

B.B.College, Asansol
Department of Business Administration (BBA)

Bachelor of Business administration or BBA is an undergraduate program for management studies. From the academic year 2020-21 the LOCF approach has been adopted to strengthen students' experiences as they engage themselves in the programme of their choice. The course allows students to obtain the knowledge and skills needed to assume management positions in a wide range of organizations. BBA program provides students with a solid foundation in the field of management and strategy designing. The electives allow students to develop deeper knowledge in specific areas of interest – finance, marketing, System and human resource management which will equip students to understand how organizations work, how they are managed, and sensitize students towards national and international environments. The LOCF approach of the programme Bachelor of Business Administration will help students in making an informed decision regarding the goals that they wish to pursue in further education and life, at large.

Programme Outcome:

1. The prime objective will be to add professional edge academically.
2. Acquiring of specialized knowledge of management theories and practices will become helpful for students in gaining business decision.
3. The course curriculum has been prepared to increase analytical and critical thinking of the students.
4. It will provide wider scope for ethical and value-based education-system to the students.
5. The students will receive wide exposure in all the areas of the practical field of business and training for developing their leadership skills.
6. Effectively communicating business issues, management concepts, plans and decisions both in oral and written form using appropriate supportive technologies will become easier.
7. After completion of this academic program the learners will be able to identify their managerial roles as a successful entrepreneur.

Programme Specific Outcome:

1. Ability to define, analyze the solutions for different business problems and using logical reasoning patterns for evaluating information, materials, and data for practical implementation.
2. Provides verbal, reasoning, Data Interpretation, Quantitative and communication skill to solve specific business problems and decision making.
3. Apply ethical principles and commitment towards professional ethics and responsibility.
4. Function effectively as a member, leader, individual or group in diverse environment.
5. Ability to conceptualize a complex issue into a coherent written statement and oral presentation and to communicate effectively on complex activities with technical community.
6. Providing an opportunity for the students to gain practical exposure towards the workplace and make them industry ready.
7. Promotes entrepreneurship by providing understanding of the fundamentals of creating and managing innovation, new business development, and high-growth potential entities.
8. Ability to demonstrate technical competence in domestic and global arena of business through the study of major disciplines within the fields of business.

There will be six semesters in the three-year BBA programme. The curriculum consists of 14 Core Courses (C), 2 Ability Enhancement Compulsory Courses (AECC), 2 Skill Enhancement Courses (SEC), 4 Discipline Specific Elective (DSE) courses and 4 Generic Elective (GE) courses. Each course is of 100 marks except AECC and SEC courses. L stands for Lecture Hour, T for Tutorial Hour and P for Practical Hour.

Bachelor of Business Administration (BBA)
SEMESTER- I

Course Title	Course Code	Course Type	(L-T-P)	Credit	Marks
Principles of Management	BBAC101	C	5-1-0	6	100
Business Economics	BBAC102	C	5-1-0	6	100
Business Statistics	BBAGE101	GE	5-1-0	6	100
Environment Studies	AEE101	AE	4-0-0	4	50
SEMESTER TOTAL				22	350

Course Name: Principles of Management

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective: The objective of the course is to familiarize the learner with extant and emerging management theories and practices for reflective and holistic thinking on management principles and practices.

Course Outcomes:

After completing the course, the student shall be able to:

- ✓ Understand the nature of management and describe the functions of management.
- ✓ Understand the evolution of management and apprehend its effect on future managers.
- ✓ Analyse the relationship amongst functions of management i.e., planning, organizing, directing and controlling.
- ✓ Appreciate the role of leadership in management and the relation between Coordination and Control.

Course contents:

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.

Unit-II: Evolution of Management Thought: Early Contributors to Management Thoughts; Scientific Management, Administrative Theory of Management.

Unit-III: Planning and Organizing: Features of Planning, Importance, Steps, Types. Decision-making; Formal and Informal Organizations, Organization Structure: Line and staff, Committee Organization, Project Organization, Matrix Organization (Overview), Delegation of Authority, Centralization and decentralization, Departmentalization: Concept and Types, Span of Management.

Unit-IV: Staffing and Directions: Features of staffing, elements of staffing; Concept of Direction, Supervision, Leadership; Functions and Importance, Formal and Informal Leadership, Qualities 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.

Suggested Readings:

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

Course Name: Business Economics

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objectives:

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Course Outcomes:

After completing the course, the student shall be able to:

- ✓ Apply the knowledge of the mechanics of supply and demand to explain working of markets
- ✓ Describe how changes in demand and supply affect markets
- ✓ Understand the choices made by a rational consumer
- ✓ Explain relationships between production and costs
- ✓ Define key characteristics and consequences of different forms of markets
- ✓ Understand the role of banks and the concepts of different taxes, Public Debt, Budget Deficit, Anti-inflationary measures.

Course contents:

Unit-I: Introduction: Economic Terms and Basic concepts; Basic Economic problems; Meaning, Nature and Scope of Business Economics.

Unit -II: Demand: Law of demand and its Exceptions; Elasticity of Demand- Concepts and Types, Measurement of Elasticity; Demand Forecasting – Importance, Methods; Different Revenue Concepts, Relations Concerning AR, MR and Price Elasticity.

Unit -III: Production and Cost: Production Function; Law of variable Proportions, Iso-quant, Iso-cost Lines and Choice of Optimum Input combination, Expansion Path; Cost Function; Short-run and Long-run Costs-Different Cost concepts and Costs Curves.

