

SYLLABUS

BACHELOR OF BUSINESS
ADMINISTRATION

B.B.A. Part I Examination, 2015
B.B.A. Part II Examination, 2016
B.B.A. Final Examination, 2017



JAI NARAIN VYAS UNIVERSITY
JODHPUR

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NOTIFICATION

In compliance of decision of the Hon'ble High Court all students are required to fulfil 75% attendance rule in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.

REGISTRAR
(Academic)



JAI NARAIN VYAS UNIVERSITY
JODHPUR

FACULTY OF COMMERCE AND MANAGEMENT STUDIES

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Professor and Dean

Prof. (Dr.) Raman K. Dave
Director

Dr. M.L. Vasita
Co-ordinator

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Prof. Sumnesh Nath Modi, Head

Professors

Professors

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Assistant Professors

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Shri Anil Verma

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Shri Yashpal Meena

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Deptt. of Mgt. Studies :

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Prof. (Mrs.) Kalpana Mathur, Head

Professors

Professor

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Dr. S.P.S. Bhadu

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Dr. (Mrs.) Swapna Patawari

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Dr. Ashish Mathur

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Dr. Ramesh Kumar Chouhan

Shri Nishant Gehlot

Dr. Ashok Kumar

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**SCHEME FOR THE COURSE OF
Bachelor of Business Administration (BBA)**

BACKGROUND AND OBJECTIVES OF THE COURSE

The Commerce education in India has fairly witnessed a new dimension of management orientation in the last decade at both the degree and post-degree levels. Still a commonly expressed barrier in the growth of trade and industry with its competitive strength is the lack of trained managing personnel. Consequently the wide-felt need for management education has been gaining support. The current fast marching of our economy to an open one or its move towards industrial growth otherwise has further magnified the pressure for these personnel. The universities and other Institutions have already initiated to come up in its response.

Need of the hour is to equip the young generation with traditional business values blended with modern concepts and techniques of management. The degree course like BBA or BBM are becoming popular and in demand. The western Rajasthan is full of prospects and the society is expecting similar initiatives from this faculty.

“The management education at the under-graduate level is intended to serve as a grooming ground for the future managers. This will make a student more receptive to the advanced level of theory and practice of management science. In other academic fields also, the trend is, now-a-days, towards comprehensive course like five year integrated course in Physics, Law etc. Similar phenomenon already seem to have come in the field of management.”

(Excerpts from an article appeared in the University News, 38(43) October 23, 2000, p.8).

The course of BBA may be viewed as an intermediate step towards such an integrated course in management. It aims at catering to the demand for the skilled and chiseled managing personnel in the industry in general and at all levels in the world of business in particular in India. The expressed objectives of this course is to provide a wider and sound base to the students not only for advanced course in management but also to open a range of career avenues like the management trainees picked-up by the industry, as also in the business researches/studies engaged in by the business consulting houses giving a variety of vital services to the trade industry.

The Faculty of Commerce and management Studies, J.N.V. University started the three degree course of Bachelor of Business Administration (BBA) on self-sufficiency basis from the session 2002-2003.

I. The Eligibility and Admission:

The course leading to the degree of BBA will be a full time (day hour) three year degree course after qualifying 10+2 (Senior Secondary) or its equivalent public examination conducted by any recognized Board of Education in India or abroad. The candidates seeking admission must have secured at least 50% marks in aggregate at the qualifying examination.

Reservation of Seats : The seats for the SC/ST/OBC candidates etc. will be reserved as per rules of reservation applicable in the University in general. There will be a relaxation in the required eligibility of 50% marks at the qualifying examination as per University rules.

NOTE : Students who once join BBA (I) will not be allowed to shift to any other course in the Faculty and fees will not be refunded.

II. Scheme of Course and Examination :

The complete scheme would be as presented in its two parts, viz.

- (1) Course of Study
- (2) Scheme of Examination

1. Course of Study

The three year degree course of BBA will consists of three parts viz Part I, II and III. One academic session of one year will be devoted to the each part. The candidates shall be admitted to BBA part I only and thereafter required to qualify all the three parts consequently to earn the degree.

In each part there shall be eight courses composed of the Foundation Course, Core Courses and Participative Course.

Each course shall carry 100 marks. The suggested nomenclature of various courses covered in the three parts signifying the areas of study are as follows:

BBA PART I

- A. Foundation Course:
 - 1. Business Communication skills
- B. Core Courses:
 - 1. Organization and Management
 - 2. Economic Environment
 - 3. Business Laws
 - 4. Fundamentals of Accounting
 - 5. Business Statistics
 - 6. Managerial Economics
- C. Participative Course:
 - 1. Two Term papers

Note: Regarding Term Papers

Two Term Papers of 50 Marks each to be evaluated by two evaluators. The Dean, Director or Coordinator in the Faculty and in colleges by Principal or Coordinator of BBA of the college and one faculty member appointed by the Dean, Director or Principal. Term papers should be written by the Students in his / her own handwriting.

BBA PART II

- A. Foundation Course:
 - 1. Computer Applications for Business (Theory 50 Marks and Practical 50 Marks}
- B. Core Courses:
 - 1. Organization Theory & Behaviour
 - 2. Corporate Laws
 - 3. Production and Materials Management
 - 4. Quantitative Techniques
 - 5. Cost and Management Accounting
 - 6. Marketing Management.
- C. Participative Course:
 - 1. Group Assignment and Seminar on Contemporary Issues, (50 Marks each)

Note : Regarding Group Assignment and Seminar:

The candidates shall be divided into groups of five each, preferably on random basis. Each group will be assigned a topic of current significance in the business world. The group shall be required to prepare a document (in about 30-40 typed pages) on the respective topics based on the library survey and analysis of facts.

Each group shall be guided by an instructor belonging to the area of the topic. Five class-sessions will be engaged by each instructor for giving insight and hold interaction on the respective topics. All students of the class shall have to attend these sessions irrespective of their group of topic. A joint seminar will be held at the end of the session in the presence of the examiners, students and all the instructors. A panel of two examiners, one internal and one external, will award the marks on the basis of the quality of the document prepared, its presentation.

