Marginal Costing** : Marginal and differential costing as a tool for decision making – make or buy; Change of product mix; Pricing; Break-even analysis; Exploring new markets; Shutdown decisions.
4. **Budgeting for Profit Planning and Control** : Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Responsibility accounting; Performance budgeting.
5. **Standard Costing and Variance Analysis** : Meaning of standard cost and standard costing; Advantages and application; Variance analysis – material; Labour and overhead (two-way analysis); Variances.

**Suggested Readings**

1. Khan M.Y. and Jain P.K. : Management Accounting; Tata McGraw Hill
2. Kaplan R.S. and Aktinson A.A. : Advanced Management Accounting;

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Prentice Hall of India.

3. Arora M.N. : Cost Accounting — Principles and Practices; Vikas
4. Jain S.P. & Narang K.L. : Cost Accounting; Kalyani, New Delhi
5. Anthony, Robert & Reece, et al : Principles of Management Accounting; Richard Irwin Inc.
6. Bhabatosh Banerjee, Financial Policy & Management Accounting, 7<sup>th</sup> Edn. Prentice Hall of India Ltd. New Delhi

**WBUT/BBA/6<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 603] : Human Resource Management – III**

***Course Contents***

1. **Discipline** : Concept, Deviations in Work Behaviour, Hot-Stove-Rule, Types of Discipline.
2. **Laws on Discipline** : Industrial Employment (Standing Orders) Act, 1946, Principles of Natural Justice; The Central Civil Services (Conduct) Rules, Code of Conduct.
3. **Negative Discipline** : Misconduct, Warning (Verbal/Written), Chargesheet, Domestic Enquiry.
4. **Positive Discipline** : Counselling – Approaches, Process, Skills, Problems
5. **Management of Discipline** : Discipline Authority, Punishment and Penalties, Handling Court Cases.
6. **Grievance Management** : Forms of Grievances, Causes and Effects, Model Grievance Procedure, Steps in Grievance Procedure, Grievance Management in Indian Industry, Guidelines for Handling Grievances.

***Suggested Readings***

1. V.S.P. Rao : Human Resource Management – Text and Cases, Excel
2. Srivastava : Industrial & Labour Laws, Vikas
3. S.L. Agarwal : Labour Relations Law in India, Macmillan
4. C.B. Mamoria & S. Mamoria : Industrial Relations in India, Himalaya
5. F.B. Flippo : Personnel Management, McGraw Hill
6. Venkataratnam, C.S. & Srivastava, B.K. : Personnel Management and Human Resources, Tata McGraw Hill.

**WBUT/BBA/6<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 605] : Social Research Methods**

***Course Contents***

1. **Terminology** : Data and Information, Validity and Reliability, Deduction and Induction, Quantitative and Quantitative Methods.
2. **Research Project** : Choice of Topic, Writing a Research Proposal – Objective, Hypothesis, Methodology, Timeframe.

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3. **Survey Methods** : Survey Design – Sampling, Qualitative Data, Quantitative Data, Scaling Technique.
4. **Research Methods** : Interview Method, Observational Method, Questionnaires, Case Studies, Action Research, Documentary Sources.
5. **Data Analysis** : Types of Research Data, Frequency Distributions, Bar Charts, Histograms, Pareto Charts; Statistical Tools of Data Analysis – Mean, Median, Mode, Correlation, Regression.
6. **Report Writing** : Formatting, Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices.
7. **Presentation of Report** : Skills and Methods, Practice Sessions on Assignments (Two per student).

**Suggested Readings**

1. Taylor, Bill, Sinha, G and Ghoshal, Taposh : Research Methodology, Prentice Hall of India.
2. Trochim, W.M.K. : Research Methods, Biztantra
3. D.K. Bhattacharjee: Research Methodology, Excel Books
4. Kumar, M.S. & Prakash, M. : Project Work – Guidelines, Himalaya
5. Kothari, C.R. : Research Methodology – Methods and Techniques, Wiley Eastern.
6. Sadhu, A.N. & Singh, A : Research Methodology for Social Sciences, Sterling.