Unit -IV: Market: Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Equilibrium under Monopoly, Price Discrimination.

Unit -V: Banking and Public Finance: Function of Commercial Banks and Central Bank; Credit Creation and Credit Control in the Banking system; Direct and Indirect Taxes, Public Debt, Budget Deficit, Anti-inflationary measures.

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.

Course Name: Business Statistics

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for business decision making.

Course Outcomes:

After completing the course, the student shall be able to:

- ✓ Acquire a fair degree of proficiency in comprehending statistical data, processing and analysing it using descriptive statistical tools.
- ✓ Understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables.
- ✓ Understand the various type of dispersion and their applications in the real life situations.
- ✓ Understand the concepts and measures of Skewness and Kurtosis.

Course contents:

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 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 Demerits; 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.

Unit-III: Measures of Dispersion: Range, Quartile Deviation, mean Absolute Deviation and Standard Deviation – their Merits, Demerits and Properties.

Unit-IV: Concepts of Skewness and Kurtosis, Different Measures of Skewness and Kurtosis.

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.

Suggested Readings:

1. Statistics: Sancheti and Kapoor, Sultan Chand & Sons
2. Basic Statistics: Goon, Gupta and Dasgupta, World Press
3. Statistical Methods: N.G.DAS

BBA: 2nd Semester

Course Title	Course code	Course Type	(L-T-P)	Credit	Marks
Business Communication	BBAC201	C	5-1-0	6	100
Accounting For Managers	BBAC202	C	5-1-0	6	100
Organisational Behaviour	BBAGE201	GE	5-1-0	6	100
MIL/English	AECC2	AE	4-0-0	4	50
SEMESTER TOTAL				22	350

Course Name: Business Communication; Course type: Core

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objectives: - The course aims to enhance written and verbal communication and/or presentation skills amongst the learners and ability to frame effective documentation both in digital and non-digital environment.

Course Outcome:

- ✓ Students will be able to communicate their ideas through different modes and mediums.
- ✓ They will be able to make memorable presentations professionally.
- ✓ Students will understand different strategies to adopt while communicating with different personalities with different goals.
- ✓ Students will be able to handle job opportunities successfully.

Course Contents:

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.

Unit-II: The Non-Verbal Mode of Communication- Verbal vs. Non-verbal Communication, Importance of Non-verbal Communication, Elements of Non-verbal Communication.

Unit-III: Parts of Speech: Nouns, Pronouns, Verbs, Adjectives, Adverbs, Prepositions, Conjunctions and Interjection (brief overview of each and function in a sentence) - Agreement of subject and Verb- Sequences of Tenses Errors in the Use of Adjectives and Adverbs.

Unit-IV: Speaking and presentation: Basic guidelines and developing strategy – preparing successful speech, Elements of Presentation – Designing an Effective Presentation.

Unit-V: Modern Communication Technology: Electronic Communication System – Tele-printer, Computer, Fax, E-mail, Voice Mail Teleconferencing, Video and Audio Conferencing.

Suggested Readings:

1. Business communication- Theory and Applications: Lesikar, R. & Petit, J., All India Traveller Book Seller.
2. Business Communication Today: Bovee; Tata McGraw Hill, New Delhi.
3. Basic Managerial Skills for All: McGrath, E.H., Prentice Hall of India.

Course Name: Accounting for Managers; Course type: Core

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

To familiarize students with the mechanics of preparation of financial statements of Trading and Non trading concern, understanding corporate financial statements, their analysis and interpretation.

Course Outcomes:

- ✓ Students will understand the process of recording and classifying the business transactions and events
- ✓ Students will understand accounting concepts, tools and techniques.
- ✓ Students will be able to prepare the financial statements, viz., Profit and Loss Account, Balance Sheet, of a sole proprietor, partnership and company.
- ✓ Students will learn how to analyse the financial statements from different the perspective of different stakeholders.

Course contents:

Unit-I: Accounting: Objectives, Advantages and Limitations, Branches of Accounting, Accounting Equations, Types of Accounting Information; Users of Accounting Information and Their Needs. Basic Accounting Concepts and Conventions-Accounting Transactions - Double Entry Book keeping - Journal, Ledger, Preparation of Trial Balance - Preparation of Cash Book. **Unit-II:** Depreciation - Meaning, Causes, Types - Straight Line Method - Written Down Value Method (Change in Method excluded). Reserves & Provision – Concept, Types & Purposes, Difference between Reserve & Provision; Adjustment Entries – Concept & Development of Adjustment Entries; Classification of Errors - Rectification of Errors - Preparation of Suspense Account. **Unit-III:** Preparation of Final Accounts of Profit-oriented Sole-proprietorship (Trading Concerns only); Preparation of Receipts and Payments Account, Income & Expenditure Account and Balance Sheet of Non Trading Organizations (Simple Problems). **Unit-IV:** Partnership Accounting: Features of Accounting of Partnership Firms; Maintenance of Capital Accounts – Fixed & Fluctuating; Profit & Loss Appropriation Account (Basic Problems); Admission and Retirement of a Partner (Excluding Goodwill). **Unit-V:** Company Accounts (as per Companies Act, 2013): Maintenance of Accounts u/s 128; Financial Statements - Definition u/s 2(40); Proforma of Statement of Profit & Loss and Balance Sheet [as per Schedule III Companies Act, 2013].