BBA PART III (Final)

- A. Foundation Course:
 - 1. Environmental Studies
- B. Core Courses:
 - 1. Entrepreneurship and Small Business Management
 - 2. Financial Management
 - 3. Business Taxation
 - 4. International Trade
 - 5. Human Resource Management.
 - 6. E-Commerce
- C. Participative Course;
 - 1. Project Work

Note : Regarding Project Work :

The Research project shall be a teacher-supervised work. The report should be submitted in a properly bound form duly certified by the Director/Co-Coordinator of course for evaluation before the final written examination start. It would preferably be a data-based study. The minimum and maximum limit of number of pages, typed double spaced on a thesis size paper, would be between sixty and ninety respectively including appendices and Bibliography. The Project report should contain the following :

- (1) Problem and objective (2) Review of Literature
 (3) Methodology (4) Analysis of Data
 (5) Findings and Suggestions, and (6) Bibliography.

The project report will be reevaluated along with the viva-voce by a panel of 2 examiners, one external and one being internal appointed by the Dean.

2. Scheme of Examinations:

FOR FOUNDATION COURSES:

Required only to pass the course once with 36% marks in each individual paper. These marks shall be counted neither in the aggregate of 40% required for the course nor towards the award of division.

FOR CORE AND PARTICIPATIVE COURSES:

The minimum pass marks in respect of each examination shall be 36% in individual paper and 40% marks in the aggregate in respect of all the examinations in a relevant part including participative courses namely, B.B.A. Part-I : Two Term Papers :B.B.A. Part-II : Groups Assignments and Seminar on Contemporary Issues and B.B.A. Part-III : Project Work.

Provision of grace marks and re-evaluation:

For grace marks and re-evaluation the rules and regulations declared by the University from time to time will be applicable.

Provision For Supplementary:

There will be no supplementary examinations for BBA Part I and BBA Part II. The system of one or two due paper / papers will be applicable in place of supplementary examinations. The candidate will have to clear all the due paper/papers along with the regular examinations of those respective years. But in the B.B.A. Part-III he / she will be eligible to get supplementary in one or two papers; and the supplementary examinations will be held as early as possible. The result of B.B.A. Part-III will not be declared till he / she clears all the due papers. The degree will be awarded only after clearance of all due papers.

Award of the Degree and Division:

The degree of the BBA will be awarded to a successful candidate after qualifying all the required courses. The division shall be awarded on the basis of marks secured in the core courses at all the three parts taken together as follows:

- I Division : Securing 60% or above marks.
 II Division : Securing 48% or above but less than 60% marks.
 III Division : Securing 40% or above but less than 48% marks.

SCHEME AT A GLANCE

Bachelor of Business Administration (BBA)

	B.B.A. Part I - 2014	B.B.A. Part II-2015	B.B.A. Part III-2016
Foundation Course	Business Communication skills	Computer Applications for Business	Environmental Studies
Core Courses	Organization and Management	Organization Theory & Behaviour	Entrepreneurship and Small Business Management
	Economic Environment	Corporate Laws	Financial management
	Business Laws	Production and Materials Management	Business Taxation
	Fundamentals of Accounting	Quantitative Techniques	International Trade
	Business Statistics	Cost and Management Accounting	Human Resource Management
	Managerial Economics	Marketing Management.	E-Commerce
Participative course	Two Term papers	Group Assignment and Seminar on Contemporary Issues	Project Work

Notes:

- For Foundation Course Maximum Marks 100 Minimum Pass Marks 36%
- For Core and Participative Courses Maximum Marks 100 each Minimum Pass marks are 36% in Individual Paper and 40% marks in aggregate including marks obtained in participative course.
- If a Candidate fails to clear his/her Participative Course he/she will be declared fail in that class/year. In these courses No Supplementary/due will be allowed.
- In BBA Part-II "Computer Applications for Business" paper will be divided into two parts namely, Theory and Practical. PART-A : Theory 50 marks and PART-B : Practical 50 marks. Students will be required to obtain 36% marks in each part separately.
- If a candidate fails in BBA Part-I and BBA Part-II examination, he/she will have to repeat the examination with new scheme, if the scheme has changed. This provision will be applicable to all those

who appear in the examination either as regular student in failure quota or as ex. student.

6. If a candidate fails in BBA Part-III examination, he/she will have to repeat the examination with old scheme, if the scheme has changed. This provision will be applicable to all those who appear in the examination either as regular student in failure quota or as ex-student.
7. If a candidate fails in BBA Part-I/ BBA Part-II/ BBA Part-III examination but passes foundation course/s, he/she will have to repeat the BBA Part-I/ BBA Part-II/ BBA Part-III examination with core courses only. He/She does not require to appear again in foundation courses already passed. This provision will be applicable to all those who appear in the examination either as regular student in failure quota or as an ex student.
8. If a candidate fails in BBA Part-I, BBA Part-II or BBA Part-III examinations, he/she will be exempted from writing the Term Paper, Presenting Groups Assignment and Seminar or submitting Project Work and presenting viva voce if he/she has already passed.
9. If a candidate passes all the core subjects in BBA Part-I, II & III but fails to score 40% marks in aggregate, he/she will be awarded supplementary in the subject he/she scored least marks provided that his/her aggregate score is at least 40% in the remaining core subjects. Whatever actual marks he/she scores in the supplementary examination will be added to his/her total marks. This provision will be applicable to those candidates also who are declared supplementary on account of not scoring the minimum pass marks.
10. If a candidate fails to pass foundation course in BBA Part-I or BBA Part-II will be promoted to the next higher class. This due will be allowed in addition to the due papers allowed for the core courses.
If a candidate fails to pass foundation course in BBA Part-III he / she will be given supplementary in addition to the number of courses allowed for supplementary in core courses.
11. If a candidate fail in Theory of “Computer Applications for Business” subject but passes the practical examinations, he/she will not be required to reappear in computer practical. His/Her computer practical marks will be carried forward.
12. In following subjects, question papers will be in English Only. However Students of Hindi Medium may write answers in Hindi.