**WBUT/BBA/6<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 604] : Health Care Management**

***Course Contents***

1. **National Health Policy** : Factors, Determinants and other Issues, Review of Different Committees.
2. **Health Services in India** : Input, Output and Performance, Disparities in Health Services, Govt's Role, Private Participation, Role of NGOs.
3. **Health and Social Policy** : International Perspective, Health Policy and the Disadvantaged, Health care and Social Development.
4. **Health Services Management** : Management Issues in Health Care, Health Care Decision-making, Project Management in Health Care, Contemporary Trends in Health Care, Monitoring the Performance and needs in Health Services.
5. **Health Services** : Needs vs. Demand vs. Supply Model, Health Sector Financing and Expenditure, Primary Health Care — Costs, Resource availability and allocation.
6. **Financial Management in Health Services** : Budgeting, Control, Pricing and Efficiency.

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7. **Economics of Health Care** : National Health Programmes, Non-Governmental Health Care, Cost-Benefit Analysis.

**Suggested Readings**

1. Chatterjee, Meera : Implementing Health Policy, Monohar, New Delhi
2. ICMR : National Conference on Evaluation of Primary Health Care Programmes
3. Ramaiah, J.J : Health Programme Management through PERT, Abhinav, New Delhi.
4. Wortman, P.M. (ed) : Methods for Evaluating Health Services, Sage.
5. Carrin, G. : Economic Evaluation of Health in Developing Countries, Oxford Univ Press.

**WBUT/BBA/6<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[BBA – 602] : Marketing Management – III**

***Course Contents***

1. **Communication Process** : Basic communication process, role of source; Encoding and decoding of message, media, audience, feedback and noise.
2. **Advertising and Communication Mix** : Different advertising functions; Types of advertising; Economic aspects of advertising; Advertising process – an overview; Setting advertising objectives and budget.
3. **Creative Aspects of Advertising** : Advertising appeals, copy writing, headlines, illustration, message, copy types; Campaign planning.
4. **Advertising Media** : Different types of media; Media planning and scheduling.
5. **Impact of Advertising** : Advertising Agency roles, relationship with clients, advertising department; Measuring advertising effectiveness; Legal and ethical aspects of advertising.
6. **Sales Promotion** : Meaning, nature, and functions; Limitation of sales promotion; Types of sales promotion schemes; Consumer and trade, sales promotion.
7. **Sales Promotion Schemes** : Sampling; Coupon; Price off; Premium plan; consumer contests and sweeps takes; POP displays; Demonstration; Trade fairs and exhibitions; Sales promotion techniques and sales force.

**Suggested Readings**

1. Aaker, David and Myers John G., et.al : Advertising Management; Prentice Hall of India.
2. Kazmi & Batra: Advertising & Sales Promotion, Excel Books
3. Arun Kumar: Marketing management, Vikas
4. Border W.H. : Advertising; John Wiley
5. Sengupta Subroto : Brand Positioning Strategies for Competitive Advantage; Tata McGraw Hill.



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6. Coundiff Still and Govani : Sales Management; Prentice Hall
6. Sundage, Fryburger, Rotzoll : Advertising Theory and Practice: AITBS

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<u>Semester</u>	<u>Paper</u>	<u>Subject</u>
4 <sup>th</sup>	Fin Mgt – I	Financial Management
5 <sup>th</sup>	Fin Mgt – II	Cost Accounting
6 <sup>th</sup>	Fin Mgt – III	Management Accounting
4 <sup>th</sup>	Mktg Mgt – I	Principles of Marketing
5 <sup>th</sup>	Mktg Mgt – II	Personal Selling
6 <sup>th</sup>	Mktg Mgt – III	Advertising & Sales Promotion
4 <sup>th</sup>	HRM – I	HRM
5 <sup>th</sup>	HRM – II	Training and Development
6 <sup>th</sup>	HRM – III	Discipline and Grievance Management