

Appendix C

Detailed Syllabus

Bachelor of Business Administration (BBA) Examination

Semester - I

BB 1 - English

Unit I: Basic Grammar – Tense, Forms of the Verb, Preposition, Articles, Punctuation, Single Word for a Group of Words, Sentence Construction, Comprehension.

Unit II: Business Letter Writing- Enquiries and replies, Placing and fulfilling orders , Complaints and follow-up letters , Sales letters, Circular letters, Application for employment and Resume.

Unit III: Business Manners- Body Language, Gestures, Telephone etiquette, E-mail etiquette.

Textbook:

- 1) The Bet – Anton Chekov
- 2) Socrates and the Schoolmaster – F. L. Brayne

Unit IV: Textbook:

- 1) An Astrologer's Day – R. K. Narayan
- 2) The Gift of the Magi – O' Henry
- 3) With the Photographer – Stephen Leacock

Reference Books:

1. Textbook entitled 'Prism: Spoken and Written Communication, Prose & Poetry' published by Orient Longman
2. Orient Longman, Raj N Bakshi 2003-2007.
3. The grammar Tree, MridulaKaul, BeenaSugathan, ArchanaGilani- Oxford university press 2011
4. Grammar for All, N Ramlingam, Himalaya Publishing House, 2nd Edition 2014.
5. John Eastwood, Oxford Practice Grammar with answers
6. High School English Grammar & Composition, Wren & Martin Revised by NDV Prasad Rao, S Chand Publication
7. Business Correspondence & Report Writing, R C Sharma &Krisha Mohan, 3rd Edition, Tata Mcgrall Hill
8. Communication, C S Rayudu, Himalaya Publication July 2008
9. Business Communication, UrmilaRai, S M Rai, Himalaya Publication 9th Edition.

BB 2 – Fundamentals of Business Management

Unit I: Introduction -Nature, function, definition and importance of management, Definition, nature, purpose and scope of management, Functions of a manager, is management a science or art? Development of Management Thought -Scientific management; Contribution of Taylor, Fayol, Mary Follet, Elton Mayo; Hawthorne experiments, Contingency approach.

Unit II: Management and Administration-Management and administration, Management as a profession, Professionalism of management in India, Management ethics and management culture, Skills required of manager, Classification of skills, Methods of skills development.

Unit III: Management Planning-Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry.

Unit VI: Decision Making-Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making. Organisation -Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organisation structure.

Reference Books:

1. Essential of Business Administration - K.Aswathapa Himalaya Publishing House
2. Management: Concept and Strategies By J. S. Chandan, Vikas Publishing
3. Principles of Management, By Tripathi, Reddy Tata McGraw Hill
4. Principles of Management By Ramasamy T, Himalaya Publishing House
5. Principles of Management, Dr. NeeruVashisht&Dr.Namita Rajput, Taxmann

BB 3 – Computer Applications for Business

Unit I: Introduction to Computers - Generation of Computers, Block Diagram, Working of Computer, Hardware and Software, Programming and Flow Charts concepts, Operating systems (MSDOS, Windows, UNIX, Linux), Networking concepts.

Unit II: Working with Computers - Introduction to Word, Excel, PowerPoint, Internet,. Lab Activity would be based on the following topics: a. MS Word b. MS Excel c. MS PowerPoint

Unit III: Introduction to e-Commerce, e-Learning and e-Business, M-Commerce. Introduction to Basic Web Page designing Language (HTML), using Tags: - Structural, Formatting, List tags and Table.

Unit IV: IT Consulting - Basic concepts of business, strategy and operation; Business / Strategic Consulting: Reengineering, BPR; Operations Consulting: domain knowledge concept, domain-consulting. IT Enabled Services (ITES) - Processes, Outsourcing Function, Call Centres; BPO's: Captive BPO's (GE and Dell) and Third Party BPO's (Infosys BPO, Wipro BOP, Mphasis, Daksh and EXL etc).

Reference Books:

1. E-Commerce- ParagDewan (Excel Books),
2. P.K.Sinha -Computer Fundamentals.
3. World Wide Web -design with HTML -C Xavier ,
4. Computer Application in Management -NirupmaPathak ,
5. BPO- SarikaKulkarni,
6. BPO' Processes & Challenges By Harsh Bharghav& Deepak Kumar,
7. IT Enabled Retailing by k. Suresh,
8. IT Strategies for Business- FarhaKulkarni
9. Computer Applications in Management- UshaDahiya&SapnaNagpala, Taxmann

BB 4 – Cost Accounting

Unit -I: Introduction -Meaning of Cost, Costing and Cost Accounting, Features, Scope and Functions of Cost Accounting, Advantages and Limitations of Cost Accounting; Concept of Cost; Analysis and Classification of Costs; Elements of Cost; Preparation of Cost Sheet (Statement of Cost); Quotations and tender. Introduction and need for reconciliation between financial accounts and cost account, reasons for disagreement in Profit; Preparation of Reconciliation Statement.