B.B.A. Part-I

1. Business Communication Skills

B.B.A. Part-II

1. Computer Applications for Business.

B.B.A Part-III

6. E-Commerce

Pattern of Examination Paper

All Question Paper will be divided into three sections namely, 'Section A', 'Section B' and 'Section C. In each section the question will be asked as follows:

Section A: Intends to test the clarity of concepts and to-the-point knowledge unit-wise.

- (T-1) 10 very small questions, (two questions from each unit). Each question will carry 2 marks. Answer of each question shall be limited up to 30 words. This part will be compulsory. $10 \times 2 = 20$

Section B: Intends to test the knowledge unit-wise and capability to elaborate and restrain within limited words.

- (T-2) 10 small questions (two questions from each unit). Students will be required to answer one question from each unit. Each question will carry 07 marks. Answer of each question shall be limited up to 250 words. $5 \times 7 = 35$

Section C: Intends to test the overall-knowledge and capability to explain the detail ;of the students.

- (T-3) 5 questions (one question from each unit). Students will be required to answer any three questions. Each question will carry 15 marks. Answer of each question shall be limited up to 500 words. $3 \times 15 = 45$

T1: Very small Question

T2: Small Question

T3: Detailed Question

Note:1 In case of Numerical, Figures, Chart, Diagrams and Graphs, the above limit of words shall not apply.

Note:2 In case of a paper having Maximum Marks 50, then the marks allotted for each Section/Question will be reduced proportionately.

**B.B.A. PART I
FOUNDATION COURSE**

BUSINESS COMMUNICATION SKILLS

- Unit 1 : Principles of Communication : Types of communication, personal space, Gesture and posture, Facial expression, language affecting behaviour, personal qualities. Nonverbal communication. Listening skills, Requisites of an effective Letter. Use of words, phrases, clauses and balanced sentences
Business Letters : Formal and style; the heading, the date line
Inside address, attention line, the opening, salutation, the body, the subject line, the message, the complementary closing
signature, reference, initials, enclosure, notation, post script, spacing, continuation, page-punctuation style.
- Unit 2: Kinds of Business letters, planning the letter characteristics. Brevity, Completeness, tact and courtesy, routine request, requesting appointments, letters, responses to letters with sales potentials, refusal letters, claim letters, collection letters, mild and strong appeals
- Unit 3 : Sales letters, public relations, memos and other form of messages, informal and analytical reports, agenda and minutes of meetings, preparing classified advertisement , direct mail advertising, press release.
- Unit 4: Spoken communication : Telephone Techniques, interview applying for employment, grievances, handling complaints from customers, answering enquiries, preparation for giving talk, information technology and the future uses of word processor, telex and FAX.
- Unit 5 : Letters for handling complex business situations e.g. transported goods held up at a check-post, conflicting views about taxability of the goods, asking extension of time for repayment of loan installment, asking an increase in the OD, limit sanctioned by the bank, replying to industrial customer who received goods not ordered for etc. (Assignments to be given on case situations), Management Communication, Time Management

Suggested Readings :

- Rao, Nageshwar : Business Communication.
Dr. S.C. Sharma : Business Communication.
Dr. V.S. Vyas : Business Communication.
Pal Rajendra and Korlahali J.S. : Essentials of Business Communication

**B.B.A. Part-I
CORE COURSE
PAPER I**

ORGANISATION AND MANAGEMENT

- Unit 1: Meaning, functions, principles, importance and levels of management, schools of management thought
- Unit 2: Planning :Meaning, characteristics, types, benefits, objectives, strategies, process, premises, limitations and significance of planning, management by objective (MBO), business forecasting
- Unit 3: Decision Making : Meaning, types of decision, decision making process, different models or theories of decision making, group decision-making
Organization : Meaning and process of organization, structure, principles, departmentation, span of management, authority, power and status
Organization : Theories of authority, delegation of authority, centralization and decentralizations, line staffrelationship
- Unit 4: Staffing :Recruitment, selection, training, performance evaluation, executive development
Direction and Communication : Nature, principles, functions, techniques and importance of direction. Meaning, nature, types, process of communication, barriers to communication, overcoming the barriers to communication.
- Unit 5: Motivation and Leadership : The nature, process and significance of motivation, theories of motivation, meaning, type and styles of leadership
Control : Meaning and process, requisites of effective control, control techniques.

Suggested Books

James, A.F. Stoner : Management
 William, H. Newman : The Process of Management
 V.S.P. Rao & P.S. Narayanan : Principles and Practice of Management
 L.M Prasad. : Principles and Practice of Management
 C. B. Gupta : Organisation and Management
 Koontz and O Donnel : Essentials of Management George R. Terry :
 Principles of Management
 Samuel C. Certo : Principles of Modern Management Peter F. Drucker :
 The Practice of Management Randall, B. Dunham & John, L. Pierce:
 Management

B.B.A. Part-I
CORE COURSE
PAPER II

ECONOMIC ENVIRONMENT

- Unit 1 : Political Economy : Trends and structure of Indian Economy,
 Economic & Political Dimensions, Legal Dimensions,
 Government Role in shaping business environment.
 Development Programmes under five year plans in India.
- Unit 2 : Economic reforms and Recent growth strategies Programme of
 Industrialisation and Rural Development poverty and steps in
 India to remove poverty, Inequalities of income
- Unit 3 : New Industrial Policy International investment in India, Foreign
 Direct Investment, Rural industrialization.
- Unit 4 : Public sector, small business and cottage industries Economic
 Planning in India, Latest five year plan, objective, target and
 strategies
- Unit 5 Different Economic Policies namely Exim policy, Employment
 policy Population policy Industrial relation policy, Monetary
 policy, Fiscal policy.

