

THE UNIVERSITY OF BURDWAN



Bachelor of Business Administration (BBA)

CURRICULUM

[W.E.F. 2007]

The University of Burdwan
Syllabus for BACHELOR OF BUSINESS
ADMINISTRATION (BBA)
(1+1+1 Pattern)
with effect from 2007 onwards

BACHELOR OF BUSINESS ADMINISTRATION (BBA)
THE UNIVERSITY OF BURDWAN

GENERAL INSTRUCTIONS.

1. Each paper under the BBA curriculum will carry 100 marks.
2. Grand total marks in three years for the course will be 2200, distributed in the manner: Part I (1st year) – 700, Part II (2nd Year) – 700, Part III (3rd Year) – 800.
3. In all the theoretical papers 20 marks will be earmarked for internal assessment, to be divided into the following components:
 - a) Presentations – 10 marks (in the form of case study, term paper assignment, field study work etc.).
 - b) Class tests & Viva voce – 10 marks.The break up of the internal assessment marks will have to be shown under the two components specified above (A & B), while forwarding the same to the University by the colleges/institutes.
4. The internal assessment of 20 marks for Paper: BBA – 1.7 i.e., Computer Fundamentals and Applications will be based on continuous assessment in the practical classes.
5. A student will have to opt for single specialization from amongst **Accounting and Finance (AF), Sales and Marketing Management**

(SSM), Human Resources Management (HRM), and Systems Management (SM), which will be offered in Part III (3rd year). There will be 3 (three) papers under each single specialization.

6. A student will have to undergo project study (PS) in any industrial/business house and submit a report based on the PS in the 3rd year (Part-III).
7. The project study (PS) will be divided into two components: (A) Project Report – 70 marks, (B) Project Viva-30 Marks.
8. The grand viva voce of 100 marks will be based on the entire curriculum of BBA programme.
9. The final year students will have to appear before a board of examiners duly constituted by the University for the Project Viva of 30 marks and grand viva of 100 marks.
10. The structure of the question paper will be as follows:
Total no. of questions to be set would be 10 (ten) [Q. No. 1 to Q. No. 10].
Q. No. 1 would be compulsory and of objective type, each carrying 2 marks and total 15 questions would be set. Out of 15 questions, a student will have to attempt 10 questions. Out of remaining 9 questions [Q. No. 2 to Q. No. 10], one would have to answer 5 questions each carrying 12 marks.

N.B. The modified curriculum of the BBA programme will be effective from the academic session 2007-2010 to be commenced from July/August, 2007.

Bachelor of Business Administration (BBA)

The University of Burdwan

BBA (Hons.) PART-I

Paper Code	Paper Name
BBA-1.1	Management Process & Organizational Behaviour (MPOB)
BBA -1.2	Business Communication (BC)
BBA-1.3	Business Economics (BE)
BBA-1.4	Financial Accounting (FA)
BBA-1.5	Business Mathematics (BM)
BBA-1.6	Business Environment (BENV)
BBA-1.7	Computer Fundamentals and Applications (CFA)

BBA (Hons.) PART-II

Paper Code	Paper Name
BBA-2.1	Business Law (BL)
BBA -2.2	Marketing Management (MM)
BBA-2.3	Human Resource Management (HRM)
BBA-2.4	Production and Materials Management (PMM)
BBA-2.5	Financial Management (FM)
BBA-2.6	Business Statistics (BS)
BBA-2.7	Management Information System (MIS)

BBA (Hons.) PART-III

Paper Code	Paper Name
BBA-3.1	Strategic Management (SM)
BBA -3.2	Operations Research (OR)
BBA-3.3	Entrepreneurship development & Small Enterprise Management (EDSEM)
BBA-3.4	Project Study (PS) [Project Report (70) & Viva Voce (30)]
BBA-3.5	Grand Viva (GV)

ELECTIVE -A		ELECTIVE –B		ELECTIVE –C		ELECTIVE -D	
Accounting & Finance (AF)		Sales & Marketing Management (SMM)		Human Resource Management (HRM)		Systems Management (SM)	
CODE	PAPER	CODE	PAPER	CODE	PAPER	CODE	PAPER
AF-3.6	Cost & Management Accounting (CMA)	SMM-3.6	Sales & Distribution Management (SDM)	HRM-3.6	Industrial Relation (IR)	SM-3.6	System Analysis & Design (SAD)
AF-3.7	Taxation (TAX)	SMM-3.7	Promotion Mix (PM)	HRM-3.7	Human Resource Development (HRD)	SM-3.7	Decision Support System (DSS)
AF-3.8	Financial Management & Security Analysis (FMSA)	SMM-3.8	Marketing of Services (MS)	HRM-3.8	Compensation Management (CM)	SM-3.8	Database Management System (DBMS)

BBA (HONS) PART-I

[1ST YEAR]

BBA-1.1 : MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR (MPOB)

Unit-I:	Nature, Scope and process of Management: Concept of Management, Role and importance of management, Functions and levels of Management, Management – a science and an art, Distinction between Management and Administration; Classification of Managerial functions, Managerial and operative functions.	8LH
Unit-II:	Evolution of Management Thought: Early contributors to Management Thought; Emergence of Management Thought; Scientific management; Administrative Theory of Management; Bureaucratic Organization; Behavioural approach (Neo Classical Theory): Human Relations Movement; Behavioral Science approach; Modern approach to management – Systems approach and contingency approach.	12LH
Unit-III:	Planning and Organizing: Features of planning, Importance of planning, steps in planning, types of planning: Standing plans and single use plans, objectives, policies, strategies, procedures; Decision making; Formal and Informal organizations, organization structure: Line and Staff organization, Difference between line and staff organization, committee organization, project organization, matrix organization (overview), Delegation of Authority, Centralization and Decentralization, merits and demerits of centralization, Departmentalization: Concept and Types; Span of Management.	1LH4
Unit-IV:	Staffing and Directions: Features of staffing, elements of staffing; Concept of Direction, Principles of Direction, Supervision, Leadership Functions and Importance, Formal and Informal Leadership, Qualities	8LH

of a good leader, Leadership Styles.

Unit-V: Coordination and Control: Concept of Coordination; Features of Coordination, Control-Nature of Control, Relationship between Planning and Control, Elements of Control System. 6 LH

Unit-VI: Introduction to Organizational Behavior: Concept and characteristics of Organizational Behavior (OB), Issues in developing an OB Model; Characteristics of human behavior. 7 LH

Unit-VII: Personality, perception, learning, value and attitude; concept, meaning, features, and importance; Motivation-Concept, Selected Theories (Maslow, Herzberg and McGregor); Job Satisfaction-Concept and Characteristics. 10 LH

Unit-VIII: Group Dynamics: concept of group, Stages of group development, Types of groups, Work Teams Vs. Work Groups, Group Synergy. 6 LH

Suggested Readings:

1. Management: A Book of Reading – Koontz, Harold and O’ Donell, Cyril (Ed.); McGraw Hill Inc., New York.
2. Management – Stoner, James A.F. and Freeman, R. Edward; Prentics Hall of India, New Delhi.
3. Principles and Practics of Management – Chhabra, T.N.; Dhanpat Raj & Co., New Delhi
4. Management Theory and Practice – Gupta, C.B; Sultan Chand and Sons, new Delhi.
5. Management Principles and Practices – Murgan, M.S.; New Age International Publishers, New Delhi
6. Organizational behavior – Robins Stephen P; PHI.
7. Organizational behavior- Fred Luthans; McGraw Hill Inc.
8. Management of Organizational behavior – Harsey, Paul & Kennith H. Blancher; PHI.

Unit-I:	Business Communication – Importance and Nature, Models of Communication, Effective Communication; Importance of Feedback in Communication; Barriers to Effective Communication; Methods of overcoming barriers; Formal and Informal networks of Communication-Importance of Grapevine.	7 LH
Unit-II:	The non-verbal mode of communication-verbal Vs. Non-verbal communication, Importance of Non-verbal communication, Elements of Non-verbal communication.	6 LH
Unit-III:	Parts of Speech: Nouns, Pronouns, Verbs, Adjectives, Adverbs, Preposition, Conjunctions and Interjection (brief overview of each and function in a sentence) – Agreement of subject and verb – sequence of Tenses Errors in the use of Adjectives and Adverbs.	10 LH
Unit-IV:	Punctuation and punctuation style — proper usage of end marks, commas, semicolons, colons, quotation marks, apostrophes, hyphens, dashes, parentheses, brackets and ellipses – Building blocks of Sentences – Phrases and clauses, Subjects and Predicates. The various way sentences are constructed – Capitalization, Abbreviation, Number – spelling and Word division.	12 LH
Unit-V:	Style Considerations – Brevity, Clarity, Accuracy, Gender Inclusive language words often Confused – Word often Misspelt – Editing and Proofreading (basic guideline).	6LH
Unit-VI:	Written Communication: Issues and Principles; Principles of Letter Writing – Planning Business Letters – Structure and Layout-Specimen Letters-Writing of Business Reports: nature, Importance and Types: Short Report, Formal Report and routine Report-Structure and Layout of Reports-Important Preparatory, Steps-Specimen, Report on Business Issues, Guidelines for writing project reports; Quotation and Orders; Inter-office memorandum.	12 LH
Unit-VII:	Speaking and presentation: Basic guidelines, considerations and effectiveness principles – Organizing thoughts and ideas-developing strategy- preparing successful speech-Supporting ideas with credible	12 LH

evidence-Elements of presentation-Designing an effective presentation.

Unit-VIII: Modern Communication Technology: Electronic Communication System: Tele Printer, Computer, Fax, E-mail, Voice Mail, Teleconferencing, Video and Audio Conferencing - Duplication Technology-Storage Devices-Application and Utility of Various communication Technologies and Devices. 5 LH

Suggested Readings:

1. Business communication- Theory and Applications-Lesikar, R. & Petit, J.; All India Traveller Book Seller, Delhi.
2. Business Communication Today-Bovee; Tata McGraw Hill, New Delhi.
3. Basic Managerial Skills for All-McGrath, E.H.; Prentice Hall of India.
4. Business Communication - Balasubramanyam; Vikas Publishing House, New Delhi.
5. Business Correspondence and Report Writing – Sharma and Mohan; Tata McGraw Hill.
6. Business Communication: Concepts, Cases and Applications – Chaturvedi and Chaturvedi; Pearson Education.
7. Management Communication – James S. O' Rourke IV; Pearson Education.