Unit -II: Process Costing: Meaning, features and applicability, difference between process and job costing, wastage and by-products, normal and abnormal loss. Preparation of process accounts

Unit III: Operating Costing: Classification of costs, Features of operating costing: Transport costing (Standard charge, running and operating cost, maintenance charges and log sheet)

Unit IV Marginal Costing: Introduction, Application of Marginal costing in terms of cost control, level of activity planning- Break-even-analysis: Application of BEP for various business problems.

Simple Numerical will be based on Unit II, III and IV

Reference Books:

- 1) Management Accounting, Bhagwati&Pillai, Second Edition, S. Chand &. Company Ltd.
- 2) Cost & Management Accounting, Ravi M Kishore, Taxmann Publications Pvt. Ltd.
- 3) Cost and Management Accounting V. K. Saxena& C. D. Vashist, Sultan Chand & Sons Publication.
- 4) Cost Accounting, Text and Problems, MC Shuka, TS Grewal and MP Gupta, S Chand Publications

Question Paper Pattern for BB4 – Cost Accounting

Question No.	Unit	Nature	Max. Marks
1	I	a. Theory Question	8 Marks
		b. Theory Question	8 Marks
		OR	
		c. Numerical Question	16 Marks
2	II	a. Numerical Question	8 Marks
		b. Numerical Question	8 Marks
		OR	
		c. Numerical Question	16 Marks
3	III	a. Numerical Question	8 Marks
		b. Numerical Question	8 Marks
		OR	
		c. Numerical Question	16 Marks
4	IV	a. Numerical Question	8 Marks
		b. Numerical Question	8 Marks
		OR	
		c. Numerical Question	16 Marks
5	I	Short Answer Theory Question	4 Marks each
	II	Short Answer Theory Question	
	III	Short Answer Theory Question	
	IV	Short Answer Theory Question	
TOTAL MARKS			80

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Semester - II

BB 5 - Principles of Marketing Management

Unit I Marketing : Definition, nature, scope & importance, Marketing Management, Core concepts of marketing, selling concept, production concept, modern marketing concept.

Unit II Segmentation: Concept, basis of segmentation, Importance in marketing; Targeting : Concept Types, Importance; Positioning: Concept, Importance, Brand positioning, Repositioning.

Unit III Marketing Mix: Product : Product Mix, New Product development, levels of product, types of product, Product life cycle, Branding and packaging, different types of distribution channels.

Unit IV Price: Meaning, objective, factors influencing pricing, methods of pricing. Promotion : Promotional mix, tools, objectives, media selection & management. Process & Scope Marketing **Information Systems :** Meaning Importance and Scope Consumer Behaviour : Concept, Importance and Factors influencing consumer behaviour.

Reference Books:

1. Marketing Mgt. by Philip Kotler (PHI)
2. Marketing Management by Rajan Saxena
3. Marketing Management by Namaswamy & Ramakumari.

BB 6 - Financial & Management Accounting

Unit -I: Introduction - Meaning, Scope and importance of Financial Accounting. Financial Accounting - concepts and conventions, classification of accounts, Rules and principles governing Double Entry Book-keeping system (Preparation of Journal), Nature and function of financial Reporting, GAAP.

Unit -II: Final Accounts of Companies - Final Accounts of Joint Stock Companies - contents and preparation of Trading and Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustment, Closing Entries (Simple entries)

Unit III: Management Accounting - Meaning, Scope, Importance, and Limitations of Management Accounting, Difference between Financial Accounting and Management Accounting, Break even analysis, Analysis of Financial Statements (using ratio analysis-simple ratios)

Unit III: Budgetary Control - Business budgets and budgetary control - Types of budget and its utility, preparation of cash & flexible budgets.

Note: Simple Numericals will be based on all Units.

Reference Books:

1. S. N Maheshwari : Financial Accounting Theory and problems - S.Chand (G/L) & Company Ltd,
2. Pillai R. S. N. - Management Accounting - S. Chand & Co. Pvt. Ltd.
3. Shukla and Grewal : Advanced Accounts (S. Chand & Ltd. New Delhi)
4. Management Accounting & Financial Management :-Arora M N (Himalaya Publishing House Pvt. Ltd.)
5. Accounting for Management- Dr. Ashok Sehgal & Dr. Deepak Sehgal, Taxmann

Illustrative Question Paper Pattern for BB6 – Financial & Management Accounting

Question No.	Unit	Nature	Max. Marks
1	I	d. Theory Question	8 Marks
		e. Theory Question	8 Marks
		OR	
		f. Numerical Question	16 Marks
2	II	d. Numerical Question	8 Marks
		e. Numerical Question	8 Marks
		OR	
		f. Numerical Question	16 Marks
3	III	d. Numerical Question	8 Marks
		e. Numerical Question	8 Marks
		OR	
		f. Numerical Question	16 Marks
4	IV	d. Numerical Question	8 Marks
		e. Numerical Question	8 Marks
		OR	
		f. Numerical Question	16 Marks
5	I	Short Answer Theory Question	4 Marks each
	II	Short Answer Theory Question	
	III	Short Answer Theory Question	
	IV	Short Answer Theory Question	
TOTAL MARKS			80

BB 7 – Micro-Economic Fundamentals

Unit I: Introduction to Micro Economics- Meaning, Definition, Importance of Micro Economics, Factors affecting Micro Economics. Difference between Micro-Economics & Macro Economics.