Suggested Books

Raj. K.N. : Indian Economic Growth, Performance and Perspective
 Chaudhary Prmit : Indian Economy, Poverty and Development Uppal,

J.S : India's Economic Problems
 Sengupta, N.K : Government & Business
 Verma, M.L. : Foreign Trade Management in India Govt. of India:
 Economic Survey Budget Speech

B.B.A. Part-I
CORE COURSE
PAPER III
BUSINESS LAWS

- Unit 1 : The India Contract Act 1872, Section I to 75
 Unit 2 : Special Contracts under the Indian Contract Act: Indemnity and
 Guarantee, Bailment, Agency, Pledge
 Unit 3 : The Sale of goods Act, 1930
 Unit 4 : The Indian Partnership Act, 1932
 Unit 5 : Consumer Protection Act, 1986
 Arbitration and conciliation Act, 1996

Suggested Book

M.C.Kuchhal : Mercantile Law
 N. D. Kapoor : Elements of Mercantile Laws
 S. R. Davar : Mercantile Law
 Pandia, R.H. : Mercantile Law
 K.P.S. Gogna : A Textbook of Mercantile Law
 Avtar Singh : Mercantile Law
 Relevant Bare Acts

B.B.A. Part-I
CORE COURSE
PAPER IV

FUNDAMENTALS OF ACCOUNTING

- Unit 1 : Fundamentals of Accounting : Introduction and meaning, Rules
 of Accounting Concepts, Commentary of Accounting,
 Journalizing and Double Entry System, subsidiary books
 posting and balancing, Preparation of Trial Balance, Adjustment
 Entries, Preparation of Final Accounting.

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- Unit 2: Self-balancing and sectional system, single entry system. Branch and Departmental Accounts. Accounting for dependent and independent branches, including Foreign branch.
- Unit 3: Accounting for insurance claims-insurance of stock insurance of consequential losses and comprehensive insurance, Hire purchase and installment payment system.
- Unit 4: Accounting Issue for Partnership Firm : Introduction, admission, retirement and death of a partner, dissolution of a firm, Insolvency of partners cash distribution, sale of firm to company.
- Unit 5: Company Accounts : Issue and forfeiture of shares reissue of forfeited shares, bonus and right issue underwriting redemption of preference shares, preparation of final accounts, Schedule VI.

Suggested Books

Shukla and Grewal Advanced Accounts
Bissa and Chitlangi : Financial Accounts

**B.B.A. Part-I
CORE COURSE**

**PAPER V
BUSINESS STATISTICS**

- Unit 1: Introduction, definition, scope, limitations, collection of data, methods of statistical investigation, Laws of statistical regularity and inertia of large numbers. Measures of Central tendency-mean, median, mode of geometric mean, harmonic mean, weighted average and other averages. Vital statistics: Introduction, measurement of mortality and life table.
- Unit 2: Measures of Dispersion : Absolute and relative measures of dispersion range, quartile deviation, mean and standard deviation and coefficient
Skewness : Test of skewness, its importance, first and second measures of skewness and their coefficients; difference between skewness and dispersion.
- Unit 3: Correlation : Meaning and significance, scatter diagram and correlation graph; Karl Pearson's coefficient of correlation in

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- ungrouped and grouped data by direct and shortcut methods correlation, co-efficient of concurrent deviation., rank correlation, probable error, Regression analysis of bivariate distribution only, Partial correlation, multiple correlation and multiple regression, Diagrammatic and Graphic representation.
- Unit 4: Index Number : Meaning, methods of construction, Selection of items : base year, average, weights fixed base and chain base Analysis of time series, meaning and components of time series. Interpolation ; Need and assumption, Various methods of interpolation, Binomial, Newton's methods of finite difference, lagrange and parabolic curve method, Business forecasting : Meaning importance and techniques.
- Unit 5: Association of Attributes (Study of Two Attributes), Yule coefficient of association Theory of Probability : Addition and multiplication theorems. Theoretical Frequency Distribution, Binomial, Normal and poisson distribution.

Suggested Book

Levin, El & Rubin, D.S : Statistics for Management
Chandan, J.S, Singh, J. and Khanna, KK. : Business Statistics
Gupta, S.C : Fundamentals of Statistics
Saha S. : Business Statistics
Sancheti, D.C. & Kapoor, V.K. : Statistics (Theory, Methods and Applications)
Venugopal, J.: Business Statistics

**B.B.A. Part-I
CORE COURSE**

**PAPER VI
MANAGERIAL ECONOMICS**

- Unit 1 : Introductory Profile : Definition, managerial issues, scope of managerial economics- economic theories applied to business analysis, some other topics in managerial economics- Utility Analysis, Law of Diminishing Marginal Utility and Consumer surplus.

- Unit 2: Demand Analysis : Meaning, Law, Exceptions, Elasticity of Demand, Importance of Elasticity, Concepts, Measuring Demand Elasticities, Techniques of Forecasting Demand. Indifference Curve Analysis, Equilibrium.
- Unit 3 : Cost Analysis : Actual and opportunity cost, short and long run costs; fixed and variable costs average, marginal and total costs, cost inter-relationships and cost output relationships, cost data for business decisions. Revenue Analysis and pricing practices-average, marginal and total revenue, relationship of price elasticity with average and marginal revenue, marginal cost pricing, Theory of price determination : Price determination under perfect competition, time element.
- Unit 4: Price determination under monopoly, necessary conditions for price discrimination, pricing under monopolistic competition, pricing under oligopoly.
- Unit 5 : Pricing Strategies : Cost-plus pricing or mark- up pricing and marginal rule, multiple product pricing, pricing in lifecycle of a product, pricing in maturity period, pricing product in decline, transfer pricing, competitive bidding of price. Pricing in relation to established products.