Suggested Readings:

1. Financial Accounting: S. Mukherjee & A. K. Mukherjee, Oxford University Press.
2. Financial Accounting: A Managerial Perspective: R. Narayanaswamy, Prentice Hall of India.
3. A Textbook of Accounting for Management: S. N. Maheshwari, S. K. Maheshwari, Vikas Publications.

Course Name: Organisational Behaviour; Course type: Generic elective.

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

Helps in understanding the psychological aspect of human resources working in an organization and offers knowledge on organizational behavior, organizational change and dynamism of groups

Course Outcome:

- ✓ Enables students to understand the applicability of the concept of

organizational behaviour to analyse the behaviour of people in the organization.

- ✓ Helps them to analyse the complexities associated with management of the group behaviour in the organization.
- ✓ To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization.
- ✓ Develop understanding of different approaches to designing organizational structures, understanding the role of personality, learning and emotions at work, discovering and also understanding the concept of motivation, leadership, power and conflict and knowing the foundations of group behaviour and the framework for organizational change and development..

Course contents:

UNIT-I: Introduction to Organisational Behaviour: Concept, Challenges and Opportunities of Organisational Behaviour (OB), Issues in Developing an OB Model; Characteristics of Human Behaviour. **UNIT-II:** Personality: Concept and Types, Major determinants. **Unit-III:** Perception: Concept, Factors influencing Perception; Learning: Concept; Attitude: Concept, Different Job Attitudes. **Unit-IV:** Motivation: Concept, Basic Theories of Motivation (Maslow, Herzberg, McClelland and McGregor. **UNIT-V:** Group Dynamics: Concept of group, Stages of Group Development, Types of Groups, Work Teams vs. Work Groups, Group Synergy.

Suggested Readings:

1. Organizational behavior – Robins Stephen P; PHI.
2. Organizational behavior- Fred Luthans; McGraw Hill Inc.
3. Management of Organizational behavior – Harsey, Paul & Kenneth H. Blancher; PHI.
4. Organizational Behaviour: Human Behaviour at Work - Davis and Newstrom, Tata McGraw-Hill.

BBA Honours: 3rd Semester

Course Title	Course code	Course Type	(L-T-P)	Credit	Marks
Financial Management	BBAC301	C	5-1-0	6	100
Marketing Management	BBAC302	C	5-1-0	6	100
Computer Fundamentals	BBAC303	C	5-1-0	6	100
Business Mathematics	BBAGE301	GE (Any one to be chosen)	5-1-0	6	100
Retail Marketing	BBAGE302				
Computer Applications	BBASE301	SEC (Any one to be chosen)	4-0-0	4	50
Communicative English	BBASE302				
SEMESTER TOTAL				28	450

Course Name: Financial Management; Course type: Core

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objectives:

To acquaint students with the techniques of financial management and their applications for business decision making.

Course Outcomes:

- ✓ Students will understand basic concepts of financial management, time value of money and their application in investment, financing and dividend decisions.
- ✓ Students will understand management of working capital and will be able estimate the same for an organization.
- ✓ Students will understand how to prepare Fund flow statement, Cash flow statement of a business organisation.
- ✓ Students will understand the use of ratio analysis as a tool to analyse financial statements of a company.
- ✓ Students will understand concepts of cost of capital, capital structure and capital budgeting techniques which will enable them to identify courses of action in financial environment that would result in maximization of wealth of an organization.

Course Contents:

Unit-I: 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. Time Value of Money: Concept; compounding and Discounting Concepts.

Unit-II: 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.

Analysis of Changes in Financial Position: Funds Flow statement: concept and Purposes of Funds Flow Statement, Preparation of Funds Flow Statement. Cash Flow Statement: Concepts and Purposes of Cash Flow Statement, Preparation of Cash Flow Statement-General, AS-3. **Unit-III:**

Working capital management: Concepts, Nature, Significance, and Components of Working Capital; Working Capital Cycle; Factors determining Working Capital Requirements and Forecasting Working Capital. **Unit-IV:** Cost of capital: Concept and Significance; Costs of various Sources of Capital; Weighted average cost of capital. **Unit-V:** 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.

Suggested Readings:

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.

Course Name: Marketing Management; Course type: Core

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objectives: This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing.

Course Outcome:

- ✓ Describe the Marketing process effectively in a variety of organizational settings.
- ✓ Describe the complex qualitative and quantitative data to support strategic and operational decisions.
- ✓ Write down the point to comprehensive strategic and tactical plans for an organization.
- ✓ Classify the Work independently and collaboratively in inter and/or multidisciplinary and diverse environments.
- ✓ Write down the point to Use creative, critical and reflective thinking to address organizational opportunities and challenges.
- ✓ Demonstrating ethical and socially responsible behaviour.
- ✓ Write down the point to integrate appropriate technologies in developing solutions to business opportunities and challenges.

Course Contents:

Unit-I: Marketing – scope, nature, definition, core marketing concepts and marketing environment, recent trends in marketing in India. Tele Marketing, Marketing on Web.

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.

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.

Unit-IV: Pricing of products: Pricing considerations and approaches, strategies and methods. Managing marketing channels, channel design decisions, channel dynamics, managing retailing, wholesaling and market logistics.