BBA – 1.3: BUSINESS ECONOMICS (BE)

Unit-I: Introduction: Economic Terms and Basic concepts; Economic problems- Problem of Scarcity, Problem of Choice, Problem of Efficiency; Meaning, Nature and Scope of Business Economics; Comparison Business Economics and Other Allied Subjects like Economics, Statistics, Mathematics, Accountancy, Management. 6 LH

Unit-II: Demand: Law of demand and its Exceptions; Elasticity of Demand- Own Price Elasticity, Income Elasticity and Cross Price Elasticity of Demand, Measurement of Elasticity Arc Price Elasticity and Point Price Elasticity, Factors Determining Demand Elasticity; Demand 10 LH

Distinctions; Demand Forecasting – Importance, Criteria for Good Forecasting, Methods – Survey Method Analytical Method, Experimental Method; Different Revenue Concepts, Relations Concerning AR, MR and Price Elasticity.

- Unit-III:** Production and Cost: Production Function; Law of variable Proportions – Total Product, Average Product, Marginal Product and Their Relations, Iso-quant, Iso-cost Lines and Choice of Optimum Input combination, Expansion Path; Returns to Scale; Cobb-Douglas Production Function and its Important Properties; Cost Function; Short-run and Long-run Costs-Different Cost concepts and Costs Curves; Classification of Costs; Cost Estimation-Elementary methods. 10 LH
- Unit-IV:** Market : Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Supply Curve of a competitive Firm; Equilibrium under Monopoly, Price Discrimination. 8 LH
- Unit-V:** National Income: Measurement of National Income; Circular Flow of National Income; Saving-Investment Identity; Consumption Function; Saving Function; Simple Keynesian Model-Equilibriums and Stability, Investment Multiplier. 10 LH
- Unit-VI:** Money: Definitions, Functions, Classification of Money; Different Components of Money Supply; Money Demand – Classical Quantity Theory and Keynesian Liquidity Preference Theory; Determination of Interest Rate. 10 LH
- Unit-VII:** Banking: Function of Commercial Banks and Central Bank; Credit Creation by Commercial Banks; Monetary Policies and Their Limitations. 8 LH
- Unit-VIII:** Public Finance: Different Source of Public Revenue, Direct and Indirect Taxes, Public Debt; Public Expenditure, Budget Deficit. 8 LH

Suggested Readings:

- 1.** Economics – Samuelson and Nordhaus; McGraw Hill.
- 2.** An Introduction to Positive Economics – Lipsey; ELBS.
- 3.** Managerial Economics – Hague; Longman.

4. Managerial Economics – Varshney and Maheswari; Sultan Chand.
5. Modern Economic Theory – Mukherjee; Wishwa Prakashan.

BBA-1.4: FINANCIAL ACCOUNTING (FA)

Unit-I:	Definition, objectives, need for and development of Accounting; Bookkeeping and accounting; Users of Accounting Information; Branches of accounting.	3 LH
Unit-II:	Identification of Transactions; Golden Rule of Accountancy; Accounting Cycle; Journals, Ledgers; Cash Book; Train Balance-Bank Reconciliation Statements; Concepts of cash basis and accrual basis Accounting; Concepts of Assets and Liabilities; Concept of Capital and Revenue.	16 LH
Unit-III:	Explanation of different terms (principle, concept, postulate, convention etc.); Generally Accepted Accounting Principles (GAAP); Important accounting concepts: proprietary, entity, fund, money measurement, accounting period, going concern, dual aspect, matching, balance sheet equation; Important accounting conventions or doctrines: disclosure, materiality, consistency, comparability, conservatism, objectivity, historical cost.	3 LH
Unit-IV:	Meaning, Different concepts and Causes of depreciation; Methods of accounting for depreciation – Straight Line Method and Written Down Value method; Change in the method of Charging depreciation and provisioning for depreciation; Concept of bad debt, Accounting for bad debt and provision for bad debt, Distinction between reserve and provisions.	8 LH
Unit-V:	Preparation of Final Accounts (excluding for companies): Preparation of Profit and Loss Account and its sub-division-Manufacturing Account and Trading Account; Preparation of Balance Sheet; Opening entry and closing entry; Adjustment entries; Errors and their Rectification; Accounting for Non-trading Institutions.	18 LH

Unit-VI:	Partnership Accounts: Concepts, Profit and Loss Appropriation Account, Capital Accounts, Current Accounts and Admission of a partner.	8 LH
Unit-VII:	Provisions of Company law regarding maintenance of accounts of a Ltd. Company; Format under Schedule VI; Accounting for Fresh issue.	6 LH
Unit-VIII:	Various types of classification of cost; Main elements of cost; Analysis of total cost; Cost Sheet.	8 LH

Suggested Readings:

1. Accounting for managers – Asish K. Bhattacharya; PHI.
2. Financial accounting for management – N Ramachandran & am Kr. Kakni; Tata McGraw-Hill.
3. Modern Accountancy-Amitabha Mukherjee & Mohammed Hanif; Tata McGraw-Hill.
4. Financial Accounting – Ashok Banerjee; Excel Books.
5. Introduction to Financial Accounting – Horngren; Pearson Books.
6. Accounting & Finance for Managers – T.P. Ghosh; Taxmann.

BBA-1.5: BUSINESS MATHEMATICS (BM)

Unit-I:	Laws of Indices, A.P., G.P., with Business Application.	8 LH
Unit-II:	Theory of quadratic Equations- Function, Number and Nature of Roots, Simultaneous Quadratic equations.	6 LH
Unit-III:	Logarithms – Definitions, Laws, Basic Properties; Antilogarithm-characteristics and Mantissa; Use of Logarithmic and Antilogarithmic Tables; Business Application of Logarithms.	6 LH
Unit-IV:	Permutation-Definition, General Principle, Permutation of things when they are (i) all different (ii) not all different (iii) repeated (iv) in a ring; Restricted Permutation; Combination – Definition, Combination of things all different; Restricted Combination; Grouping; Statement of Binomial Theorem.	8 LH
Unit-V:	Coordinate Geometry – Elements, Coordinates of points in a plane,	8 LH

Distance between two given points, Division of a line segment in a given ratio. Straight line-general equations, equations of lines parallel to axes, equation of a line through two given points – intercept form and perpendicular form.

- Unit-VI:** Determinants – concepts, types, properties; addition and multiplication of determinants. Matrices – definition, types; addition and multiplication of matrices; rank of a matrix; solution of linear equations by matrix method. 6 LH
- Unit-VII:** Calculus-Functions, Limits of a function, Continuity through the use of geometry and simple algebraic functions, Derivative of a function, rules for differentiation of algebraic functions; Second order derivatives with applications for optimization of functions; Partial differentiation of simple algebraic functions; concepts of homogeneous function and Euler's theorem (statement only). 16 LH
- Unit-VIII:** Integration – standard integrals, some elementary methods of integration; integration of algebraic functions; Indefinite integration as the inverse process of differentiation; Integration of a product of two functions; Areas of integral calculus-definite integrals; Integration as a process of summation-Area. 12 LH

Suggested Readings:

1. Business Mathematics – V.K. Kapoor; Sultan Chand & Sons.
2. Business Mathematics – R.S. Soni; Pitambar Publication.
3. Mathematics for business & Economics – Holden; McMillan.
4. Business Mathematics – N. G. D. Allen; McMillan.
5. Business Mathematics – N.K. Nag; Kalyani Publishers.
6. Mathematics and Statics – Ajay Goel and Alka Goel; Laxmann.

BBA-1.6: BUSINESS ENVIRONMENT (BENV)

- Unit-I:** Introductory Issues: concept, nature and importance of business and business environment – Types of environment; general and task 10 LH

environment, internal and external environment, Basic elements of environment: socio-cultural, political, legal, economic and technological elements – Environmental analysis; objectives, process, benefits and limitations.

- Unit-II:** Socio-cultural Environment of Business: Concept and nature of culture – Impact of culture on business – cultural resources – Ethics and social responsibility of business – Arguments for and against social responsibility. 8 LH
- Unit-III:** Political and Legal Environment of Business: The Constitution of India; Fundamental Rights and Directive Principles of State Policy – State intervention in economic affairs: role of the government in creating proper business environment – Economic planning in India: features and objectives of Indian Plans: The changing legal environment of business, key concepts and features – Intellectual property laws: elementary concepts and features of copy rights, patent, trade/service mark and industrial design. 10 LH
- Unit-IV:** Economic Environment of Business: concept and elements of economic environment – Different economic systems: their meanings and characteristics – New Industrial Policy: Objectives and dimensions – Economic reforms initiated in India – Liberalization, privatization and disinvestment: concepts and trends 8 LH
- Unit-V:** Consumerism and Consumer Protection: consumerism and consumer rights in India – consumer protection: UN guidelines for consumer protection. 6 LH
- Unit-VI:** International Environment of Business: Globalization as a part of the New Industrial Policy – concept and nature of globalization – Why companies go global – Strategies for entering foreign markets: exporting, licensing and franchising, contract manufacturing, management contracting, joint venture, merger and acquisition, strategic alliance and counter trade – Merits and demerits of globalization – Globalization of Indian business – Multinational 11 LH

corporations: concept, features, merits and demerits.

Unit-VII: India, WTO and Trading Blocks: Role and functions of WTO – 10 LH
Differences between WTO and GATT – Arguments for joining WTO –
WTO Agreements binding on India: their impact on the Indian
economy – International Economic institutions like World Bank and
IMF: their importance and basic functions.

Unit-VIII: Technological Environment of Business: concept and features of L7 LH
technology – Impact of technology on business and society –
Technology policy of India – Institutions and other facilities for
promotion of science and technology in India.