Unit-II Demand and Supply Analysis - Concept of Demand, Law of Demand-Meaning, Definition, Assumptions & Exceptions. Elasticity of Demand- Meaning, Types and Factors affecting Elasticity of Demand; The Indifference Curve Theory; Supply- Concept of Supply, Elasticity of Supply, Types and Factors affecting Elasticity of Supply.

Unit III: Production & Cost Analysis - Production & Production Function: Concept, Forms of Production function, Law of Variable Proportions, Returns to scale. Cost Concepts, Short term and Long term cost output relationship, The Isocost and Isoquant Approach, Economic Region and Economies & Diseconomies of scale.

Unit IV: Market Structures- Characteristics and price determination in various market structures - Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly. Pricing: Meaning, Types of Pricing.

Reference Books:

1. Agarwala S.K., Microeconomic Theory, Excel Books, New Delhi
2. Appannaiah, Reddy & Shanthi, BBM Semester Economics, 2006, Himalaya Publishing House, Mumbai.
3. Dholkia R H & Oza A.N., 1996, Oxford University Press, New Delhi
4. Dominick Salvatore, Managerial economics in a Global economy, 2006, Thomson learning Press
5. Jhingan, 2004, M.L., Microeconomic Theory, Veranda Publishers, New Delhi.
6. Ravindra R Dholakia, Ajay N Oza, Micro -Economics for Management Studies, Oxford University Press, Delhi
7. Robert S. Pindyck, Daniel L Rubinfeld, Prem L. Mehta, Microeconomics, 2006, Pearson, New Delhi.

8. Suma Damodran, Managerial Economics, 2006, Oxford University Press, New Delhi
9. Sundharam K P. M, microeconomics, Sultan Chand & Sons.

BB 8 - Introduction to Sociology & Psychology

Unit I: Sociology as the Science of Society: (a) Sociology - Meaning and Definitions, (b) Characteristics of Sociology as a science (empirical, theoretical, cumulative and nonethical), (c) Development of Modern Industrial Society - Characteristics, industrialism, capitalism, urbanism, liberal democracy, (d) Postmodern Society - Nature and Characteristics, (e) Culture - Meaning and elements, (cognitive elements, beliefs, values and norms and signs), Meaning, stages and agencies of socialisation.

Unit II: Social Structure and Social Change: (a) Structural aspects of social system - Institutions, groups, subgroups, roles, norms and values, (b) Social change - Its sources - Internal and External, (c) Types of Social Change - Changes in social values with reference to pattern variables, changes in occupational structure and demographic changes

Unit III: Introduction to Psychology: (a) Definition, Nature, Scope and Applications of Psychology. (b) Methods: Introspection, Observation, Experimental, Interview, Questionnaire and Case Study. (c) Contemporary Perspectives: Biological, Cognitive, Psychoanalytical, Humanistic, Evolutionary and Cross-cultural. (d) Biological Bases of Behaviour: Evolution, Genes and Behaviour. The Response Mechanism: Receptors, Effectors and Adjustors. (e) The Nervous System: The Basic Structure, Functions and Divisions of the Peripheral and Central Nervous System.

Unit IV: Social Psychology: (a) Introduction: Nature and Scope; Methods of Studying Social Behaviour: Observation, Experimental, Field Study, Survey, Sociometry and Cross-cultural. (b) Socialization: Agents and Mechanisms, Socialization and Deviation. (c) Perceiving Others: Forming Impressions; Role of Non-verbal Cues, Group stereotypes, Central Traits; Primary and Recency Effects; Models of Information Integration; Attribution of Causality: Biases and Theories (Jones and Davis, Kelley).

Reference Books:

1. Inkeles, Alex, "What is Sociology?", Prentice Hall of India, New Delhi, 1987
2. Jayaram N., "Introduction to Sociology", Macmillan India, Madras, 1988
3. Ghode R.N. and BhauDaydar, "Sociology: Basic Concepts", Spectrum Publications, Nagpur
4. Atkinson and Hilgard (2002). Introduction to Psychology. New York: Thomson Wadsworth
5. Feldman, R. S. (2006). Understanding Psychology. India: Tata McGraw Hill.
6. Feldman, R. S. (1985). Social Psychology: Theories, Research and Application. New York: McGraw Hill.
7. Myers, David, G (1994). Exploring Social Psychology. New York: McGraw Hill.

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Semester - III

BB 9 –Principles of Financial Management

Unit -I: Introduction of Business Finance - Meaning, Scope and importance of Business Finance. Finance Functions. Goals & objectives of financial management

Unit -II: Sources of Financing - LONG TERM: Equity shares, Preference Shares, debentures,/ Bonds (Types, features & utility), term loans, lease & hire purchase, retained earnings,; SHORT TERM: trade credit, bank finance, commercial paper, factoring & bills discounting.