Suggested Book

Joel Dean : Managerial Economics

Small & Savage : Introduction to Managerial Economics

Brisgham & Pappas : Managerial Economics

G.S. Gupta : Managerial Economics

**B. B. A. Part II
FOUNDATION COURSE**

COMPUTER APPLICATIONS FOR BUSINESS

- Unit 1: Information: Concept, Processing, Need and Qualities. Basic Structure of computer, Characteristics of computer, Classification and generation of computers, Types of Input / Output Device, types of memory, Types of languages and translators. Basics and types of operating system, basics of GUI
- Unit 2: Microsoft Word: Introduction, working with documents, changing and formatting text, working with tables, headers footers, page numbers, Endnote, Footnote, Bullets, graphs and paragraphs. Printing and arranging the documents.
- Unit 3: Microsoft Excel: Introduction, creating excel sheets, moving changing - editing data, basic operation on cells: drag, drop, formatting. Inserting and deleting new row/cell. Working with formulas: Mathematical and Logical. Working and creating graphs & charts.
- Unit 4: Microsoft Power Point: Introduction, creating new presentations, editing presentations, editing - deleting inserting new slides, working with templates, adding animation, images, and word art. Creating and editing slide shows.
- Unit 5: Introduction to Networking, Network topologies: Basic and Complex, Types of network and their comparative study. Basic of LAN cables, connectors and devices. Introduction to Algorithm and Flowchart, examples for flowchart and algorithms. Need of Algorithm and Flowcharts.

Suggested Readings:

K. Girdhar Gopal : Elementary Computer Applications

Satish Jain : Introduction to Computer Science

**B.B.A. Part-II
CORE COURSE
PAPER I**

ORGANIZATION THEORY AND BEHAVIOUR

- Unit 1 : The concept of organization, meaning of organization theory and behaviour, classical, Neo-classical and modern theories of organization. Organization goals, determinants of goals, goal displacement, goal distortion, organizational and industrial goals, integration of goals. Concept and determinants of organization structure, different types and importance of organizational structure, environment and structure, designing and organising structure, planning for the structure.
- Unit 2 : Group Dynamics : The concept of groups, kinds and functions of groups, formal and informal groups, group cohesiveness, group thinking, group dynamics and informal organization, Group dynamics and informal communication, management's role in informal groups, transactional analysis.
- Unit 3 : Attitudes and perception : Concept of attitude; attitude, opinions and beliefs; attitudes and behaviour; theories of attitude; formation of attitude; factors determining formation of attitude, attitude measurement; attitude change. Definition and meaning of perception; perceptual process; factors influencing perception; factors influencing perceptual selection and organization; perceptual distortion factors influencing perceptual distortion.
- Unit 4 : Personality Development : Definition and meaning of personality. Factors contributing personality development : theories of personality development Conflict and Change : Meaning and process of conflict; causes, sources, consequences of conflict; conflict resolution strategies. Kinds of change; Identification of the problem and implementation of change; resistance to change; overcoming resistance to change.
- Unit 5 : Organizational Effectiveness : The concept of organizational effectiveness; efficiency, effectiveness and productivity; approaches of organizational effectiveness ; contributing factors of organizational effectiveness.

Suggested Book

- Fred Luthans : Organizational Behaviour Keith Davis : Human Behaviour at Work Stephen Robbins : Organizational Behaviour
V.S.P. Rao & P.S. Narayan : Organization Theory and Behaviour
L.M. Prasad : Organization Theory and Behaviour
R.A. Sharma : Organization Theory and Behaviour
Paul Hersey & Keith : Management of organizational Behaviour
Blanchard
Edgar H. Schien : Organizational Psychology
Udai Pareek, T.V. Rao & Pestonjee, D.M. : Behavioural processes in Organizations
R.S. Dwivedi : Dynamics of Human Behaviour and work

**B.B.A. Part-II
CORE COURSE
PAPER II**

CORPORATE LAWS

- Unit 1 : A brief history of Indian Companies Act - Types of Companies, Formation of public Limited Company, Memorandum and Article of Association.
- Unit 2 : Prospectus, Shares, Share Capital, allotment, Membership Borrowing Power, Debenture-issue, floating and fixed charge, registration of mortgage and charges.
- Unit 3 : Company Management, Directors, Managing Directors and Managers, Prevention of Mismanagement and Oppressions, Company Secretary : Appointment, Position, rights, duties and liabilities.
- Unit 4 : Winding up of Company, Company Meetings.
- Unit 5 : SEBI Act, 1992 Patent Act, 1970
- Suggested Readings*
- Gower L.C.B. : Principles of modern Company Law, Stevens & Sons, London
Ramaiya A : Guide to the Companies Act, Wadhwa & Co. Nagpur
Singh Avtar : Company Law; Eastern Book Co., Lucknow.

Kuchal M.C. : Modern India Company Law : Shri Mahavir Books, Noida
 Kapoor N.D. : Company Law incorporating the Provisions of the Companies Amendment Act 2000; Sultan Chand & Sons, New Delhi
 Bagri A.k. : Company Law; Vikas Publishing House, New Delhi

B.B.A. Part-II
CORE COURSE
PAPER III

PRODUCTION AND MATERIALS MANAGEMENT

- Unit 1 : Meaning, nature, scope, functions, problems of production management. Production and Productivity Organising for production.
- Unit 2 : Types of manufacturing systems Production Planning, objectives, factors affecting production planning, forecasting. Qualitative and quantitative forecasting methods.
- Unit 3 : Project Planning Methods : PERT and CPM Production control and quality control Role and importance of materials management Scope, functions, and organization of materials management Make-or-buy decisions.
- Unit 4 : Purchase procedure, factors affecting purchases, Purchases Organization, centralized versus decentralized purchasing, legal aspects of purchasing. Value analysis : meaning, objects, application and problems.
- Unit 5 : Stores Management and Organization. Receiving and Storekeeping. Stock verification, stores layout, and location. Vendor analysis and vendor selection.