Suggested Readings:

1. Essentials of Business Environment – Aswathapa, K; HPH.
2. Business Environment – Cherunllam, Francis; HPH.
3. Economics Environment of Business – Misra and Puri; HPH
4. Business Environment – Gupta, C.B.; Sultan Chand.
5. Business Environment: Text and Cases – Paul, Justin; TMH.

BBA – 1.7: COMPUTER FUNDAMENTALS AND APPLICATION (CFA)

Unit-I: Introduction to Computer-Definition of Computer System; Evolution of 6 LH
Computer – a brief history; Classification of computer; Generation of
Computers.

Unit-II: Computer System Architecture – Definition of Hardware; Basic units 8 LH
of Computer System; CPU – Control Unit, ALU; Memory module –
Primary Memory, Secondary Memory – definition, classification,
features and functions; measuring unit of memory – Bit, Byte, KB, MB,
GB; Input Devices – Keyboard, Mouse, Scanner, Output Devices –
Monitor, Printer.

Unit-III: Introduction to Number System – Positional and Non Positional 8 LH
number system; Various Number system-Decimal, Binary, Octal
Hexadecimal; Number system conversions – working with integer and

fractional number; Simple binary arithmetic – addition, subtraction multiplication, division.

- Unit-IV:** Introduction to Software – Definition of Software; Classification of Software; Booting process; Working concept of Word processing S/W, spreadsheet S/W, Accounting S/W and DTP (Desk Top Publishing) S/W. 8 LH
- Unit –V:** Introduction to Operating System – Definition of OS; Functions of OS, basic concept of different type of OS- batch processing OS, Multitasking OS, Multi-user OS, Network OS; Working knowledge of MS-DOS, concept of file, Directories in DOS, Internal Commands and some Important External Commands – FORMAT, DISKCOPY, ATTRIB, SORT, CHKDSK; Working knowledge of Window’s family OS – WIN'98, WINDOWS XP. 12 LH
- Unit-VI:** Basic concept of Flowcharts and Computer Languages – Definition of Algorithm and Flowchart; Symbols of Flowchart technique; Advantages and Disadvantages of Flowchart; How to draw flowchart of simple mathematical problems; definition of Computer language; Classification of programming problems; definition of Computer language; Classification of programming language; concept of Machine level language, Assembly language and High level language. 12 LH
- Unit-VII:** Introduction to INTERNET – Definition of INTERNET, INTRANET EXTERNET; Hardware and software of INTERNET – Modem, Web Browser, Concept of E-mail, Web Server, Web Page, Web Sites and WWW (World Wide Web); Some important terminology – HTTP, URL, FTP, DNS; Definition of Hypertext; Basic concept of HTML and static webpage development using HTML. 10 LH
- Unit-VIII:** Practical Application (For the purpose of internal Assessment) MS-OFFICE XP, WINDOWS'98, WINDOWS XP, TALLY, DTP SOFTWARE. 16 LH

Suggested Readings:

1. Fundamentals of Computers – U. Rajaraman.
2. Computers Fundamentals – P. K. Sinha.
3. Computer Concepts and Applications – Sanders H. Donald.
4. Management Information System – W.S. Jawadekar; Tata McGraw Hill.
5. Computer Fundamental and Programming in C – Pradip Dey & Manas Ghosh.
6. Management Information System – Kenneth C. Laudon & Jane P. Laudon; Pearson Books.
7. Management Information System – M. Jaiswal; Oxford Univ. Press.

BBA (HONS) PART-II

[2ND YEAR]

BBA-2.1: BUSINESS LAW (BL)

- Unit-I:** Indian Contract Act 1872: Formation of Contract: Essential Element of a Valid Contract. These will include offer, Acceptance, Consideration, Capacity, Free Consent and Law full agreement. Classification of contract: General, Special, void, voidable, Contingent contract, Quasi Contract, Performance of Contract, Discharge of Contract, Remedies for breach of Contract Agency. 20 LH
- Unit-II:** Sale of goods Act, 1930: Formation of contract of sale of goods, condition and Warranty, Transfer of Property in goods, performance of Contract of Sales, Unpaid Seller. 5 LH
- Unit-III:** Consumer protection Act 1986: Object of the Act Salient features of the Act, Definitions of Consumer, Complainant, Service Unfair Trade practice Central and State Consumer Protections Councils, Consumer Dispute Redressal Agencies-Power and functions. 8 LH

Unit-IV:	Partnership Act 1932: Definition, Nature and kinds of Partnership, Rules regarding registration, Right and Duties of Partners Dissolution.	5 LH
Unit-V:	Negotiable Instrument Act 1981: Definitions and Characteristics of negotiable instruments, Holder and holder in due Courses, Crossing of cheque, Dishonor and discharge of negotiable instruments.	5 LH
Unit-VI:	Company Law 1956 (Part-I): Definition of Company, Types of companies, Formation of Company, Memorandum and Articles of association, Contents and alteration of Memorandum and Articles of Associations, Prospectus and Statement in lieu of Prospectus.	10 LH
Unit-VII:	Company Law 1956 (Part-II): Share and Share Capital; Meetings Statutory Meeting, Annual General Meeting and Extra-ordinary General Meeting; Rules regarding meeting: Notice, Quorum, Voting, Resolution-Ordinary and Special, Minutes; Directors – Definition, Types, Appointment, Powers, Functions and Duties.	10 LH
Unit-VIII:	Foreign Exchange management Act, 1999: Object of FEMA; Definitions-Capital account transaction, Currency, Current account transaction, foreign exchange, persons; Regulation and Management of Foreign Exchange.	7 LH

Suggested Readings:

- 1.** Element of Company Law – N.D. Kapoor; Sultan Chand.
- 2.** Elements of Business and Eco. Laws –N.D. Kapoor; Sultan Chand.
- 3.** Taxman’s – Guide to Foreign Exchange Management Act.
- 4.** Commercial Law including Company Law – Sen and Mitra; world Press.
- 5.** Student’s Guide to Company Law – A.K. Mjumdar and G.K. Kapoor; Taxman.

BBA – 2.2: MARKETING MANAGEMENT (MM)

Unit-I:	Marketing – scope, nature, definition, core marketing concepts and	LH
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	marketing environment, recent trends in marketing in India.	
Unit-II:	Developing marketing opportunities and strategies, consumer and business buyer's behavior; Segmentation, Targeting and positioning (STP) for competitive advantage, Marketing Information System (MKIS) and Marketing Research.	12 LH
Unit-III:	Developing the concept of marketing mix, managing the product – types of consumer and industrial products. Product related decisions, product line, product mix, product life cycle (PLC), new product development, branding and packaging decisions.	10 LH
Unit-IV:	Pricing of products: Pricing considerations and approaches, strategies and methods.	8 LH
Unit-V:	Managing marketing channels, channel design decisions, channel dynamics, managing retailing, wholesaling and market logistics.	8 LH
Unit-VI:	The communication process, developing effective communication, deciding on the marketing communication mix, managing advertising, sales promotion and public relations (PR). Managing the sales force.	12 LH
Unit-VII:	New trends in marketing (i) Global marketing, (ii) Direct marketing, (iii) Tele marketing, (iv) Marketing on the web.	
Unit-VIII:	Services marketing – scope in India, definition, types and characteristics. 7 P's concept of services marketing with special emphasis on (i) people, (ii) process and (iii) physical evidence.	6 LH

Suggested Readings:

- 1.** Marketing Management – Kotler, Philip; Prentice Hall of India Publications, new Delhi.
- 2.** Marketing Management Ramaswamy, V.S. and Namakumari, S; McMillan India Ltd., New Delhi.
- 3.** Marketing Management Strategy and Cases – Dalrymple, J.D. and Parson, J.L.; John Wiley and Sons.
- 4.** Contemporary concepts and Practices – Schoell, W.F.; Allwyn and Baycon Inc., New York.

BBA – 2.3.: HUMAN RESOURCE MANAGEMENT (HRM)

Unit-I:	Human Resource Management- Concept: Nature; Scope; Objectives and Importance of Human Resource Management; Evaluation of Human Resource Management; Role; function and Qualities of Human Resource Manager; Difference between Human Resource Management and Personal Management.	6 LH
Unit-II:	Human Resource Planning – Meaning; Objective; and importance of Human Resource Planning; Human Resource Planning Process; Recruitment – Objective and Sources of Recruitment; Meaning and Purpose of Selection – Selection Process; Steps in selections; Selection techniques, Induction.	12 LH
Unit-III:	Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programmer; Training Vs Development; Training needs Assessment; Training Methods; Evaluation of Training Programmes; Meaning and Objectives of Management Development – Techniques of Management Development.	12 LH
Unit-IV:	Performance Appraisal – Concept, Features, Objective, Methods of Appraisal – Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal.	6 LH
Unit-V:	Compensation Management – Objective of Compensation Management; Factors affecting Compensation; Job evaluation – Process, Methods of evaluation; Methods of Wage payment; component of pay structure; Fringe Benefits and Incentive Plans.	8 LH
Unit-VI:	Industrial Relations – meaning and Significance, characteristics, Importance of harmonious Industrial Relations; Industrial Conflicts-Forms an causes of Industrial disputes-Methods of settlement of Industrial disputes; Workers’ Participations in Management – Definition, objective and forms of workers participations in	12 LH

management; Collective Bargaining.

Unit-VII: Career Planning and Development Career planning – Definition 6 LH
Career needs assessment, Career opportunities, Need- opportunities alignment, Career Development Cycle.

Unit-VIII: Concept of HRD – Definition, Goals of HRD, HRD mechanisms or 8 LH
subsystems, Linkage between HRD mechanisms, process outcomes and organizational effectiveness and OD, HRD department and its task.

Suggested Readings;

1. A handbook of HRM practice – Michael Armstrong; Kgan Page Limited, London.
2. Human Resource Management: Text and Concept – VSP Rao; Excel Books, New Delhi.
3. Human Resource Management – Biswajeet Pattanayek; Prentice Hall of India, New Delhi.
4. Human Resource Management – concept and Issues – T.N. Ghhabra; Dnanpat Rai and Co. Pvt. Ltd., New Delhi.
5. Human Resource Management (with cases) – A.K. Ghosh; Manas Publications, New Delhi.