Unit III: Cost of Capital - Cost of capital, Cost of different sources of finance, weighted average cost of capital, Concept of Leverage, Concepts of Capital Structure.

Unit IV: Working Capital Management - Meaning, Scope, Importance, and Limitations of Working Capital, Factors affecting Working Capital needs, Various Approaches for financing Working Capital. Concept of Operating Cycle, Estimation of Working Capital Requirement

Note: Simple Numerical will be based on Unit III and IV only.

Reference Books:

- 1) Financial Management by Ravi Kishore, Taxmann Publications Pvt Ltd
- 2) Financial Management – I M Pandey – S. Chand & Co. Pvt. Ltd. (Old editions in Vikas Publications)
- 3) Financial Management , Theory, Concepts and Problems by Dr. R. P. Rustagi, Taxmann Publications Pvt Ltd
- 4) Financial Management, Text, Problems and Cases, by M Y Khan and P K Jain, McGraw-Hill Publications

BB 10 – Basic Statistical Techniques

Unit I – Definition, functions, scope and role of statistics in business and importance of statistics. Classification of data, tabulation, frequency distribution, diagrams & graphs.

Unit II – Importance and requisites of a good statistical average, types of averages – arithmetic mean, median, mode, geometric mean, harmonic mean, weighted average, relationship amongst different averages.

Unit III – Meaning and significance of dispersion, methods of measuring dispersion – range, quartile deviation, mean deviation, standard deviation and coefficient of skewness.

Unit IV – Definition of correlation, significance of correlation, types of correlation, merits and limitations of coefficient, Calculation of coefficient of correlation and probable error for simple series, calculation of coefficient of correlation and probable error for continuous series.

Numerical shall be based on Unit II, Unit III, and Unit IV

Reference Books:

1. Fundamentals of statistics : D. V. Elhance&VeenaElhance
2. Statistics : V. K. Kapoor – S. Chand & Sons
3. Statistics : B. New Gupta – SahityaBhavan Agra
4. Statistics Methods : S.P. Gupta – S. Chand & Sons
5. Fundamental of Statistics : S. C. Gupta – Himalaya Publishing House
6. Business Mathematics & Statistics : NEWK Nag & S.C. Chanda – Kalyani Publishers

Illustrative Question Paper Pattern for BB10 – Basic Statistical Techniques

Question No.	Unit	Nature	Max. Marks
1	I	a. Theory Question b. Theory Question OR c. Theory Question d. Theory Question	8 Marks each
2	II	a. Theory Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
3	III	a. Theory Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
4	IV	a. Numerical Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
5	I II III IV	Short Answer Theory Question Short Answer Theory Question Short Answer Theory Question Short Answer Theory Question	4 Marks each
TOTAL MARKS			80

BB 11 – Evolution of Business & Commercial Geography

Unit I-Evolution of Business & Economy: Industrial revolution (1820-1850); Rise of European business (1850-1900); Impact of First World War on International Business; The Great Depression and its effect on International Business; Impact of Second World War on International Business.

Unit II – Evolution of Business in post WWII Scenario: Cold War and its impact on International Business; OPEC Crises and its impact on International Business; Gulf War and its impact on International Business; Dawn of IT era and its impact on business & economy.

Unit III – Commercial Geography: Geography - meaning & its relation with Commerce & Commercial Geography - Nature and scope. Approaches of commercial Geography. 2. Geographical Environment & Commerce - Relationship between geographical environment and Commerce, Economic activities, Determinism and possibilism, Physical environment - Location, size and shape of the country relief, climate, water bodies, soils, vegetation, animals, minerals, Cultural environment, settlements, transport, communication and technology.

Unit IV -Industries : Role of industries in Economic development; Factors of industrial location - Raw material, power, market, transport and communication, land capital, technology; Webers theory of industrial location, Iron & steel industry - India & USA, Cotton textile industry - India & USA. Engineering industry in India - Major industrial regions of the world and India.

Reference Books:

1. Global Governmentality - Edited by Wendy Larner& William Walters, Routledge Resource
2. The Origins of Globalisation - Karl Moore & David Charles Louis, Routledge Resource
3. British Business History (1720-1994) – John F Wilson, Manchester University Press

4. The History of Family Business (1850-2000) – Andrea Colli, Cambridge University Press
5. Exporting the American Model: The Post war transformation of European Business – Marie-Laure Djelic, Oxford University Press
6. Order and Disorder after the Cold War – Brad Roberts, MIT Press
7. Commercial Geography - Sir Dudley Stamp.
8. Fundamentals of Economic Geography - Van Royen&Bengston.
9. Economic Geography - J. Alexander
10. Economic Geography - Jones & Darkenwald.

BB 12 – Environment Management

Unit I: Introduction to Environment Management: Definition, Scope importance, Need for public awareness, sustainable development, Natural Resources- renewable and non- renewable resources, role of individual in conservation of natural resources(Forest, water, land, energy, mineral)

Unit II: Environment Pollution: Types of pollution- air, water, soil, noise, thermal and Nuclear, causes effects and control measures, Global warming, green house effect, Ozone layer depletion, Acid rains

Unit III: Human Population: Global population growth, variations among nations, Population explosion- causes and impact, Family welfare Programs-methods of sterilization; Infectious diseases, water related diseases, risk due to chemicals in food, Cancer and environment

Unit IV: Social Issues in Environment: Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Environmental ethics- issues and possible solutions, resource consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Need for gender equity.