Suggested Book

Buffa, A.E.S. : Modern Production Management
 Chase, R.B. , Acquilano N. Jr : Production and Operation Management
 Laufer A.C : Operations Management
 O.P Khanna : Industrial Engineering Management
 S.K. Hajra & Choudhary & Nihar Roy : Production Management
 Hicks, P.E. : Introduction to Industrial Engineering & Management Science

S.K. Dutta : Materials Management
 Lamer & Donald : Purchasing and Materials Management
 Dean S. Ammer : Material Management

B.B.A. Part-II
CORE COURSE
PAPER IV

QUANTITATIVE TECHNIQUES

- Unit 1 : Algebra of vectors and matrices and determinants : Addition, subtraction, multiplication and inversion of vectors and matrix, solution of system of liner equations with the help of matrix algebra.
- Unit 2 : Operation Research : Nature, significance and purpose basic concepts and detentions; methodology of operation research; construction solution and testing of the modes; implementation and control of the solution
- Unit 3 : Linear Programming : Graphical, Trial, & error and simplex method; duality problems. Transportation and assignment problems
- Unit 4 : Network analysis (PERT and CPM) : Concepts, drawing network and numbering events, activity time and event time, project time, crashing the activities; project cost control
- Unit 5 : Elementary concept and application of queuing theory, replacement theory, decision theory and game theory

Suggested Book

Sancheti, D.C. & Kapoor, V.K. : Business mathematics
 Sharma, S.D. : Operation Research
 Shrivastava Shenoy and Sharma : Quantitative Techniques for Managerial Decision Making
 Thiefohf, R.J. : Decision making through Operation Research
 Kapoor V.K. : Operation Research
 Gupta, P.K. & Hira, D.S. : Operation Research and Quantitative Analysis

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B.B.A. Part-II
CORE COURSE
PAPER V

COST AND MANAGEMENT ACCOUNTING

- Unit 1 : Meaning and Objectives of Cost Accounting, Cost Concepts and related terminology Elements of cost, cost unit and cost centre, Type of costing, installation of costing system. Cost structure and control : A broad View, Over-heads control aspects, Problems of Allocation, Appointment and Absorption
- Unit 2 : Methods of Costing Viz
1. Unit Costing
 2. Job and contract costing
 3. Process costing-joint products and by products Introduction of Management Accounting : Meaning, scope, Relationship among financial, cost and Management Accounting
- Unit 3 : Fund flow and cash flow analysis : Basic Concepts Analysis and Interpretation of Financial Statements, Ratio analysis computation and uses, Du pont Control chart.
- Unit 4 : Marginal costing and managerial decisions : The basic concept of Marginal cost and Marginal Costing, Breakeven Analysis and cost volume Profit analysis Application of Marginal Costing in decision making.
- Budgets and Budgetary Control : Definition, Objectives, Advantages, Preparation, Budgetary Control Reports Standard Costing and concept of variance analysis : Concept of standard costs, Uses, cost variances, Profit and Sales Variances
- Unit 5 : Management Reporting and Management Information System : Meaning of Reports and Reporting, Types of Reports ; Preparation and Presentation of Cost data and Information Particularly tabulation of cost data

Suggested Readings :

Arora, M.N. : Cost Accounting Principles and Practices, Vikas, New Delhi.

Khan, M.Y. and Jain P.K. : Cost Accounting, Tata McGraw-Hill, New Delhi.

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Oswal & Maheshwari : Lagat Lekhankan, Ramesh Book Depot, Jaipur.
Khan, M.Y. and Jain, P.K.: Management Accounting, Tata McGraw Hill, New Delhi
Agarwal, J.K. & Agarwal, R.K. : Prabandhkiya Lekhankan
Maheshwari, S.N. : Management Accounting and Financial Control.

B.B.A. Part-II
CORE COURSE
PAPER VI

MARKETING MANAGEMENT

- Unit 1 : Introduction : Nature and scope of marketing; Importance of marketing as a business function, and in the economy, marketing concept - traditional and modern : Selling vs. marketing, marketing mix; Marketing environment.
- Unit 2 : Consumer Behaviour : Nature, Scope and Significance of consumer behaviour. Marketing Research : Meaning, Nature, Scope, Type. Organisation, Place of Marketing Research in India.
- Unit 3 : Product : Concept of product, consumer and industrial goods; Product planning and development, Packing-role and functions; Brand name and trade mark; after sales service; Product life cycle concept.
- Unit 4 : Price : Importance of price in the marketing Mix; Factors affecting price of a product/service; Discounts and rebates Promotion : Methods of promotion; Optimum promotion mix; Advertising media their relative merits and limitations; Characteristics of an effective advertising-media, Personal selling; Selling as a career; Functions of Salesman.
- Unit 5 : Distribution channels and physical Distribution : Distribution channels concept and role; Types of distribution channel; Retailer and wholesaler, Physical distribution of goods; Transportation; Warehousing

Suggested Readings :

Kotler, Philip and Gary Armstrong; Principles of Marketing, Prentice Hall, New Delhi.

Kotler Philip Marketing Management Analysis, planning, Implementation and Control, Prentice Hall, New Delhi.

Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi

Mc Carthy, E. Jenome and Wiliam D. Perrault. Jr. Basic Marketing Management Approach, Richard D. irwin, Homewood, Illinois. Ramaswamy, V.S. and Namakumari, S; Marketing Management, Macmillan India, New Delhi.

Srinivasan, R : Case Studies in Marketing : The Indian Context, Prentice Hall, New Delhi

Stanton, William J., and Charles Futrell : Fundamentals of Marketing; McGraw Hill Publishing Co., New York.

Still, Richard R, Edward W, Clundiff and Norman A.P.

Govoni : Sales Management : Decisions, Strategies and Cases, Prentice Hall, New Delhi.

**B. B. A. Final
FOUNDATION COURSE
ENVIRONMENTAL STUDIES**

Unit 1 The Multi disciplinary Nature of Environmental Studies
Definition, scope and importance; Need for public awareness.