BBA 2.4: PRODUCITON & MATERIALS MANAGEMENT (PMM)

Unit-I: Introduction to Production Management, Historical Evolution of 6 LH
production Management, concept of Production, Production System, Classification of Production System, Objectives and Scope of Production Management. Product and Process Design.

Unit-II: Plant Location – Introduction and Meaning, Need for selecting a 10 LH
Suitable Plant Location, Factors Influencing Plant Location; Plant Layout – Objectives, Principles, and Types of Layout, Advantages and Limitations of Each Type of Layout.

Unit-III:	Production Planning and Control (PPC): Introduction and Meaning, Need for PPC, Objectives, Phases and Functions of PPC; Capacity Planning – Measurement of Capacity, Process of Capacity Planning; Scheduling Principles and Types of Scheduling.	10 LH
Unit-IV:	Work Study – Introduction, Advantages; Method Study – Objectives, Scope, Steps or Procedure involved in method study, Charts used in method study; Work Measurement – Objectives, Techniques; Time Study – Introduction and Meaning, Steps in Making Time Study.	12 LH
Unit-V:	Quality Control – Need for Controlling Quality, Steps in Quality Control, Objectives and Benefits of Quality Control; Statistical process Control – Control Charts – Characteristics, Benefits and Objectives of Control Charts; Quality Circles; Introduction to Total Quality Management (TQM) – Definition, Concept, Benefits.	8 LH
Unit-VI:	Materials Management – Introduction, Meaning and Scope, Role of Materials Management; Classes of Materials; Codification – objectives, Advantages, Methodology; Standardization – Relevance, Definition, Specification, Advantages, Techniques.	8 LH
Unit-VII:	Materials Planning – Introduction to Planning, Definition, Advantages; Bills of Materials; Introduction to Material Requirement Planning (MRP). Purchasing – Objectives, Parameters, Procedure; Selection of Suppliers; Impact of MRP on Purchasing and Supply.	8 LH
Unit-VIII:	Inventory Management – Need for Inventory, Right Quantity, Different Functions and Types; Inventory Control – Benefits, Techniques; ABC Analysis; Economic Order Quantity (EOQ) Concept; Just-in-Time (JIT) Inventory System.	8 LH

Suggested Readings:

- 1.** Production and Operations Management – S. Anil Kumar, N. Suresh; New Age International Publishers.
- 2.** Production and Operations Management – K. Ashwathappa; HPH

3. Production and Operations Management – E.E. Adam, R.J. Ebert; PHI
4. Purchasing and Supply Management – D.W. Dobler, D.N. Burt.
5. Purchasing and Materials Management – P. Gopalkrishnan; Tata McGraw Hill.

BBA – 2.5: FINANCIAL MANAGEMENT (FM)

<u>Unit-I:</u>	Introduction: Definition, Scope, Objectives of financial Management; The goal of a Firm: Profit Maximization vs. Wealth Maximization; Financial Functions – Financing, Investment and Dividend decisions; The role of a Finance Manager; An overview of financial markets and institutions in India.	6 LH
<u>Unit-II:</u>	Time Value of Money: Concept; compounding and Discounting Concepts; Present Value of a Single Amount; present Value of an annuity; Future value of a Single Amount; Future value of an annuity.	8 LH
<u>Unit-III:</u>	Sources of Finance: Short-term and Long-term sources of Finance; Term and Lease Financing, Venture Capital Financing; Convertible Securities and warrants.	5 LH
<u>Unit-IV:</u>	Financial Statements and Financial Statement Analysis: Meaning, Nature, Importance and Limitations of Financial Statements; Meaning, Objectives, Types and Methods of Financial Statement Analysis; Ratio Analysis: Meaning, Utility, Limitations, process of Analysis, Classification of Accounting Ratios, Important Accounting Ratios used in measuring liquidity, solvency, profitability and managerial efficiency, Computation and Interpretation of these Ratios.	14 LH
<u>Unit-V:</u>	Analysis of Changes in Financial Position: Funds Flow: Meaning and Purposes of Funds Flow Statement, Flows of Funds, Various Sources and Application of Funds, Calculation of Inflow of Funds from trading operations, Preparation of Funds Flow Statement. Cash Flow Analysis: Meaning and Purposes of Cash Flow Statement,	14 LH

Difference between Cash book and Cash Flow Statement, Comparison between Cash Flow Statement and Fund Flow Statement, Preparation of Cash Flow Statement-General, AS-3.

Unit-VI: Working capital management: Concepts, Nature, Significance, and Components of Working Capital; Working Capital Cycle; Factors determining Working Capital Requirements and Forecasting Working Capital, Liquidity and Profitability Tangle; Management of Working Capital-cash, inventory and sundry debtors (introduction only) 10 LH

Unit-VII: Cost of capital: Concept and Significance; Costs of various Sources of Capital; Weighted average cost of capital. 5 LH

Unit-VIII: Capital Budgeting: Concept, Features, Process and Significance of Capital Budgeting; Evaluation Criteria – Account Rate of Return, Pay Back Period, Net Present Value, Internal rate of return. 8 LH

Suggested Reading:

1. Financial Management – Khan & Jain; Tata McGraw Hill.
2. Financial Management – Prasanna Chandra; Tata McGraw Hill.
3. Financial Management – I.M. Pandey; Vikas Publishing House.
4. Financial Management – Sudhindra Bhat; Excel Books.
5. Fundamentals of Financial Management, Vyupatakes Sharen; Pearson Education.
6. Financial Policy and Management Accounting – B. Banerjee; The World Press.
7. Financial Management – Ravi. M. Kishore; Taxmann.
8. Fundamentals of Financial Management – Chandra Bose; PHI.

BBA – 2.6: BUSINESS STATISTICS (BS)

Unit-I: Introduction: Definition of Statistics, Importance and scope of statistics, Limitations of Statistics; Types of Data, Important Sources of Secondary Data; Collection and Presentation of Data: Different Methods of collecting Primary Data: Text, Tabular and graphical 8 LH

Methods of Data presentation; Frequency Distribution, Diagrammatic Presentation of Frequency data.

Unit-II:	Measures of Central Tendency: simple and Weighted Arithmetic Mean – Properties, Merits and Demits; Geometric Mean and harmonic Mean – Algebraic Properties, Merits and Demerits; Relationship among A.M., G.M. and H.M.; Median and Mode – Measures, Properties, Merits and Demits.	12 LH
Unit-III:	Measures of Dispersion: Range, Quartile Deviation, mean Absolute Deviation and Standard Deviation – their Merits, Demerits and properties; Derivative Measures of Dispersion.	8 LH
Unit-IV:	Moments: Row Moments and Central Moments. Their relation; Moment Generating Functions; Different Measures of Skewness and Kurtosis.	5 LH
Unit-V:	Analysis of Bivariate Data: Scatter Diagram, Pearson’s Correlation Coefficient and its Properties; Spearman’s Rank Correlation (in case of no tie) Simple Linear Regression and its Properties.	12 LH
Unit-VI:	Index Number: Meaning, Types and Uses of index numbers; Problems in constructing index numbers; Methods of constructing price and quantity indices; Time reversal test and Factor reversal test of index numbers.	7 LH
Unit-VII:	Time Series Analysis: Utility of Time Series Analysis; Causes of Variation in Time Series Data; Component of Time Series, Determination of Trend – Semi Average Method, Moving Average Method and Least Square Method for Linear Trend, Exponential Trend and Parabolic Trend.	8 LH
Unit-VIII:	Probability Theory: Basic Concepts; Classical and Frequency Definition of Probability and Their Limitations; conditional Probability and Statistical Independence; Additive and Multiplicative Laws of Probability; Random Variable and Its Expectation and Variance.	10 LH

N.B: Efforts should be taken, wherever possible, to make the students aware of the applicability of MS-Excel for computations of simple statistical measures.

Suggested Readings:

- 1.** Statistics – Sancheti and Kapoor; Sultan Chand & Sons.
- 2.** Basic Statistics – Goon, Gupta and Dastupta; World press.
- 3.** Fundamental of Statistics (vol. 1 and 2) Goon, Gupta and Dasgupta; World Press.
- 4.** Statistical Methods (vol 1 and 2) – N.G. Das.
- 5.** Mathematical and Statistics – Ajay Goel and Alka Goel; Taxmann.

BBA-2.7 MANAGEMENT INFORMATION SYSTEM (MIS)

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|------------------|--|-------|
| Unit-I: | Introduction – Definition of Data and Information; Differences between Data and Information; Characteristics of Information; Definition of System; Characteristics of System; Definition of Information System; Role of Information Systems at different level, Strategic level. | 8 LH |
| Unit-II: | Management Information System and Management Processes – Definition of MIS; Role of MIS in an Organization; Processes of Management; Role of MIS in Planning, Organizing activity, Staffing, Directing and Controlling. | 8 LH |
| Unit-III: | Major Information Systems of an Organization –TPS (Transaction processing System), MIS (Management Information System), DSS (Decision Support System), ESS (Executive Support System) – definition, functions, Characteristics and benefits; Distinction between MIS and DSS. | 10 LH |
| Unit-IV: | Introduction to Functional Information System – Marketing information System (MKIS) Manufacturing System (MFIS), Financial Information System (FIS), Human Resource Information System (HRIS) – functions, characteristics, brief description of each | 8 LH |

subsystem of above functional information system.