Unit-V: The communication process, developing effective communication, deciding on the marketing communication mix, managing advertising, sales promotion and public relations. Managing sales force.

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.

Course Name: Computer Fundamentals; Course type: Core

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

Preparing students well versed with various computer fundamentals

Course Outcome:

- ✓ After undergoing this curriculum students will be able to understand the power of the software tools and its applications in business.

Course contents:

Unit-I: Introduction to Computer-Definition of Computer System; Evolution of Computer—a brief history; Classification of computer; Generation of Computers. **Unit-II:** Computer System Architecture—Definition of Hardware; Basic units 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 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. **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.

Suggested Readings:

1. Fundamentals of Computers—U. Rajaraman.
2. Computers Fundamentals—P.K. Sinha.
3. Computer Concepts and Applications – Sanders H. Donald.

Course Name: Business Mathematics; Course type: Generic elective

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

- ✓ To understand and appreciate the practical relevance of various basic mathematical tools in the field of finance, economics, marketing, human resources and so on.

Course Outcomes:

- ✓ Students will understand basic concepts of business mathematics like indices, AP, GP, Quadratic equation, logarithm, compound interest, annuity, permutation, combination, Determinants, Matrix and their application in different areas of management.

Course Contents:

UNIT-I: Laws of Indices, A.P., G.P., with Business Application. **UNIT-II:** Theory of Quadratic Equations- Function, Number and Nature of Roots, Simultaneous Quadratic equations. **UNIT-III:** Logarithms – Definitions, Laws, Basic Properties; Antilogarithm-characteristics and Mantissa; Use of Logarithmic and Antilogarithmic Tables; Business Application of Logarithms, Compound Interest & Annuities – Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity. **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. **UNIT-V:** 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.

Suggested Readings:

1. Business Mathematics: V. K. Kapoor, Sultan Chand & Sons.
2. Business Mathematics: R. S. Soni, Pitambar Publication
3. Business Mathematics: N. K. Nag, Kalyani Publishers.

Course Name: Retail Marketing; Course type: GE
Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

- ✓ The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Outcomes:

- ✓ Clarify the concept and related terms in retailing.
- ✓ Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- ✓ Understand various formats of retail in the industry.
- ✓ Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

Course Contents:

UNIT-I: Introduction to Retailing: Concept of retailing, functions of retailing, terms and definitions, retail types, retail industry in India, importance of retailing.

UNIT-II: Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the retail consumers, customer decision making process, market research for understanding retail customer.

UNIT-III: Retail Market Segmentation and Strategies: Market segmentation and its benefits, kinds of markets, strategies for effective market segmentation, strategies of penetration of new markets, growth strategies, retail value chain.

UNIT-IV: Retail Location Selection: Importance of retail locations, types of retail locations, factors determining the locations decisions, steps involved in choosing a retail locations.

UNIT-V: Emerging Trends in Retailing: Change in nature of retailing, organized retailing, modern retail formats, Challenges faced by the retail sectors.

Suggested Readings:

1. Retail Management: Bajaj, Chetan; Tuli Rajarshi; and Srivastava, Nidhi, Oxford University Press.
2. Retailing: An Introduction: Cox, Roger and Raul Brittain, , Prentice Hall, London.
3. Retail Marketing Management: Gilbert, David;, Financial Times, Prentice Hall, London.

Course Name: Computer Application; Course type: SE
Marks: Theory [50]: Continuous Assessment-10 & End Semester Examination-40;

Course Objective:

- ✓ Developing the understanding of computer based information system and abilities to use software. Have the knowledge of MS-office as a tool to manage the organization information.

Course Outcomes:

- ✓ Students acquaint practical knowledge about creating and manipulating Data.
- ✓ Demonstrate Basic Understanding Of Computer Hardware And Software
- ✓ Demonstrate Problem-Solving Skills
- ✓ Demonstrate Problem-Solving Skills
- ✓ Present Conclusions Effectively, Orally And In Writing.

Course Contents:

Unit-I: 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.

Unit-II: Practical Application (For the purpose of internal Assessment) MS- OFFICE XP, WINDOWS'98, WINDOWS XP, TALLY, DTP SOFTWARE.

Unit-III: Information System : Definition of System ; Characteristics of system ; Role of Information systems at different level ; MIS and Management Process – Definition of MIS ; Role of MIS in an organization.

Unit-IV: Major Information Systems of an Organization TPS, MIS, DSS, ESS definition , functions characteristics and benefits, introduction to Functional Information.

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. Jawadkar; Tata McGraw Hill.

Course Name: Communicative English; Course type: SEC

Marks: Theory [50]: Continuous Assessment-10 & End Semester Examination-40;

Course Objective

- ✓ The course aims to enhance written and verbal communication/ presentation skills amongst the learners and ability to frame effective documentation both in digital and non-digital environment

Course Outcome:

- ✓ To develop inter personal, effective communication and problem solving skills at work.
- ✓ Ability to understand the importance of oral and written communication in day-to-day working of an organization.
- ✓ Developing inter personal skills and problem-solving skills

Contents:

Unit-I: Principal of Letter writing, Planning and Business Letters, Structure and lay out, Specimen letters. **Unit-II:** Writing of Business Reports, nature, importance formal reports and Routine report structure and layout. **Unit-III:** Guidelines for writing project reports, Quotations and orders. **Unit-IV:** Writing effective memos, Secretarial Practices in Business Organisation.