Unit 2 Natural Resources

Renewal and non-renewable resources : Natural Resources and associated problems:

- (a) Forest resources : Use and over-exploitation, deforestation, mining and their effects on forest and tribal people.
- (b) Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, benefits and problems.
- (c) Mineral resources : Use and exploitation, environmental effects and extracting and using minerals resources.
- (d) Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems.
- (e) Energy resources : Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources.
- (f) Land resource : Land as a resource, land degradation, soil erosion and desertification.

Conservation of natural resources.

Equitable use of resources for sustainable Development.

Unit 3 Ecosystem

Concept of an ecosystem

Structure and function of an ecosystem

Producers, consumers and decomposers.

Energy flow in the ecosystem

Food chains, food webs and ecological pyramids

Introduction, types, characteristics features, structure and function of the following ecosystem:

- a. Forest ecosystem

- b. Desert ecosystem
- c. Aquatic ecosystem (Ponds, streams, lakes, rivers, oceans, estuaries).

Unit 4 Environmental Pollution

Definition :

Causes, effects and control measures of :

- a. Air Pollution; b. Water Pollution; c. Soil Pollution;
- d, Noise Pollution; e. Thermal Pollution; f. Nuclear hazards

Solid waste management : Causes, effects and control measures of urban and industrial wastes.

Role of an individual in prevention of pollution. Role of NGOs.

Unit 5 Human Population and the Environment.

Population growth, variation among nations.

Population explosion-family welfare programme

Environment and human health

Human Rights

Value Education.

Women and Child Welfare

**B.B.A. Final
CORE COURSE
PAPER I**

**ENTREPRENEURSHIP AND SMALL BUSINESS
MANAGEMENT**

- Unit 1 : Entrepreneurship - Concept, Nature, Historical evolution, Role of Socio-Economic environment, Theories of entrepreneurship. Entrepreneurship and Innovation.
- Unit 2 : Entrepreneur - Qualities of a successful entrepreneur, Entrepreneur and Leadership, Entrepreneur and Risk Taking capacity, Entrepreneur and Business Planning & Decision making, Social responsibilities of entrepreneur.
- Unit 3 : Promotion of Venture : Opportunities analysis, External environmental analysis, Preparation of project and feasibility

report, Legal requirements for establishment of a new unit and raising fund, Sources of Venture. Capital and Capital Structure decision.

Unit 4 : Entrepreneurial Development Programmes (EDP) : their role, relevance, Critical evaluation, Role of Government in organizing EDP's

Role of entrepreneur in economic growth, Export promotion and import substitution.

Unit 5 : The concept of self employment, Definition of small scale industries and difference with cottage industry, Legal framework, Source of information, Forms of organisation, Registration, Institutional Assistance, Financial Incentives, Tax benefits, Selection of site, Market assessment.

Suggested Readings :

Vinayshreel Gautam : Enterprise and Society Concept Publishing House, New Delhi

Tandon, B.C. : Environment and Entrepreneur Chug Publications, Allahabad

Vasant Desai : Organization and Management of Small Scale Industry. Himalaya Publishing House, Bombay

Peter F Drucker : Innovation and Entrepreneurship Heinemann London
Rabindra N. Kanungo : Entrepreneurship and Innovation, Response Books Sage, Delhi

mathew J. Manimala : Entrepreneurial Policies and Strategies, Response Books, Sage, Delhi

Mario Rutten and Oarol Upadhyaya : Small Business Entrepreneurs in Asia and Europs Response Books, Sage, New Delhi

Srivastaa, S.B. : A Practical Guide to Industrial Entrepreneurs, Sultan Chand and Sons, New Delhi

Pandey, I.M. : Venture Capital - The Indian Experience, Prentice Hall, New Delhi

Shashikala : Management of SSI, Deep and Deep Publication, New Delhi
Desai, A.N. : Entrepreneurship and Environment, Ashish Publishing House, New Delhi

Gupta, C.B. and Srinivasan, P.N. : Entrepreneurship Development in

India, Sultan Chand and Sons, New Delhi

Shukla, M.B. : Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad

**B.B.A. Final
CORE COURSE
PAPER II**

FINANCIAL MANAGEMENT

- Unit 1 : Nature and scope of financial management, finance functions-treasury vs. controller functions, Investment decisions, financing decisions-dividend decision, changing role of financial management.
- Unit 2 : Value of the firm-determinants of the value to the firm valuation of securities : bonds, preference share and equity shares, Cost of capital : Cost of debt, preference and equity capital-cost of retained earnings, Weighted average, cost of capital- marginal cost of capital.
- Unit 3 : Investment decisions : Capital budgeting process- basic principles of capital expenditure proposals-various appraisal methods -Average rate of return-pay back period DCF methods, NPV, IRR and profitability index, Merits and demerits of appraisal methods-conflicts in decision making capital rationing. Investment appraisal methods in practice.
- Unit 4 : Financing Decision : Sources of finance, debt, preference and equity capitals. Operating and financial leverage, total leverage. Capital structure their-net income and net operating income approaches-optimal capital structure, Factors affecting capital structure. EBIT/EPS and ROI & ROE analysis. Capital structure policies in practice.
- Unit 5 : Dividend decisions-dividend theories-Modigliani-miller hypothesis dividend policies-dividend policy and share valuation-corporate dividend practices in India Working capital policy-overall considerations-importance of working capital management.

Suggested Readings :

Prasanna Chandra : Financial Management Theory and Practice, Tata McGraw Hill, New Delhi

Khan M.Y. and Jain P.K. : Financial Management, Text and Problems, Tata McGraw Hill, New Delhi.

Pandey I.M. : Financial Management, Vikas Publishing House, New Delhi.

Ravi M. Kishore : Financial Management, Taxman, Delhi.