Unit-V: Introduction to Database Management System – Definition of Database; Problems with Traditional File System; Concept of DBMS, Benefits of DBMS; Applications of DBMS in MIS; Types of databases; Concept of RDBMS; Important Terminology in RDBMS – Relation or table, tuple, attribute, cardinality, domain of attribute, key-Super key, Candidate key, Primary key. 10 LH

Unit-VI: Introduction to Computer Network – Introduction of Telecommunication; Computer network definition, benefits, competitive advantage; Technological foundation of Computer Network – Data transmission rate, transmission technology, Network Topology; Types of Network – LAN, WAN, MAN – feature, benefits; Transmission Media – Copper Coaxial cable, Twisted pair cable, Fiber optics, Radio transmission, Geostationary satellite; Basic concept of Network Protocol. 12LH

Unit-VII: Enterprise Information System – Evolution of EIS; Enterprise Resource Planning (ERP) System – concept, architecture; Modules of ERP; How ERP improve company's business performance; Benefits of ERP. 8 LH

Unit-VIII: E-Commerce & E-Business – Introduction to E-Business; Models of E-Business – B2B, B2C, C2B and C2C; E-Commerce – definition, features, benefits and limitations; Concept of EDI (Electronic Data Interchange), Electronic Payment System, E-CRM, E-Governance. 6 LH

Suggested Readings:

1. Management Information System – Mahadeo Jaiswal & Monika Mital; OXFORD University Press.
2. Management Information System – W. S. Jawadekar; Tata McGrawHill Publishing Company.
3. Management Information System – Dharminder Kumar & Sangeeta Gupta; EXCEL Book.

4. Management Information System – Kenneth C. Laudon & Jane P. Laudon; Pearson Books.

BBA (HONS.) PART – III

[3rd Year]

BBA – 3.1: STRATEGIC MANAGEMENT (SM)

<u>UNIT – I:</u>	Introduction: Strategic Management as a field of Study – Strategy; Strategic Management and related issues – Levels of Strategy – Mission and Objectives – Strategic Intent.	8 LH
<u>UNIT - II:</u>	Environmental Analysis and Diagnosis: Concept and Issues – Environmental factors – Synthesis of External Factors – Industry Analysis; Porter’s Five-Forces Model.	8 LH
<u>UNIT – III:</u>	Internal Analysis and Diagnosis: Analysis of Internal Resources and Capabilities – Synthesis of Internal Factors – Core competence – Value – Chain Analysis – SWOT analysis.	10 LH
<u>UNIT – IV:</u>	Strategic Options: Alternative Grand Strategies; Stability, Growth, Retrenchment and Combinations – Mergers, Acquisitions and Joint Ventures – Porter’s Concept of Generic Strategies and Competitive advantage.	10 LH
<u>UNIT – V:</u>	Choice of Strategy: Process of Strategic choice – Portfolio Analysis – Role of Board of Directors; Corporate Governance from a Strategic Management Perspective.	8 LH
<u>UNIT – VI:</u>	Strategy Implementation – Important Issues: Interrelationship between Formulation and Implementation – Important Issues in Strategy Implementation; Resource Allocation; Leadership Implementation – Structural considerations.	10 LH
<u>UNIT- VII:</u>	Strategy Implementation – Functional Strategies: Marketing, Human Resources, Production / Operations and R & D Finance / Accounting and other issues.	8 LH

UNIT- VIII: Strategy Evaluation: Evaluation and Control in Strategic Management; Strategy evaluation, framework – Criteria for Strategy Evaluation - Measuring Performance; The Balanced Scorecard and other approaches. 8 LH

N.B. Case study will be an integral part of the course.

Suggested Readings:

1. Business Policy and Strategic Management – L. R. Jauch and W. F. Glueck; McGraw Hill, New York.
2. Strategic Management: Concepts & Cases – Fred R. David; Pearson Education.
3. Strategic Management: Concepts and Experiments – L. W. Rue and P.G. Holland; McGraw – Hill, New York.
4. Concepts in Strategic Management and Business Policy – J. D. Hunger, T. L. Wheelan and K. Rangarajan; Pearson Education.
5. Strategic Management – Francis Cherunilam; Himalaya Publishing House.
6. Business Policy and Strategic Management – Azhar Kazmi; Tata McGraw Hill.
7. Strategic Management – Text and Cases – V. S. P. Rao and Hari Krishna; Excel Books.
8. Discourses on strategic Management – D. Roy; Asian Publications.

BBA – 3.2: OPERATIONS RESEARCH (OR)

UNIT – I: Introduction: Historical Development: Definitions of OR; Nature and scope of Study; Phases of OR; Classification of OR models; Methodology of OR. 5 LH

UNIT – II: Linear programming: Assumptions, Basic concepts; LP Formulation Graphical Solution – Feasible Region, Optimum Solution, special cases (unbounded solutions, infeasible solution and Alternative

	optima).	12 LH
<u>UNIT - III:</u>	Standard Form, Canonical form and Simplex method – maximization case, minimization case; Big – M method.	8 LH
<u>UNIT- IV:</u>	Transportation Problem: Transportation tableau, Mathematical Form, Methods for Finding Initial basic Feasible Solution – North West Corner Rule, Least Cost Method, VAM; Test for Optimality – MODI Method.	10 LH
<u>UNIT- V:</u>	Assignment Problem: Mathematical Statement of Problem, Comparison with Transportation Problem; Solution of Assignment Problem – Hungarian Methods.	10 LH
<u>UNIT- VI:</u>	Game Theory: Introduction; Two – person zero – some Games; Games with saddle Point – Pure Strategies; Rules of Dominances.	8 LH
<u>UNIT- VII:</u>	Decision Theory: Steps in Decision Theory Approach; Types of Decision Making Environments; Decision Making Under Risk – Expected Monetary Value, Expected Opportunity loss; Decision Making Under Uncertainty – Criterion of optimism, Criterion of Pessimism, Laplace Criterion, Criterion on Regret.	8 LH
<u>UNIT- VIII:</u>	Network Analysis (PERT and CPM) : Introduction; Network Construction; Critical Path Analysis – Forward Pass, Backward Pass and Float of an Activity and Event, Critical Path, Estimation of Project Completion Time.	10 LH

Suggested Readings:

1. Operations Research; Theory and Applications – J. K. Sharma; Macmillan.
2. Operation Research – P. K. Gupta and D. S. Hira; S. Chand.
3. Quantitative Technique in Management – N. D. Vhora; Tata McGraw Hill.
4. Operation Research – K. Swarup, P. K. Gupta and M. Mohan; Sultan Chand.

5. Operation Research: An introduction – H. A. Taha; Macmillan.

**BBA – 3.3: ENTREPRENEURSHIP DEVELOPMENT AND SMALL
ENTERPRISE MANAGEMENT (EDSEM)**

- UNIT – I:** Introduction: Concepts of entrepreneur, entrepreneurship and entrepreneur, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur; Type of entrepreneurs; Role of entrepreneur in economic development; Distinction between an entrepreneur and a manager; Entrepreneur and Intrepeneur. 10 LH
- UNIT – II:** Growth of Entrepreneurship : Emergence of entrepreneurship, Economic and non economic factors for stimulating entrepreneurship development, Obstacles to entrepreneurship development in India, Growth of entrepreneurship in India. 6 LH
- UNIT– III:** Women and Entrepreneurship : Concept of women entrepreneurship; Reasons for growth of woman entrepreneurship; Problems faced by them and remedial measures. 6 LH
- UNIT–IV:** Role of the Government in Entrepreneurship Development : Concept and meaning of entrepreneurship development, Need for entrepreneurship development programmes (EDPs), Objectives of EDPs, Organizations for EDPs in India; NIESBUD, SISI – their roles and activities. 10 LH
- UNIT– V:** Venture promotion and Project Formulation : Concept of projects classification of projects and project report; Project identification and selection; Constraints in project identification, Techniques of Project Identification, Significance, contents, formulation of project report; Need for Project Formulation, Elements of project Formulation; 10 LH

Guidelines for formulating a project report, Specimen of a project report; Concepts of project appraisal; Methods of projects appraisal.

UNIT-VI: Financing of Enterprise : Need for financial planning, Sources of short – term and long – term finance to entrepreneurs, Institutional finance to entrepreneurs; Commercial banks and financial institutions like IDBI, IFCI, ICICI, SIDBI, SIDCO and SFCs – their roles and activities training to the financing of small enterprises, Concept of venture capital. 10 LH

UNIT-VII: Small Scale Industries (SSIs) & Institutional Support to Small Enterprises : Definition, characteristics and scope of SSIs in India, Procedure for setting – up a small – scale unit; Institutional support to small entrepreneurs from NSIC, SIDO and TCOs for entrepreneurship development in India. 10 LH

UNIT-VIII: Management Process in Small Business: Planning process, Organizing process, Leading and motivating process, Communication process, Control process and Management of Time. 8 LH

Suggested Readings:

1. Management of Small Scale Industry – Vasant Desai; PPH.
2. Entrepreneurship: Strategies & Resources – Dollinger; Pearson Books.
3. Entrepreneurship and Small Business Management – C. B. Gupta and S. S. Khanka; Sultan Chand & Sons.
4. Entrepreneurial Development – S. S. Khanka; S. Chand.
5. Entrepreneurship – New Venture Creation – David H. Holt; PHI.
6. Small Scale Industry and Entrepreneurship – Beaver; PHI.
7. Entrepreneurship – Lal Sahai; Excel.

BBA – 3.4: PROJECT STUDY (PS)

A student will have to undergo project study (PS) in any industrial / business house and submit a report based on the PS in the 3rd year (Part III). The project study (PS) will be divided into two components. (A) Project Report – 70 marks, (B) Project Viva – 30 marks. The final year students will have to appear before a board of examiners duly constituted by the University for the Project Viva of 30 marks.

BBA – 3.5: GRAND VIVA (GV)

The grand viva voce of 100 marks will be based on the entire curriculum of BBA programme. The final year students will have to appear before a board of examiners duly constituted by the University for the grand viva of 100 marks.

A student will have to opt for single specialization from amongst **ELECTIVE A: Accounting and Finance (AF) [BBA – AF – 3.6, BBA – AF – 3.7, and BBA – AF – 3.8]**, **ELECTIVE – B: Sales and Marketing Management (SMM) [BBA – SMM – 3.6, BBA – SMM – 3.7, BBA – SMM – 3.8]**, **ELECTIVE – C: Human Resource Management (HRM) [BBA – HRM – 3.6, BBA – HRM – 3.7, BBA – HRM – 3.8]**, and **ELECTIVE – D: Systems Management (SM) [BBA – SM-3.6, BBA – SM-3.7, BBA – SM-3.8]**, which will be offered in Part III (3rd Year). There will be 3 (three) papers under each single specialization.