Suggested Readings:

1. Business communication-Theory and Applications- Lesikar, R. & Petit, J.; All India Traveller Book Seller.
2. Basic Managerial Skills for All -McGrath, E. H.; Prentice Hall of India.
3. Business Communication- Balasubramanyam; Vikas Publishing House, New Delhi.
4. Business Correspondence and Report Writing–Sharma and Mohan; Tata McGraw Hill.

BBA Honours: 4th Semester

Course Title	Course Code	Course Type	(L-T-P)	Credit	Marks
Human Resource Management	BBAC401	C	5-1-0	6	100
Production and Materials mgt.	BBAC402	C	5-1-0	6	100
Business Environment	BBAC403	C	5-1-0	6	100
Operations Research	BBAGE401	GE (Any one to be chosen)	5-2-0	6	100
Financial Market	BBAGE402				
Quantitative Aptitudes	BBASE401	SEC (Any one to be chosen)	4-0-0	4	50
Basics of Business Research	BBASE402				
SEMESTER TOTAL				28	450

Course Name: Human Resource Management; Course type: Core
Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective

- ✓ The objective of this course is to help the students to develop an understanding of the concept & essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Course Outcome

- ✓ Understanding of the role of Human Resource Management and explore the recent trends of HRM will be increased.
- ✓ Basic concepts, functions and processes of human resource management will be developed.
- ✓ Developing an understanding of HRM systems and their implementation through exploring the practice of Staffing, Training and Development, Performance Appraisal, Career Planning and Development and Compensation.
- ✓ Building awareness of certain important issues in Industrial Relations.

Course Contents:

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 Personnel Management.

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.

Unit-III: Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programme; Training Vs Development; Training Methods; Evaluation of Training Programmes.

Unit-IV: Performance Appraisal – Concept, Features, Objective, Methods of Appraisal– Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal. Career Planning and Development; Career needs assessment, Career opportunities,

Need- opportunities alignment, Career Development Cycle.

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.

Suggested Readings:

1. A handbook of HRM practice – Michael Armstrong; Kogan Page Limited, London.
2. Human Resource Management: Text and Concept – VSP Rao; Excel Books, New Delhi.
3. Human Resource Management – Biswajeet Pattanayek; PHI, New Delhi.
4. Human Resource Management (with cases) – A.K. Ghosh; Manas Publications, New Delhi.

**Course Name: Production and Materials Management ; Course type: Core
Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;**

Course Objective:

- ✓ To familiarize the students with the role of operations and its interaction with other activities of a firm and their integration in a highly competitive global environment. To enable the students to apply the understanding of production processes in quantitative analysis of problems arising in the management of operations.

Course Outcomes:

- ✓ Understand the role of operations management in achieving organizational competitiveness.
- ✓ Appreciate the concepts of lean production and maintenance management in operations.
- ✓ Comprehend key decision areas of operations and analyze data for effective decision making in operations management.

Course Contents:

Unit-I: Introduction to Production Management, Historical Evolution of 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 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.

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.

Unit-V: Materials Management–Introduction, Meaning and Scope, Role of Materials Management; Classes of Materials; Codification – objectives, Advantages, Methodology; Standardization – Relevance, Definition, Specification, Advantages, Techniques. Materials Planning–Introduction to Planning, Definition, Advantages; Bills of Materials; Introduction to Material Requirement Planning (MRP).

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.

Course Name: Business Environment; Course type: Core
Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

- ✓ Helping students to develop a more holistic approach. They will have knowledge related to business environment which will help them in understanding policy making in a better way.

Course Outcomes:

- ✓ To learn about global trends that influence environment and living conditions and how different management systems and approaches that are used around the world to manage the environment.
- ✓ It offers an introduction to social impact strategy and social entrepreneurship including key concepts, an overview of the field, and tools to get started as a change-maker.
- ✓ It prepares you to meet the requests and demands of current and future decision-makers.
- ✓ You will be able to analyze ethical challenges associated with environmental dilemmas and apply different decision-making tools relevant to environmental management and regulation
- ✓ It enables to use design thinking to uncover new and creative solutions in the social sector.

Course Contents:

Unit-I: Introductory Issues: concept, nature and importance of business and business environment – Types of environment; general and task environment, internal and external environment, Basic elements of environment: socio-cultural, political, legal, economic and technological elements.

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.

Unit -III: Economic Environment of Business: concept and elements of economic environment – Different economic systems: their meanings and characteristics – Economic reforms initiated in India – Liberalization, privatization and disinvestment: concepts and trends.

Unit -IV: 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.

Unit -V: India, WTO and Trading Blocks: Role and functions of WTO – 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.

Suggested Readings:

1. Essentials of Business Environment – Aswathapa, K; HPH.
2. Business Environment – Cherunillam, 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.

Course Name: Operations Research; Course type: GE
Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

- ✓ To understand the various issues involved in the operations research analysis and arriving at conclusive decisions.

Course Outcomes:

- ✓ Resolve the equations related to Linear programming.
- ✓ Identify the specially structured programming of transportation and assignment.
- ✓ Analyze the decision making problems under uncertainty and competitive situations.

Course Contents:

Unit-I: Introduction: Historical Development: Definitions of OR; Nature and scope of Study; Phases of OR; Classification of OR models; Methodology of OR.