Reference Books:

1. A text book of environmental by K M Agrawal, P K Sikdar, S C Deb”, published by Macmillan
2. Environment management by N K Uberoi”, published by Excel Books
3. Environment management by Dr. Swapan Deb”, published by Jaico Publishing House.
4. Environmental Management by S K Agrawal”, published by A.P.H. publishing Corporation.

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Semester – IV

BB 13 – Principles of Human Resource Management

Unit 1 : Introduction to Human Resource Management: Definition, concept and Scope of H. R. M., Difference between Personnel Management and H.R.M., Importance and Functions of H.R.M. Role of H.R Department.

Unit 2 : Job Analysis, Job Design: Meaning of Job Analysis, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications. Meaning of Job Design, Techniques of Job Design

Unit 3 : Human Resource Planning - Recruitment - Selection: Definition and objectives of Human Resource planning, process of Human Resource planning factors influencing estimation of Human Resources, Concept of Recruitment & Selection, sources of recruitment, Selection Procedure

Unit 4 : Induction & Training : Concept of Induction, Training- Need for training, benefits of training, identification of training needs and methods/ types of training. Evaluation of effectiveness of training programs.Placement, Transfer, Promotion, Demotion.

Reference Books:

- Dr. S S Khanka : Human Resource Management,
- Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company
- Dessler,Gary; Human Resource Management;Prentice Hall
- SubbaRao, Personnel and Human Resources management, HPH.
- Human Resource Management- Text and Cases-- VSP Rao

BB 14 - Money, Banking and Finance

Unit I: Money - Concept and functions of Money, Origin and development of Money, Limitations of Barter System, Classification of Money, Importance of Money, Qualities of Good Money, Defects of money.

Unit-II - Banking and Finance - Commercial Banking- Role and functions of Commercial Banks, Credit creation and its limitations Central Banking-Functions of Central Bank. Reserve Bank of India - Role in Indian Economy, Monetary & Non-Monetary functions of RBI.

Unit III: National Income Determination- Meaning, Method & Difficulties of Measuring National Income; Concept of GDP, GNP, NNP, PI, DPI. Inflation and Deflation- Types, Causes and Measures to Control.

Unit IV: Monetary and Fiscal Policy- Concept, Objectives, Instruments, Limitations of Monetary and Fiscal policy, Public Finance- Meaning, Scope and Importance of Public Finance, Public Finance Vs Private Finance.

Reference Books:

1. Appannaiah, Reddy &Shanthi, BBM Semester Economics, 2006, Himalaya Publishing House, Mumbai.
2. Chaturvedi D., Macro Economics, 2005, Galgotia Publishing Company, New Delhi.
3. Dominick Salvatore, Managerial economics in a Global economy, 2006, Thomson learning Press
4. Datt, Ruddar and K P M Sundharam, 2005, Indian Economy, S.Chand and Co. Pvt. Ltd. New Delhi
5. Jhingan, 2004, M.L., Money Banking International Trade and Public Finance, Ed. 8, Veranda Publishers, New Delhi.
6. Mithani D. M., Money, Banking, International trade and Public Finance,2006, Himalaya Publishing House, Mumbai
7. Samuelson, Paul Anthony and William D. Nordhaus, 1998, Economics, Ed. 6 New Delhi: Tata McGraw Hill Publishing Company Ltd, New Delhi.
8. Somashekhar N T., Money, Banking, International trade and Public Finance,2006,Himalaya Publishing House, Mumbai
9. Suma Damodran, Managerial Economics, 2006, Oxford University Press, New Delhi.

BB 15 – Business Communication

Unit I : Nature, Scope, and Functions of Communication, Definition, Objectives, Purpose of Communication, Communication Process, Encoding, Decoding, Feedback Loop, Noise Channels of Communication, Formal and Informal Channels Of Communication, Barriers to Effective communication.

Unit II: Group Communication- Problems of group communication, Types of Meetings - Conferences, Committees, conduct of meetings, Chairman's functions and Participants' responsibilities.

Unit III: Reports & Summarisation- Types of Reports, Structure of a Report, Individual and Committee Reports, Circular, Memo, How to draft Notice, Agenda, Minutes of the Meeting. E-Mail Etiquettes, Formal & Informal email writing.

Unit IV: Presentation Skills- Various Presentation Tools, Guidelines of Effective Presentation, Overcoming boredom factors, Interactive Presentation, Effective Listening, Blocks to Effective Listening, Improving Listening Skills. Individual / Group Presentations.