ELECTIVE – A: ACCOUNTING & FINANCE (AF)

BBA – AF – 3.6: COST AND MANAGEMENT ACCOUNTING (CMA)

UNIT – I: Nature, scope, objectives and functions of Cost Accounting and Management Accounting, Comparison among Cost Accounting, Management Accounting and Financial Accounting, Cost unit and Cost Centre; Methods and techniques; Need for costing and Installation of a Cost Accounting System. 6 LH

UNIT –II: Material Control, Planned Purchasing System, Bin Card and Store Ledger, Stock Level System, Pricing of material issue, Perpetual 10 LH

inventory System, Selective Stock Control Systems, Concept and classification of material losses.

<u>UNIT-III:</u>	Time keeping and Time booking, Idle and overtime-concept and treatments; Various methods of Remuneration; Various Incentive Schemes.	8 LH
<u>UNIT-IV:</u>	Definition, Classification, Accounting and Control of overheads; Allocation, Apportionment and Re-apportionment and Absorption of overheads; Determination of overhead rates; Under and over absorption of overhead.	10 LH
<u>UNIT-V:</u>	Job costing – Concept and Job Cost Accounts; Contract Costing – Concept, Contract Account and Determination of Profit or Loss on incomplete contract, Presentation of Contract particulars in the Balance Sheet, Retention money, Cost Plus Contract Escalation clauses, Process costing – concept and Process Accounts with Process Losses and Gains, Process Losses (Normal and Abnormal) and Gains-concepts and accounting treatment. Note: Equivalent Production, Inter Process Profit, Joint Product, By-Product are excluded.	12 LH
<u>UNIT-VI:</u>	Concepts of Budget, Budgeting, Budgetary Control; Objectives, advantages and limitations of budget and Budgetary Control, Planning, Budget Factors; Cast Budget and Flexible Budget.	8 LH
<u>UNIT-VII:</u>	Meaning of Standard Cost and Standard Costing; Advantages and limitations of Standard Costing; Standard Costing vs. Budgetary Control; Types of standard; Analysis of Variances – material and labour (excluding mix variance and yield variance).	8 LH
<u>UNIT-VIII:</u>	Definition of Marginal Cost and Marginal Costing; Assumptions and uses of Marginal Costing; Differences between Marginal Costing and Absorption Costing; Marginal Cost equation; Computation of Contribution, Profit-Volume Ratio, Break Even Point, Margin of Safety, Angle of Incidence; Decision making with the held of Marginal Costing	8 LH

(elementary level).

Suggested Readings:

1. Cost Accounting – Saxena, V. K. and Vashist, C.D.; Sultan Chand & Sons.
2. Cost Accounting – Jain, S.P. and Narang, K.L.; Kalyani Publishers.
3. Student's Guide to Cost and Management Accounting – Kishore, R.M.; Taxmann.
4. Cost Accounting: Johar Lal; Tata Mc Graw Hill.
5. Cost Accounting: Principles and Practice – Nigam & Jain; PHI.
6. Principles and Practice of Cost Accounting – Bhattacharyya; PHI.
7. Cost & Management Accounting – Arora, M.N.; Vikas Publishing House.

BBA – AF – 3.7: TAXATION (TAX)

(Latest Assessment Year to be followed)

<u>UNIT – I:</u>	Basic Concepts & Definitions: Assessee, Person, Assessment Year, Previous Year, Income, Earned Income & Unearned Income, Casual Income, Heads of Income, Capital receipts & Revenue receipts, Capital Expenditure & Revenue Expenditure, Gross Total Income, Total Income, Agricultural Income, Basic Exemption Limit for various types of assesses.	6 LH
<u>UNIT – II:</u>	Scope of Total Income & Residential Status: Residential Status and Incidence of tax; Income received or deemed to be received in India, Income which accrued or deemed to be accrued or arise in India; Problems on residential status & tax incidence.	10 LH
<u>UNIT – III:</u>	Exempted Incomes: Incomes exempt under section 10, Special Income Tax provisions for newly established undertaking in Special Economic Zones (SEZs).	8 LH
<u>UNIT – IV:</u>	Computation of Income under the head salary and house property.	14 LH
<u>UNIT – V:</u>	Computation of Income under the head profits and gains of business	10 LH

or profession (Only individual assessee).

<u>UNIT – VI:</u>	Deduction from Gross Total Income & Tax Rebates: Sec 80CCC, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGA, U/s87,88,88b,88C & 89.	10 LH
<u>UNIT – VII:</u>	Assessment procedure: Voluntary return, Belated return, revised return, Defective or Incomplete return, Return by whom to be signed, Due dates for submission of Income tax return.	8 LH
<u>UNIT –VIII:</u>	Value Added Tax: Concepts, Computation of VAT.	4 LH

Suggested Readings:

1. Direct Tax-Law and Practice (Student's Edition) – V. K. Singhania; Taxmann.
2. Systematic Approach to Income Tax – Ahuja Girish & Gupta Ravi; Bharat Law House.
3. Direct Tax and Sales Tax – Lal & Bhashisht ; Pearson Education.
4. The West Bengal VAT Act, 2003 – Saradindu Biswas; Kamal Law House.
5. VAT: Indian and Global Experience – Astha Ahuja; New Century Publications, New Delhi.

BBA – AF – 3.8: FINANCIAL MARKET AND SECURITY ANALYSIS (FMSA)

<u>UNIT – I:</u>	Concept, Functions and Components of Financial System; Structure of Indian Financial System; Concept; Nature, Types and Functions of Financial Institutions, Intermediaries and Financial Markets; Money Market and Capital Market Instruments.	5LH
<u>UNIT – II:</u>	Concept, Structure, Features and Defects of Indian Money Market; Concept, Structure and Features of Indian Capital Market; Concept and Functions of Primary Market and Secondary Market and their relationship; Methods of issue of stocks in new issue market; Concept	12 LH

and Types of Stock Exchanges in India; Trading and Settlement; Buying and selling shares; Concept, Participants and Constituents of the Indian Debt Market, Hybrid Debt Instruments.

- UNIT- III:** Concept, Conditions, Merits and Demerits of Listing; Concept, Framework, Players of depositories in India; Constituents, Facilities and Benefits of depository system; Physical and dematerialized share trading; Objectives, Functions and Organizations of Securities and Exchange Board of India (SEBI); Concept and Usefulness of stock market indices, Methods of computing the stock indices, Major indices in India. 10 LH
- UNIT-IV:** Concept and Benefits of Mutual Funds: Types of Mutual Fund schemes; Net Asset Value (NAV); Unit Trust of India; Concept, Agencies, Types and Benefits or Credit Rating; Concept, Stages, Types and Players in financing venture capital; Concept and Role of merchant banker, Merchant Banking in India. 8 LH
- UNIT- V:** Concept of Investment, speculation and gambling, Investment alternatives, Investment attributes; Approaches to investment decision making; Investment process. 5 LH
- UNIT- VI:** Fundamental Analysis – Concept, Purpose and Tools of Economic Analysis, Industry Analysis and Company Analysis; Technical Analysis – Concept, Assumptions, Basic Concept of Chart Analysis, The Dow Theory, Bar and Line Charts, Point and Figure Chart; Differences between Technical Analysis and Fundamental Analysis. 10 LH
- UNIT-VII :** Concept and Types of risk and return; Measuring historical return and risk; Measuring expected return and risk; Indifference Curves and attributes to risk. 10 LH
- UNIT-VIII :** Markowits diversification; Measurement of portfolio return and risk; Risk and return with different correlation; Markowitz efficient frontier; The Single Index Model (Sharpe) – concept and computation of portfolio return and risk; Significance of alpha and beta in the equation. 10 LH

Suggested Readings:

1. Security Analysis and Portfolio Management – Donald, E. Fischer & Ronald J. Jordon; Pearson Books.
2. Investment Analysis and Portfolio Management – Chandra, Prasanna; Tata Mc Graw Hill.
3. Investment Management – Bhalla, V.K.; S. Chand & Company Ltd.
4. Financial Management – Kishore, R.M.; Taxmann.
5. Indian Financial System – Khan, M.Y.; Tata Mc Graw Hill.
6. Indian Financial System – Pathak, B.V.; Pearson Books.

ELECTIVE – B: MARKETING MANAGEMENT (MM)

BBA – SMM – 3.6: SALES & DISTRIBUTION MANAGEMENT (SDM)

- UNIT – I:** Introduction to Sales Management, Nature, role and importance, 6 LH
Sales force structure and Size management process. Different techniques of handling customer objections and closing the sales Follow up.
- UNIT – II:** Sales Organization: Formal, Informal, horizontal, vertical, 10 LH
centralized, decentralized, geographic, customer, product, combination, organizations. Sales Territory: Size allocation and designing sales territory.
- UNIT – III:** Forecasting market demand; Importance, forecasting process. 10 LH
Planning and recruitment of sales force; Job analysis specification, Job description, sources of recruitment, selection of sales person, Sales training; objective, designing training programme.
- UNIT – IV:** Sales force Motivation: Nature, Importance, factor's influencing the 8 LH
motivation – of – sales – force. Compensations: Types, compensations plan.
- UNIT – V:** Evaluation of sales forces performance: Qualitative and quantitative 8 LH
bases to evaluate Sales force control and budget.
- UNIT – VI:** Retail and Whole selling: Retail types, developing and implementing 8 LH

merchandise strategy, strategies in retail outlet. Whole selling Functions, types, marketing trend.

UNIT- VII: Distributions channel: Importance, types, channel strategy Market 10 LH
Logistic: objective, planning customer oriented inventory management decision, transportation decision.