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

Unit-III: Transportation Problem: Transportation tableau, Methods for Finding Initial basic Feasible Solution – North West Corner Rule, Least Cost Method, VAM; Test for Optimality – MODI Method.

Unit-IV: Assignment Problem: Mathematical Statement of Problem, Comparison with Transportation Problem; Solution of Assignment Problem – Hungarian Methods.

Unit-V: 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.

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. Vohra; Tata McGraw Hill.
4. Operation Research – K. Swarup, P. K. Gupta and M. Mohan; Sultan Chand.

Course Name: Financial Market; Course type: GE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objectives:

- ✓ The objective of this paper is to introduce students to role and functioning of financial markets, financial products that are traded in such financial markets and institutions associated with financial markets. It explains the role of financial system on economic development. Various conceptual issues related to risk and return, the role of regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately. This will enable them to take the rational decision in financial environment.

Course Outcomes:

- ✓ Financial architecture of an economy and its key players.
- ✓ The fabrication of Indian Financial markets.
- ✓ Working of Capital market, debt market, money market in India
- ✓ Functioning of different players in the financial market including Regulators like RBI, SEBI, PFRDA and IRDA

Course Contents:

Unit-I: 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.

Unit-II: Concept, Structure, Features and Defects of Indian Money Market.

Unit-III: 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 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-IV: 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.

Unit-V: 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.

Suggested Readings:

1. Investment Management – Bhalla, V.K.; S. Chand & Company Ltd.
2. Financial Management – Kishore, R.M.; Taxmann.
3. Indian Financial System – Khan, M.Y.; Tata Mc Graw Hill.
4. Indian Financial System – Pathak, B.V.; Pearson Books.

Course Name: Quantitative Aptitude; Course type: SEC

Marks: Theory [50]: Continuous Assessment-10 & End Semester Examination-40;

Course Objective:

- ✓ Appreciate the significance and the value of Quantitative Aptitude for preparing competitive examinations.

Course Outcomes:

- ✓ Understanding of the practical applications of the subject.
- ✓ Development of analytical thought process.

Course Contents:

Unit-I (Mathematical Skill): LCM and HCF; Percentage, Profit and Loss, Simple and Compound Interest; Ratio, Proportion and Partnership; Work and Time, Speed, Distance and Time; Average; Mensuration; Series.

Unit-II (Intelligence and Reasoning Test): Relationship or Analogy Test; Series Completion Test; Coding and Decoding Test; Time Sequence Test; Venn Diagram and Chart Type Test.

Unit-III (Logical Reasoning): Validity Test of Syllogism; Logic – Statement and Conclusions, Statement and Assumptions, Statement and Arguments.

Unit-IV (Data Analysis and Sufficiency): Numerical Data Tables; Bar Charts, Pie Charts; Line graphs; Data Sufficiency.

Suggested Readings:

1. Books and materials for competitive examinations.

Course Name: Business Research; Course type: SEC

Marks: Theory [50]: Continuous Assessment-10 & End Semester Examination-40;

Course Objective

- ✓ To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners.

Course Outcome

- ✓ To give them an understanding of the basic techniques and tools of business research.
- ✓ Help in identifying and analyzing business problems.
- ✓ Understanding and applying the major types of research designs, formulating research questionnaires and preparation of research reports

Course Contents:

Unit – I: Research: Meaning, definition, objectives, types of Research.

Unit – II: Steps of Research: Research Design, Research Methods, An overview of Sampling Theory. Unit–III: Qualitative Research, Research Data Collection, Observation and Field Work, Field Interviews Projective Techniques.

Unit–IV: Qualitative Text Analysis and Reporting Analysis of Verbal data writing. Field Stories and narrative Reports.

Suggested Reading:

1. Research Methodology –C. R. Kothari.
2. Qualitative Methods in Management Research - Gambeson, Evert; Sage Publications Inc

BBA Honours: 5th Semester

Course Title	Course Code	Course Type	(L-T-P)	Credit	Marks
International Business	BBAC501	C	5-1-0	6	100
Business Law	BBAC502	C	5-1-0	6	100
Any two from Group A (Given Below)		DSE	5-1-0	6	100
DSE Group A		DSE	5-1-0	6	100
Sales and Distribution Mgt.	BBADSE501				
Industrial Relations	BBADSE502				
Systems Analysis and Design	BBADSE503				
Taxation	BBADSE504				
Supply Chain Management	BBADSE505				
	SEMESTER TOTAL			24	400

Course Name: International Business; Course type: Core

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-8

Course Objective:

- ✓ This course aims to introduce students to the international business, trading and financial environment. Students are also expected to understand the basic features of the foreign exchange market and types of exchange rates. The course also creates awareness about emerging issues such as outsourcing and environmental sustainability in the context of international business.

Course Outcomes:

- ✓ Understand the process of globalization, its impact on the evolution and growth of international business and to appreciate the changing dynamics of the diverse international business environment.
- ✓ Analyze the theoretical dimensions of international trade and intervention measures adopted; to appreciate the significance of different forms of regional economic integration and to understand the concept of Balance of payment account and its components.
- ✓ Understand the significance of different forms of regional economic integration and to appreciate the role played by various international economic organisations such as the WTO, UNCTAD, IMF and World Bank.
- ✓ Familiarize students with the international financial environment, and get them acquainted with the basic features of the foreign exchange market – its characteristics and determinants.