**B.B.A. Final
CORE COURSE
PAPER III**

BUSINESS TAXATION

- Unit 1 : Income Tax Law : Definitions. Incomes exempt from Tax (Section 10), Residence and Incidence of Tax.
- Unit 2 : Income from Salaries (Section 15 to 17) Income from House Property (Section 22 to 27)
- Unit 3 : Profits and gains of Business and Profession (Section 28 to 44 D) Capital Gains (Section 45 to 55). Income from Other Sources (Section 56 to 59)
- Unit 4 : Income of other persons included in assesses total income, Set off and Carry forward of losses, Deductions from gross total income and tax liability, Individual's Assessment.
- Unit 5 : Assessment of H.U.F., Assessment of a Firm, Assessment Procedure.
- Singhania, V.K. Student's Guide to Income Tax, Taxman, Delhi.
- Prasad, Bhagwanti : Income Tax Law and Practice, Sultan Chand & Sons, New Delhi.
- Lal, B.B. Income Tax Law and Practice.
- Gupta, Gupta and Modi: Aaykar.

**B.B.A. Final
CORE COURSE**

PAPER IV

INTERNATIONAL TRADE

- Unit 1: Introduction : Basis of International Trade, Terms of Trade, Balance of payment, Economic Development and Foreign trade, Commercial policy Generalised System of Preferences.
- Unit 2: International Economic Environment and System : Regional Economic grouping. GATT (WTO) and UNCATAD, Bilateralism v/s Multilateralism Commodity agreements and commodity markets.
- Unit 3: International Economic Co-operation : Foreign Investment, Foreign Aid, Technology Transfer and International Trade, Economic cooperation among developing countries. International Trade in Services, International Migration of skilled and unskilled labour.
- Unit 4: India's Foreign Trade Role, Composition and directions of imports and exports promotion and incentives, Import Trade policy of India, Exchange Control - Meaning objective and Methods.
- Unit 5: Government and Foreign Trade : Role of State Trading in India's foreign trade, export oriented units, Export of Projects and Consultancy Services. Free trade zone in India, EXIM Bank of India

Books Suggested

Balagopal : Export Management

Kalupa Das : Export Strategy in India

Walker : Export Practice of Documentations

I.T.C. : Export Financing

M.L. Verma : Foreign Trade Management, Delhi Vikas Publication

Shri Ram Khanna : International Trade in Textiles, New Delhi, Sage Publication

V.S. Mahajan : India's Foreign Trade, Kitab Mahal, Allahabad

Keegan : Global Marketing

Heller : International Trade Theory and Empirical Evidence parvez Pervez Asheghian and Bahman Ebrahimi : International Business, London Harper Collins Publishers

PeterH. Lindert : International Economics, Illinois, Richard D B. Soder Sten : International Economics

Kindelberger : International Economics Grubec : International Economics Bhagwati : Trade, Tariff & Growth

Kranra (ed.) : The Economics of Integration, Gatt Annual

**B.B.A. Final
CORE COURSE**

PAPER V

HUMAN RESOURCE MANAGEMENT

- Units 1: Introduction : Concept, function Scope of HRM, Personnel administration, powers and Responsibilities of personnel Manager, System Approach to Human resource Management.
- Unit 2: Procurement : Job and Position descriptions, Sources of Recruitment, Steps in Selection Process Selection of Managerial, Technical and bluecollared personnel, Placement and Induction, Orientation and Socialisation.
- Unit 3: Training and Development : Concept and Importance, Training programmes, Management Development Programmes, Managing Changes, Performance Appraisal : Purposes and Uses of Appraisal, Appraisal criteria, Formal and Informal Appraisal.
- Unit 4: Compensation : Job Evaluation, Base and Supplementary Compensation, Linkages of compensation with Procurement and low turnover of employees, promotion, Transfer, Demotions and Separations : Concept and Strategies.
- Unit 5: Organisational Culture : Promoting an appropriate organization culture, making staff work, Effective Managing Conflict.

Suggested Books Readings

Dale Yoder : Personnel Management and Industrial Relations Edwin B.

Flippo : Personnel Management and Industrial Relations The Dartel : Personnel administration Handbook

M. J. Jucius : Personnel Management

David A. Deconzo and Stephen P. Robins : Personnel/Human Resources Management
C.B. Mamoria : Personnel Management
P.C. Tripathi : Personnel Management & Industrial Relations
N.K. Singh & G.K. Suri : Personnel Management
M.N. Rudrabasavarj : Dynamics of Personnel Administration
Pigors and Myers : Personnel Administration
C.N. Muniramappa, A. Shankaraiah and N. Kamaraju Panthulu : Personnel Management & Industrial Relations
Parekh Udai and Rao T.V. : Designing and Managing Human Resources Systems, New Delhi Oxford and IBH, 1981
Lynton R.P. and Pareek, N.: Training and Development

B.B.A. Final
CORE COURSE
PAPER VI
E-COMMERCE

- Unit 1: Introduction to E-Commerce, Definition, Elements of E-Commerce, Hard Aspects of E-Commerce, Challenges in Implementing E-Commerce, The Future of E-Commerce. Type of E-Commerce and Business Models. Need for the shift from industrial economy to E-Economy.
- Unit 2: Introduction to Electronic Payment System. Types of payments systems: Credit Cards, Smart Cards, E-Cash/Cyber Cash. Security Mechanism and Threats. Need of Electronic Payment System.
- Unit 3: Introduction to Internet Technology, Concept, How it works, facilities on Internet, Classification of Networks, Email, Search Engines, FTP and Telnet.
- Unit 4: Introduction to Website, creating a website, system analysis, system design, choosing server software, choosing hardware for website.
- Unit 5: E-Commerce Marketing Methods, cost and benefits of online marketing, Ethical, Social and Political Issues in E-Commerce,

Introduction to ECRM, advantages and ECRM as tool to modern business, Introduction to IT ACT 2000, Authentication of Records, Digital Signatures.

Suggested Readings:

A Manager's Guide to E business, Parrey Diwan , Sunil Sharma, Excel Books ISBN 812-7446-203-1
E.Business Models.
M.P. Jaiswal, V. Ganesh Kumar, Excel books ISBN: 81-7446-281-3
Fundamentals of INFO Tech.
Deepak Bharihoke, Excel Book 81-7446-481-6
K. Girdhar Gopal : Elementary Computer Applications