UNIT-VIII: Designing customer oriented channel, understanding the customer 10 LH
requirement, comparing the channel design. Managing the behavior of channel member, channel relationship, control, power positioning and conflict, influence strategy.

Suggested Readings:

1. Sales and Distribution Management – Tapan Panda and Sachdev; Oxford Publications.
2. Marketing Management – analysis, planning and control; Philip Kotler; Prentice hall of India Ltd.
3. Sales Management: E. M. Johnson, D. L. Kurtz, E. E. Scharuing; Mc Graw Hill.

BBA – SMM – 3.7: PROMOTION MIX (PM)

UNIT – I: Marketing Mix and promotion Mix: Integrated Marketing 7 LH
Communication (IMC) – Concept, Developing an IMC plan based on promotional mix of a firm.

UNIT – II: Overview of Advertising Management: Choosing an advertising 10 LH
agency, advertising planning and research, the roles of advertising accounts, executives. The communication budget.

UNIT – III: Advertising Design: Advertising theories, advertising appeal, 10 LH
advertising executional frameworks; Creating an advertisement, advertising media selection and types.

UNIT – IV: Trade and Consumer Sales Promotions: The nature and objectives 10 LH
of trade promotion, types of trade promotion, trade allowances, trade contest, trade incentives, training programme, vendor support programme, promotion, types of consumer promotion; coupons,

premiums, contests, sweepstakes, refunds, rebates, sampling, bonus pack, price off.

UNIT – V: Personal selling: Definition, steps in personal selling process, retain 8 LH
selling, business to business selling, principles of personal selling,
personal selling in International market.

UNIT – VI: Public Relation: Definition, public relations on PR, PR tools, jobs of PR 10 LH
executives and PR agency; Sponsorship and event management.

UNIT- VII: Corporate Image and Brand management: Corporate image 10 LH
component, promoting the desired images and corporate names
and logos, Branding: brand equity, extension, co-branding.

UNIT-VIII: Direct and database marketing. 5 LH

Suggested Readings:

1. Integrated advertising, promotion and marketing communication, 2nd ed. – B. Donald and K. E. Clow; Prentice Hall, New Delhi.
2. Advertising management – A. A. David and M. G. John; Prentice Hall of India, New Delhi.
3. Advertising and Sales Promotion – Kazmi, M.M.S. and Batra, K.S.; Excel Books, New Delhi.
4. Public Relation Today in the Indian Context – Ghosh, Suri; Rupa Publication, Kolkata.

BBA – SMM – 3.8: MARKETING OF SERVICES (MS)

UNIT – I: Introducing Service Marketing: The nature of Services Marketing 8 LH
Introduction, Definition and Characteristics of Services, Classification
of Services, The services environment; evolution of services.

UNIT – II: Segmentation, Targeting and Positioning; Strategic Aspects of 8 LH
Services Marketing, Segment Selection or targeting a few Segments,
Positioning a Service in the Marketplace, Targeting Customers and
Building Relationships, Importance of Services Marketing in Indian
Economy, Growth of service sector in Indian Economy.

UNIT – III: The Services Marketing Mix: Service Product, Service Products; 8 LH

Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability.

- UNIT – IV:** Service Quality: The Parasuraman, Berry and Zeithami Models, 10 LH
Customization versus Standardization, defects, Failures and Recovery, Service Guarantees, Managing supply and demand. Services theatre and service experience, the gap between expected and perceived service, customers' role in service delivery.
- UNIT – V:** Place, Promotion and Pricing issues in Services Marketing 8 LH
Understanding Costs and Developing Pricing Strategies, Communicating and Promoting Services.
- UNIT – VI:** People – The Key to a Service Business, Services and the 8 LH
Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.
- UNIT- VII:** Physical Evidence, Services Capes Designed for Employees and for 10 LH
Customers. Process – The Customer's Point of View Blueprinting, Managing the Waiting Process, Use of Information Technology (IT) , Offering Greater Choice A Major Service Process: Complaints Management and Service Recovery.
- UNIT-VIII:** Applications of Service Marketing Principles; The Importance of 10 LH
application of the Components of Marketing of services in Financial Services with special reference to Banking, Mutual Fund, Portfolio Management Services, Hospitals, Consultancy Services, Education and Training Services, Tourism, Travel and transport Services.

Suggested Readings:-

1. Services Marketing – Christopher H. Lovelock and Chatterjee; Pearson Books.
2. Services Marketing – Valarie A. Zeithami, Mary Jo Bitner.
3. Principles of Services Marketing, 4th edition – Palmer, A.; Mc-Graw Hill.

4. Services Marketing – Govind Apte; Oxford Univ. Press.
5. Services Marketing – Rajendra Nargundkar; Tata Mc Graw Hill.

ELECTIVE – C: HUMAN RESOURCE MANAGEMENT (HRM)

BBA – HRD – 3.6: INDUSTRIAL RELATIONS (IR)

- UNIT – I:** Industrial Relations: Meaning, Characteristics, Objectives and 8 LH
Factors. Meaning of Industrial relations – Characteristics and objectives of Industrial relations - Factor of Industrial relations
Industrial relations Prerequisites for sound industrial relations;
industrial relations – Importance of harmonious industrial relations.
- UNIT – II:** Industrial Disputes: Concept, Forms, Settlement and Prevention of 8 LH
industrial disputes, Meanings, Concept of industrial dispute and
industrial conflicts – Forms of industrial dispute – causes of
industrial dispute – Methods for prevention and settlement of
industrial dispute.
- UNIT – III:** Trade Unionism: Concept, approaches and problems of trade union, 5 LH
Concept, Objectives and factions of trade unions – approach to
trade union – Growth and problems of trade union movement in
India.
- UNIT – IV:** Bipartite and Tripartite bodies, ILO and National commission on 10 LH
Labour: Concept and objectives Meaning and Concept of bipartite
and tripartite-different forms and objectives of bipartite and tripartite
body – Concept, objectives and structure of ILO – main
recommendations of the First and Second National Commission on
Labour.
- UNIT – V:** Workers’ Participation in Management: Concept, objective and 12 LH

forms of workers participations in management. Concept and objective of workers participations in management – Various forms of workers participations in management – New Scheme of workers' participations in management (1984) – Workers' Participation in Management Bill 1990 – prerequisites for workers' participation in management – Employee empowerment.

UNIT – VI: Regulations of Trade unions, Industrial Dispute and standing orders: 7 LH
The Trade Unions Act 1926: Registration of Trade Unions – Privileges of Registration of Trade Unions – Trade Unions.

UNIT- VII: The Industrial Dispute Act 1947: Settlement of Industrial disputes; 10 LH
strikes, lockout, gherao – Layoff, retrenchment, closure, discharge, dismissal.

UNIT-VIII: The Industrial Employment (standing orders) Act, 1946 – Concept 10 LH
and nature of Standing Order – Scope and Coverage of the Act – Certification process – its operation and binding effect – Modification and temperance application of Model Standing Orders.

Standard Readings:

1. Industrial Relations and Labour Laws – S. C. Srivastava; Vikas Publishing House Pvt. Ltd., New Delhi, 2007.
2. Human Resource Management – A. K. Ghosh; Manas Publications, New Delhi, 2006.
3. Dynamics of Industrial Relations – C. B. Mamoria et al, New Delhi, 2003.
4. Industrial relations – Emerging Paradigms – B. D. Singh; Excel Books, New Delhi, 2004.
5. Industrial Relations : Concepts and Issues- T. N. Chhabra & R. K. Suri; Dhanpat Rai & Co. (P) Ltd., New Delhi, 2005.

BBA – HRD – 3.7: HUMAN RESOURCE DEVELOPMENT (HRD)

- UNIT – I:** Concept, Scope and Significance of Human Resource Development 10 LH
– Definition – Need for Human Resource Development – Functions, Objectives and Characteristics of Human Resource Development – Various Approaches to Human Resource Development – HRD Philosophy – HRD sub-system – Elements of Good HRD – Functions of HRD Managers – Attributes of HRD Manager – HRD in Indian Industry.
- UNIT – II:** Quality Circle, Management of Change and Developments – 10 LH
Meaning and objectives of quality circles – benefits of QC. Managing Change – types of change – resistance to change – approaches to organizational objectives – Steps in organizational developments – organizational analysis and methods of organizational development.
- UNIT – III:** Organizational strategies, styles, culture: Concept of strategy – need 8 LH
for HRD strategy – Characteristics of HRD Culture – Types of Organizational Culture – OCTAPACE culture – importance of management styles in building culture.
- UNIT – IV:** Promotion, Potential Appraisal, Career Planning and Development: 8 LH
Concept and Importance – Requirements and Criteria of an effective promotion policy – Potential Appraisal; Issues and Principles – Steps, Advantages and Limitations of Career planning – Career Anchors – Career Development cycles – Career Need Assessment and Opportunities – Experiences in Career planning – Succession Planning.
- UNIT – V:** Performance Management – Principal Goals of Performance 8 LH

Management – Strategic issues in moving from Performance Appraisal to Performance Management – Principles of Performance Management – Background to Performance Management – Performance Management Cycle – Role Definition – Personal Development Plan – Performance Agreement – Performance Review.

UNIT – VI: Performance Appraisal Methods – Raising Forced Distribution – 8 LH
Paired Comparison – Check List – Critical Incident – Graphic Rating Scale – BARS – MBO – Human Resource Accounting – 360 degree Feedback – Definition & uses of 360 degree feedback – Rationale for 360 degree feedback – Advantage and disadvantage of 360 degree.

UNIT- VII: Training, importance and needs for training – Training vs. 10 LH
Development – Issues in identifying training needs – Training methods: on the job and off the job training methods types, importance and application – merits and demerits of each method.

UNIT-VIII: Management Development – Concept and importance, nature and 8 LH
strategies of management development – objectives and need for management development. Management development programmes – types, importance and methods – merits and demerits of each method.

Suggested Readings:

1. A handbook of Human Resource Management Practices – Michael Armstrong; Kogan Page.
2. Human Resource Development – P. C. Tripathi; Sultan Chand.
3. Human Resource Management – Biswajeet Pattanayak; Prentice Hall of India.
4. Human Resource Development: Strategic Approaches and Experiences – B. L. Mathur; Arihant Publishers, Jaipur.
5. Human Resource Development: A Value-based Approach – B.R. Madan.