- ✓ Critically examine the concept and form of foreign direct investment, and to create awareness about emerging issues in international business such as outsourcing and ecological issues.

Course Contents:

Unit-I: International Business: Introduction Scope, Theories of International Trade, International Business Environment – Technology, Socio-cultural.

Unit-II: Terms of Trade, Balance of Payment (BOP), Balance of Trade (BOT) Free Trade Vs Protection.

Unit – III: International for Business Advancement Breton Woods IMF, World Bank, WTO.

Unit-IV: Foreign Market Entry, Strategies, Licensing, Franchising, Joint Venture.

Unit- V: Introduction to Regional Groupings; EU; NAFTA; BRICS.

Suggested Readings:

1. Cherunilam, F. International Business Environment. Himalaya Publishing House.
2. Daniels J.et al. International Business – Environments and Operations. Pearson Education.
3. Sodersten, B. International Trade: Theory and Policy. Macmillan.

Course Name: Business Law; Course type: Core

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective

- ✓ To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters.

Subject Outcome

- ✓ Help students in understanding the applications of these laws to practical commercial situations.
- ✓ To know rights and duties under various legal Acts.
- ✓ Understanding consequences of applicability of various laws on business situations.
- ✓ Develop critical thinking through the use of law cases.

Course Contents:

- **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 Lawful agreement. Classification of contract: General, Special, void, voidable, Contingent contract, Quasi Contract, Performance of Contract, Discharge of Contract, Remedies for breach of Contract Agency. **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. **Unit-III:** Partnership Act 1932: Definition, Nature and kinds of Partnership, Rules regarding registration, Right and Duties of Partners, Dissolution. **Unit-IV:** 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. **Unit-V:** Company Law: 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. Share and Share Capital; Meetings, Statutory Meeting, Annual General Meeting and Extraordinary General Meeting; Rules regarding meeting: Notice, Quorum, Voting, Resolution- Ordinary and Special, Minutes; Directors – Definition, Types, Appointment, Powers, Functions and Duties.

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.

Course Name: Sales and Distribution Management; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

- ✓ To teach the basics of salesmanship as promotional tool in marketing and to develop a customer oriented attitude for designing personal selling messages.

Course Outcomes:

- ✓ Understand the communication objectives behind sales and distribution management.
- ✓ Understand the various elements in the channel management decisions.
- ✓ Identify the ethical and legal issues of distribution.
- ✓ Comprehend the importance and role of personal selling.
- ✓ Understand the process of personal selling.

Course Contents:

UNIT–I: Introduction to Sales Management, Nature, role and importance, 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, centralized, decentralized, geographic, customer, product, combination, organizations; Sales Territory: Size allocation and designing sales territory.

UNIT–III: Forecasting market demand; Importance, forecasting process; 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, factors influencing the motivation of sales force. Compensations: Types, compensations plan; Evaluation of Sales Force.

UNIT–V: Distributions channel: Importance, types, channel strategy Market Logistic: objective, planning customer oriented inventory Management decision, transportation decision; Retailing, Wholesaling.

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; McGraw Hill.

Course Name: Industrial Relation; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective

- ✓ To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

Course Outcome

- ✓ To enable the students to learn the concepts of industrial relations including trade unions, collective bargaining, discipline and various labour enactments.
- ✓ Acquiring theoretical and practical perspective on many aspects of industrial relations.
- ✓ Understanding the key participants, institutions, relationships and processes in employment relations.
- ✓ Knowing various labour legislations in Indian context.

Course Contents:

UNIT-I: Industrial Relations: Meaning, Characteristics, Objectives and Factors. Prerequisites for sound industrial relations; Importance of harmonious industrial relations. **UNIT-II:** Industrial Disputes: Concept, Forms, 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, Concept, Objectives and factions of trade unions– Growth and problems of trade union movement in India. Registration of Trade Unions – Duties & Privileges of Registration of Trade Unions. **UNIT-IV:** Workers' Participation in Management: Concept, objective and forms 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-V:** The Industrial Dispute Act 1947: Settlement of Industrial disputes; strikes, lockout, gherao– Layoff, retrenchment, closure, discharge, dismissal. The Industrial Employment (standing orders) Act, 1946– Concept 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.

Suggested 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.

Course Name: System Analysis And Design; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

- ✓ Students will demonstrate the ability to extract, analyze, and organize end- user requirements. Included will be an ability to utilize process, data, and state modeling in a variety of domains. Students will also examine data- oriented and object-oriented system design.

Course Outcomes:

- ✓ Upon successful completion of the course, students will be able to:
- ✓ Develop a requirements document that details and models an information system design.
- ✓ Utilize data flow diagramming, entity relationship modeling, and state process modeling in user requirement analysis.
- ✓ Compare and contrast conceptual, logical, and physical data models.

Course Contents:

Unit-I: 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.

Unit-II: System Development Process – Introduction; Capability Maturity Model; System Life, Cycle versus Development Methodology; Principles of System Development; SDLC – problem definition, Feasibility Study.

Unit-III: System analysis – meaning, objective; Need for system analysis; System analysis approaches - Model driven analysis; Structured analysis - meaning, objectives, need, System design, System construction, Implementation, Post Implementation review, System maintenance.

Unit-IV: Data Modeling and Analysis – Entity – relationship Data Modeling – Entity, Attribute, Relationship. Type of Relationship, Cardinality; Draw E-R Diagram.