Reference Books:

1. Business Correspondence & Report Writing, R C Sharma & Krishna Mohan, 3rd Edition, Tata Mcgrall Hill
2. Communication, C S Rayudu, Himalaya Publication July 2008
3. Business Communication, Urmila Rai, S M Rai, Himalaya Publication 9th Edition.
4. Business Communication, K K Sina, Galgotia Publishing 2009 Reprint.
5. Raman & Singh, Business Communication, Biztantra New Delhi
6. Communication Skills, Sanjay Kumar, Oxford University Press.

BB 16 – Business Legislations

Unit I: Administration of law & legal system in India - Introduction to legal aspects of Business in general; Freedom of Trade, Profession and Occupation (Constitutional Provisions).

Unit II: Indian Contract Act (1872) - a) Definition (Sec.2) b) Essential elements of a valid contract c) Competency to enter in contracts (Sec. 11 & 12).d) Consent – Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23).Void Agreement (sec 24-30) f) Consequences of breach of contract (sec 73-75).

Unit III: The Companies Act (1956) - Definition & characteristics of a company, Company distinguished from partnership, Kinds of Companies, Provisions relating to incorporation, lifting the Corporate Veil. Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Concept of Prospectus. **Company Management And Board Meeting** : Administrative Hierarchy, Board of Director – Director- Legal Position, Appointment, Qualification, Disqualification, Removals Power, duties, Liabilities etc. Managing Director – Meaning, Appointment, and Disqualification. Manager-Meaning, Disqualification. Company Meetings Meaning of meeting-General Body meeting – statutory Meeting, Annual General meeting, Extra ordinary meeting Board Meeting.

Unit IV: The Consumer Protection Act, 1986 Salient features of Act. Definitions- Consumer, Complaint, Services, Defect and Deficiency, Complainant. Rights and Reliefs available to consumer. Procedure to file complaint. Consumer Disputes Redressal Agencies. (Composition, Jurisdiction, Powers and Functions.) Procedure followed by Redressal Agencies

Reference Books:

- 1) Business and Commercial Laws-Sen and Mitra.

- 2) An Introduction to Mercantile Laws-N. D. Kapoor
- 3) Business Laws-N. M. Wechlekar
- 4) Company Law-Avatar Singh
- 5) Law of Contract-Avtar Singh
- 6) Consumer Protection Act in India .Niraj Kumar
- 7) Consumer protection in India. V.K.Agrawal
- 8) Consumer Grievance Redressal under CPA. Deepa Sharma.

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Semester - V

BB 17 - Entrepreneurship Development

Unit I:Entrepreneur & Entrepreneurship: Evolution of the concept of Entrepreneurs, Characteristics of an Entrepreneur, Distinction between an entrepreneur and a manager; functions of an entrepreneur, types of entrepreneurs, concept of intrapreneurs; growth of entrepreneurship in India, role of entrepreneurship in economic development.

Unit II:Entrepreneurial growth: Factors - Economic factors, non-economic factors, Government actions; Entrepreneurial competencies - meaning, major competencies, developing competencies; Entrepreneurship Development Programs (EDPs) - Need, objectives, course content of EDPs, phases of EDPs, evaluating EDPs.

Unit III:Small Enterprises: An introductory framework: Definition, characteristics, relationship between small and large units, rationale, objectives, scope, opportunities for entrepreneurial career, problems of SSIs; Project Identification and Selection (PIS) - Meaning of project, project identification, project selection, contents of project reports, formulation of project reports; Project Appraisal - Concept, methods, economic analysis, financial analysis, market analysis, technical feasibility, managerial competence.

Unit IV:Institutional & financial support to Entrepreneurs: Need for institutional support, various institutions supporting entrepreneurship in India - MIDC, MSME, MCED, DIC, SSIB, MSSIDC, BIFR; Financial support to entrepreneurs: Commercial banks, other financial institutions - IDBI, IFCI, SFCs, SIDBI, venture capital.

Reference Books:

1. Entrepreneurship 6 th edition. Robert D Hisrich , Tata McGraw-Hill.
2. Kuratko- Entrepreneurship – A Contemporary Approach, (Thomson Learning Books)
3. Small-Scale Industries and Entrepreneurship. Desai, Vasant (2003). Himalaya Publishing House, Delhi.
4. S.S. Khanka – Entrepreneurial Development (S. Chand & Co.)
5. Exploring Entrepreneurship, Blundel& Lockett, Oxford University Press
6. Entrepreneurship, Roy, Oxford University Press

BB 18 – Principles of Operations Management

Unit I: Introduction to Operations Management: Introduction to Operations Management, its Nature, Scope, Importance and Functions. Difference between production, manufacturing and service. Concept and types of production, mass, job-based, batch and assembly line production system. Types of services.

Unit II: Facilities and Production Planning : Factors affecting plant location, types of plant layouts – product layout, process layout, fixed position layout, cellular layout, types of service layouts. Concept of production planning, definitions of capacities, master production schedule, material planning. Introduction to maintenance.

Unit III: Material Management: Scope of materials management, Purchase and Stores Functions, Introduction to warehouse management, Concept of Lead time, re-order level, minimum and maximum stock, Basic concepts of Inventory management, inventory costs, ordering and carrying cost.