6. The Human Resource Development: The Indian Experience – D.M.Silvera; News India Publications, New Delhi.
7. Recent Experiences in HRD – T.V.Rao & D.F.Pereira; Oxford & IBH, New Delhi.

BBA – HRM – 3.8: COMPENSATION MANAGEMENT (CM)

- UNIT – I:** Meaning and Concept of Wage and Salary – Concept, Nature, Scope, Objectives, Principles and importance of Wage and Salary Administration – Theories of Wage and Salary. 6 LH
- UNIT – II:** Employee Reward System: Concept, Components, Elements of Employee Reward Factors affecting the Rate of Pay – Process of Wage and Salary Determination, Wage and Salary Structure: Essentials of a sound wage and salary structure – Purpose – Types. 10 LH
- UNIT – III:** Machineries for Wages and Salary Fixation: Wage Laws in Wage Boards – Pay Commission – Adjudication – Collective Bargaining etc. 6 LH
- UNIT – IV:** Techniques for Fixation of Wage and Salary Levels: (Concept and Basic Elements only) Job Analysis – Job Description – Job Evaluation – Work Study. 10 LH
- UNIT – V:** Wage Payment System: Time Wage – Piece Wage – Balance Method; Wage Incentives: Meaning – Essentials of a sound incentive Plan – Types of Wage Incentive Plans – Indian Practices. 8 LH
- UNIT – VI:** Concept of Minimum wages, Fair Wages, Living Wages, Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation. 6 LH
- UNIT- VII:** Legislation and Compensation: The Payment of Wages Act, 1936 – the minimum Wages Act, 1948 – the Equal Remuneration Act, 1976. 12 LH
- UNIT-VIII:** Other Legislations: The payment of Bonus Act, 1965 – the Payment of Gratuity Act, 1971 – the Employee’s Provident Funds and Miscellaneous Provisions Act, 1952. 12 LH

Suggested Readings:

1. Employee Rewards: Michael Armstrong; Kogan Page.

2. Reward Management: A Handbook of Salary Administration; Armstrong and Murlis; Kogan Page.
3. Understanding Wage System: A. M. Sarma.
4. R. Henderson; Compensation Management – Rewarding Performance: R. Henderson; Prentice Hall Inc.

ELECTIVE – D: SYSTEMS MANAGEMENT (SM)

BBA-SM-3.6: SYSTEM ANALYSIS AND DESIGN (SAD)

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| <u>UNIT – I:</u> | Introduction – System concept; Characteristics of a System; Types of a System; System stakeholders – System Owner, System User – Internal system user and External System user, System Designer, System Analyst; Jobs of System analyst. | 6 LH |
| <u>UNIT – II:</u> | System Development Process – Introduction; Capability Maturity Model; System Life, Cycle versus Development Methodology; Principles of System Development; SDLC – problem definition, Feasibility Study. | 8 LH |
| <u>UNIT – III:</u> | System analysis, System design, System construction, Implementation, Post Implementation review, System maintenance; System Development Strategies – Model driven development strategy and Rapid Application development strategy. | 10 LH |
| <u>UNIT – IV:</u> | System Analysis – System analysis – meaning, objective; Need for system analysis; System analysis approaches - Model driven analysis; Structured analysis. | 6 LH |
| <u>UNIT – V:</u> | Object Oriented analysis, Prototyping, Rapid architected analysis, Requirement discovery analysis and BPR; Procedure of analyzing the existing system. | 10 LH |
| <u>UNIT – VI:</u> | Data Modeling and Analysis – Entity – relationship Data Modeling – Entity, Attribute, Relationship. Type of Relationship, Cardinality ; Draw E-R Diagram. | 10 LH |
| <u>UNIT- VII:</u> | Process Modeling – Definition of System Modeling; Differentiate | 10 LH |

Logical and Physical System Model; DFD- DFD symbols, process, data store, external entities, dataflow; Describing a System by DFDs; Logical Vs Physical function of a System; Converting physical DFD to logical DFD; Draw DFD of a System.

UNIT-VIII: System Design – Definition; Objectives; Steps of System Design – 10 LH
Output design, Input design, Process design, Data specification, Procedure design; Detailed design and implementation.

Suggested Readings:

1. System Analysis and Design Method – Jeffrey L. Whitten & Lonnie D. Bentley; Tata Mc Graw Hill.
2. System Analysis and Design – I.T.Hawryszkiewycz; PHI
3. Analysis and Design of Systems – James A. Senn; Tata Mc Graw Hill.
4. System Analysis and Design – E. M. Awad.
5. System Analysis and Design – Kendall; Pearson Education.

BBA-SM-3.7: DECISION SUPPORT SYSTEM (DSS)

UNIT – I: Decision and Decision Making – Decision making concept; 8 LH
Decision methods, Tools and Procedures; Rational Decision making; Problems in making rational decision; Decision making system; Types of decision; Nature of decision.

UNIT – II: Laws of requisite variety; Phases of decision making process 6 LH
(Simon’s Model) – Intelligence Phase – Problem identification, Classification, Decomposition and Ownership.

UNIT – III: Design Phase – Modeling, Quantitative Models – Component; 12 LH
Structure; Principle of choice criterion, Normative Models, Descriptive Models, Developing Alternatives, Predicting Outcomes, Measuring Outcomes and Scenarios; Choice Phase – Search Approaches – Analytical approach, Blind & Heuristic approach, Evaluation – Sensitivity Analysis and What – If Analysis; Organizational Decision Making Concept.

UNIT – IV: Decision Support System (DSS) – What is DSS; DSS 10 LH
characteristics; DSS Classifications; Components of DSS –

Database Management System – Model Base Management System – Model base, Modeling Language, Model execution & integration.

UNIT – V: Static and Dynamic DSS Models; Examples of Behavioral Models, Management Science Models, Project Planning and Control Models, Operations Research Models and Inventory Control Models; User Interface Subsystem; DSS and Web Connection. 10 LH

UNIT – VI: Group Decision Support System (GDSS) – Concept of Group Decision Making; Definition of GDSS; Tools, Advantages and Uses of GDSS. 6 LH

UNIT- VII: Knowledge Base Expert System (KBES) – Concept of Knowledge management; Definition of Knowledge; Knowledge Types and Components; Cyclic Model of Knowledge Management. 8 LH

UNIT-VIII: Concept and Definition of Artificial Intelligence (AI): AI – Symbolic processing, Heuristics, Inferencing, Pattern Matching and Knowledge Processing; Differences between AI and Natural Intelligence; Concept of KBES (Knowledge Base Expert System); Concept of Knowledge Presentation; Semantic Network, Production Rules, Frames. 10 LH

Suggested Readings:

1. Decision Support System and Intelligent System – Efraim Turban and Jay E. Aronson.
2. Management Information System – W. S. Jawadekar.
3. Decision Support – M. W. Davis.
4. Decision Support and Expert System – E. Turban.
5. Decision Support System – R. Jayashankar.

BBA-SM-3.8: DATABASE MANAGEMENT SYSTEM (DBMS)

UNIT – I: Introduction – Definition of Database; Advantages of Database 8 LH

Management Approach; Data Models and its categories, Schema, Instances and Database State; Three-schema Architecture of DBMS- Physical, Logical and Viewer Level; Data Independence.

- UNIT – II:** DBMS Languages – DDL, DML, DCL; DBMS Interfaces; Centralized DBMS Architecture; Client / Server Architecture – Two tire Architecture, Three tire Architecture for Web Applications; Classifications of DBMS. 8 LH
- UNIT – III:** Relational model: Concept and constraints – Relational Model Concept, Domain, Attributes, Tuples and Relations; Characteristics of Relation; Relational Model notations; Relational Model Constraints and its categories; Schema based constraints – Domain constraints, key constraints; Constraints on Null Value, Integrity constraints and Referential Integrity constraints. 12 LH
- UNIT – IV:** Relational Algebra – Selection, Projection, Union, Intersection, Minus and Cartesian Product and Division algebraic operations; Join; Variation of join – Equi -join, Natural Join; Examples of queries in Relational Algebra. 10 LH
- UNIT – V:** Structured Query Language (SQL) – Schema Definition, Basic constraints and Queries; DATA DEFINITION – Schema and catalog Concept; CREATE TABLE command; Data types and Domains in SQL; Specifying Basic Constraints – Attributes constraints and Attribute Default, Key and Referential Integrity constraints, Constraints on tuple using CHECK; Schema change; Command DROP and ALTER command. 10 LH
- UNIT – VI:** Basic queries in SQL using SELECT – FROM-WHERE Structure; Data Manipulation Command – INSERT, UPDATE, DELETE command; Data Control Command – COMMIT, SAVEPOINT, ROLLBACK Command. 6 LH
- UNIT- VII:** Operators and Functions – Arithmetic Operators; Comparison Operators LIKE, NOT LIKE, BETWEEN, NOT BETWEEN, Logical Operators; Set Operators – UNION, UNION ALL, INTERSECTION, 8 LH

MINUS, Functions – DATE Functions, Numeric Functions, Character Functions, Conversion Functions; GROUP BY and HAVING Clauses in SQL.

UNIT-VIII: Join and Sub-Queries – Simple Join, Self Join, Outer Join; Usage of 8 LH
Sub-Queries – Nested Queries, Tuple and Set / Multi-Set Comparisons, Co-related Nested Queries.

Suggested Readings:

1. Fundamentals of DATABASE SYSTEMS : ELMASRI, NAVATHE, SOMAYAJULU, GUPTA.
2. Introductions to DATABASE SYSTEMS – C.J.DATE.
3. DATABASE MANAGEMENT SYSTEMS – A. K. MAJUMDER & P. BHATTACHARYA.
4. DATABASE MANAGEMENT SYSTEMS – KORCH & SUDARSHAN.
5. Fundamentals of SQL – EVAN BAYROSS.