Unit IV: Quality Management and Productivity: Introduction to quality, dimensions of quality, concept of product, process and service quality. Introduction to Quality Management System, concept of TQM, ISO, Kaizen, Quality circles, Six-sigma. Concepts of productivity, machine, labour and cost productivity.

Reference Books:

1. Operations Management by Shridhar, Himalaya Publishing House
2. Operations Management Nair: TMH
3. Production and Operations Management, Adam & Ebert, Prentice Hall India
4. Operations Management by Chary ,Mcgraw Publications, 4th edition.
5. Production and Operations Management, K.Aswhappa&K.ShridharaBhat, Himalaya Publication
6. Production and Operations Management, R.Panneerselvam, 3rd Edition, Eastern Economy Edition.

BB 19 – International Business Environment

Unit I: Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances; Concept and significance of balance of payments account

Unit II: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment.

Unit III: Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit IV: International Economic Institutions and Agreements: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements. Structure and functioning of EC and NAFTA, Regional Economic Groupings in Practice: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World.

Reference Books:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
5. Hill, Charles W. L., International Business, McGraw Hill, New York.

BB 20 – Research Methodology

Unit I: Introduction - Meaning, Objectives and Types of research, Research Approach, Research Process, Relevance & scope of research in management. **Research Design** - Features of good Design, Types of Research Design,

Unit II: Sampling Design - Steps in sample Design, Characteristics of a good sample Design, Probability & Non Probability sampling. Hypothesis – Meaning, Types, Process, Formation of Hypothesis, Testing of Hypothesis

Unit III: Measurement & scaling techniques - Errors in measurement. Test of sound measurement, Scaling and scale construction technique. Attitude Measurement and Scales: Introduction to attitude - Various Methods to measure attitude.

Unit IV: Methods of data collection - Primary data – questionnaire and interviews; Collection of secondary data. **Interpretation of data** - Techniques of Interpretation, Report writing, Layout of a project report, preparing research reports.

Reference Books:

1. Research Methodology – C.R. Kothari
2. Business Research Methods – Naval Bajpai
3. Business Research Methodology – J K. Sachdev

Bachelor of Business Administration (BBA) Examination

Semester – VI

Elective A - Financial Management

Paper 1

BBEL1 – Fundamentals of Business Finance

Unit –I: Mathematics of Finance – Concept of Time Value of Money, Compounding and Discounting of single cash flow, series of cash flow and annuity. Simple problems based on Time Value of Money

Unit –II: Capital Budgeting - Premises of Capital Budgeting Decisions, Tools in Capital Budgeting, Pay Back Period, Average Rate of Return on Investments, Net Present Value, IRR.

Unit –III: Dividend decision and Management of Earnings - Relevance approach of dividend valuation models, Irrelevance approach of dividend valuation models, Stability of dividend, Factors determining dividend decisions.

Unit IV: Corporate Restructuring - Reasons & drivers of corporate restructuring, Methods of restructuring- mergers (types of merger), takeovers, acquisitions (Types of Takeover/ acquisition), divesting/ demerger, spin-off, split ups

Simple Numerical will be based on Unit I, II and III only.

Reference Books:

- 1) Financial Management by Ravi Kishore, Taxmann Publications Pvt Ltd
- 2) Financial Management - I M Pandey - S. Chand & Co. Pvt. Ltd. (Old editions in Vikas Publications)
- 3) Financial Management , Theory, Concepts and Problems by Dr. R. P. Rustagi, Taxmann Publications Pvt Ltd
- 4) Financial Management, Text, Problems and Cases, by M Y Khan and P K Jain, McGraw-Hill Publications

Paper 2 **BBEL2 - Financial Services Management**

Unit -I: Banking Services and Operations -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Role of RBI vis-a-vis other commercial banks, Introduction to Bank Deposits, Types of Deposit Accounts, KYC

Unit -II: Insurance Services - Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, Different type of insurance products - whole life products, term assurance annuities, and endowment, Medi-Claim and health insurance products.

Unit -III: Mutual Funds - Organization Structure, Classification of Funds -Types of Funds - Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Sectoral Funds, ELSS; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and Value Averaging.

Unit IV: Capital Market - Introduction to Capital Markets, Structure of Capital Market, Primary and Secondary Market, Stock Exchanges in India- BSE, NSE, OTCEI, ICSEI, Functions of Stock Exchange, SEBI and Role of SEBI in Capital Market

Reference Books:

- 1) Indian Financial System by Bharti V Pathak Pearson Publications
- 2) Indian Financial System by M Y Khan McGraw-Hill Publications
- 3) Financial Markets and Services , Gordon and Natrajan, Himalaya Publications
- 4) Financial Services, SandeepGoel, PHI Publications
- 5) Know Your Bank (volume I to VI) published by IIBF
- 6) Life and Health Insurance, 13th Edition by Kenneth Black Jr., Harold D. Skipper Jr., PHI Publications

Elective B-Human Resource Management

Paper 1

BBEL1 – Fundamentals of Human Resource Management

Unit 1 :Introduction: Concept, HRM ; Evolution of HRM; Challenges of HRM; Role of Human Resource Management in strategic management, Characteristics of Workforce today

Unit 2 : Performance Appraisal :Concept and Introduction, Importance, process - methods of performance appraisal - Traditional & Modern Methods.

Unit 3 : Job Evaluation & Compensation management: Concept, objectives and methods of Job Evaluation, Wages & Salary, components of employee remuneration - - base and supplementary. Wages & Salary Administration

Unit 4 : Legal Aspects :Introduction to Provident Fund Act, Employee State Insurance Corporation Act, Minimum Wages Act, Industrial Relations Act, Industrial Dispute Act.

ReferenceBooks :

- Dr. S S Khanka : Human Resource Management,
- Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata
- Rao, V S P, Human Resource Management, Text and Cases
- Dessler, Gary; Human Resource Management; Prentice Hall
- SubbaRao, Personnel and Human Resources management, HPH.
- SeemaSanghi , Human Resource Management

Paper 2

BBEL2 – Advanced Human Resource Management

Unit 1 : Job Analysis, Job Design & Job Evaluation: Job Analysis & Design - Job Analysis - Meaning, Uses, Competency approach to job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis. Job Evaluation - Concept, objective & methods.

Unit 2: Performance Appraisal: Nature, Objectives of Performance Appraisal, Performance Planning and Potential Appraisal, Pitfalls of Appraisal, Praise and Recognition; Rewards and Incentives; Promotions. HR Records, MIS HR Reports, HR Formats - Personnel Files, Attendance, Leave, Medical Records.

Unit 3 : Industrial Relations :Nature, Concept, scope, objectives & significance of Industrial Relations, Trade unions, Functions of Trade Unions - Forms of collective bargaining - Workers' participation in management, Nature & causes of Industrial Dispute and Settlement of Industrial Disputes.

Unit 4 : Ancillary Topics: Goal Setting, Promotions and Transfers; Separations- Retirement, VRS, Deputation, Death, Retrenchment, Pink Slips, Competency Mapping, Employee Manual / PPP Handbook. Concept of Retention and Attrition. Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Downsizing; Voluntary retirement schemes (VRS) HR outsourcing, Job Rotation & Transfer

Reference Books :

- Dr. S S Khanka : Human Resource Management,

- Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata
- Rao, V S P, Human Resource Management, Text and Cases
- Dessler, Gary; Human Resource Management; Prentice Hall
- Subba Rao, Personnel and Human Resources management, HPH.
- Seema Sanghi, Human Resource Management

Elective C–Marketing Management

Paper 1

BBEL1 – Fundamentals of Marketing Management

Unit – I: Integrated Communication Mix (IMC) -meaning, importance; Communication meaning, importance, process, communication mix-components, role in marketing,

Unit – II: Branding - meaning, brand recall, brand positioning. Importance of branding and advertising. Digital Marketing – Scope and Importance, Search Engine Optimisation (SEO), Out of home (OOH).

Unit – III: Sales Organisation and Relationship : Purpose of sales organization, Types of sales organization structures, Sales department external relations, Distributive network relations.

Unit – IV: Concept of services - Nature & characteristics of services, Marketing Mix and strategies in Service Marketing, Product decisions, pricing strategies, Promotion of services, Placing or Distribution methods of services, Service vision & Strategies: Includes Advertisements, Branding, Packaging of Services.

Reference Books:

1. Marketing Mgt. by Philip Kotler (PHI)
2. Marketing Management by Rajan Saxena, Tata McGraw Hill, Education
3. Service Sector Management by S M Jha
4. Sales Management - Cundiff, Still, Govoni

Paper 2

BBEL2 – Advanced Marketing Management

Unit – I : Sales Management : - Evolution of sales function, Objectives of sales management positions, Functions of Sales executives, Relation with other executives, Salesmanship : Theories of personal selling, Types of Sales executives, Qualities of sales executives, Prospecting, pre-approach and post-approach, Organising display, showroom & exhibition

Unit – II: Distribution network Management: Product Distribution Channel & Types of Marketing Channels, Factors affecting the choice of channel, Types of middleman and their characteristics, Wholesale and Retail, Supply Chain Management (SCM) and introduction to Supply Chain Management, Various types of Warehousing and transportation facilities.

Unit – III: Service Quality - Impact of service Quality, Approaches to service Quality, Ten original dimensions of Service Quality, How to improve service Quality, Service quality information systems, Benchmarking and certification. Marketing challenges in services business; Classification of services; End user, Profit orientation, Services tangibility, People based services, Expertise. Role of IT in service industry.

Unit - IV: Customer Retention & Relationship Marketing: CB-Services, Facts & Importance of CB in services, Evolution of Relationship Marketing, Enhancement of Internal & External relationships, Customer Retention (Operations, Delivery System). Various types of services offered to customers - hotel, hospital, transport, insurance, banking and education.

Reference Books:

1. Marketing Mgt. by Philip Kotler (PHI)
2. Marketing Management by RajanSaxena, Tata McGraw Hill Education
3. Service Sector Management by S M Jha
4. Sales Management - Cundiff, Still, Govoni