Unit-V : Process Modeling – Definition of System Modeling; Differentiate 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.

Suggested Readings:

1. System Analysis and Design Method – Jeffrey L. Whitten & Lonnie D. Bentley; Tata McGraw Hill.
2. System Analysis and Design – I. T. Hawryszkiewycz; PHI
3. Analysis and Design of Systems – James A. Senn; Tata McGraw Hill.

Course Name: Taxation; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;

Course Objective:

- ✓ This course aims to impart knowledge of law pertaining to levy of income tax in India. It also aims to enable the students to apply the same practically.

Course Outcomes:

After completing the course, the student shall be able to:

- ✓ Understand the basic concepts in the law of income tax and determine the residential status of different persons.
- ✓ Identify the five heads in which income is categorised and compute income under the heads ‘Salaries’ and ‘Income from House Property’.
- ✓ Compute income under the head ‘ Profits and gains of business or profession’, ‘Capital gains’ and ‘Income from other sources’.
- ✓ Deductions allowed under the Income Tax Act; and further to compute taxable income and tax liability of individuals and firms.
- ✓ Develop the ability to file online returns of income.

Course Contents:

Unit-I: 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.

Unit –II: 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. Exempted Incomes:

Incomes exempt u/s 10.

Unit-III: Computation of Income under the head salary and house property.

Unit-IV: Computation of Income under the head profits and gains of business or profession (Only individual assessee).

Unit-V: Deduction from Gross Total Income & Tax Rebates: Sec 80CCC, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGA, U/s 87,88,88b,88C & 89.

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.

Course Name: Supply Chain Management; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80

Course Objective:

- ✓ This course would help students to integrate and critically evaluate qualitative and quantitative information to make better decisions related to various SCM activities. They will develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance.

Course Outcomes:

- ✓ Understand the rationale behind and fundamental principles of supply chain management.
- ✓ Identify the main drivers of supply chain links.
- ✓ Recognize the managerial benefits and potential challenges of the supply chain practices.
- ✓ Understand the necessary changes and transformations required for the successful implementation of the integrated supply chain perspectives.

Course Contents:

Unit -I: SCM - Meaning, Definition, Objectives, and Scope.

UNIT -II: SCM Network, Design, Applications to e-business.

UNIT-III: Planning, demand and supply; Demand and Supply: demand forecasting, managing economies of scale in supply chain, managing inventories.

UNIT-IV: Transportation: Role models of Transportation & their performance characteristics; Role of IT in transportations.

UNIT –V: Co-ordination of Supply Chains: Importance, Obstacles to co-ordination, Role of Management to achieve Co-ordination.

Suggested Readings:

1. Supply Chain management - strategy , planning and operation– Sunil Chopra , Peter Meindl, Dharam Vir Kalra; Practice Hall.

BBA Honours: 6th Semester

Course Title	Course Code	Course	(L-T-P)	Credit	Marks
Project Work	BBAC601	C	0-0-12	6	100
Grand Viva	BBAC602	C	0-0-12	6	100
Any two from Group B (Given Below)		DSE	5-1-0	6	100
DSE Group B		DSE	5-1-0	6	100
Entrepreneurship Development	BBADSE601				
Cost and Management Accounting	BBADSE602				
Marketing of Services	BBADSE603				
Human Resource Development	BBADSE604				
Database Management System	BBADSE605				
	SEMESTER TOTAL			24	400
	GRAND TOTAL			148	2400

Course Name: Project Work; Course type: Core

Course Objectives:

- ✓ The students are engaged with their faculty on research projects of current relevance and critical outcome. They work on live projects and collect data on industry for research based projects and term papers. The students are taught the skill of using software for making analysis.

Course Outcomes:

- ✓ Students will be to investigate a management problem in a scientific manner
- ✓ to apply the conceptual knowledge in a practical situation
- ✓ to learn the art and science of conducting a study in a systematic way and presenting its findings in the form of report.

Course Name: Grand Viva; Course type: Core

Course Objectives:

- ✓ The objective of comprehensive viva-voce is to assess the overall knowledge of the student in the relevant field of Management acquired over 3 years of study in the undergraduate program. The viva shall normally cover the subjects taught in all the semesters of BBA Programme.

Course Outcomes:

- ✓ Students will be able to face interview both in the academic and the industrial sector.

**Course Name: Entrepreneurship Development; Course type: DSE
Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80**

Course Objective:

- ✓ To inculcate the spirit of entrepreneurship among the learners so as to ensure their entrepreneurial desire resulting into creation of a new venture.

Course Outcomes :

- ✓ Understand the concept of entrepreneurship in the context of Indian economic scenario.
- ✓ Link the individual's capability and strength as a guiding factor towards entrepreneurial orientation.
- ✓ Understand social support system for gaining strength towards entrepreneurial preferences.
- ✓ Understand entrepreneurial process for initiating new venture creation.
- ✓ Understand various dimensions of managing a business enterprise once it is formed.

Course Contents -

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 Intreprenuer, growth of entrepreneurship-Economic and non economic factor for stimulating entrepreneurship development.

UNIT-II: Role of the Government in Entrepreneurship Development: Concept and meaning of entrepreneurship development; Need for entrepreneurship development programmes (EDPs), Objectives of EDP. McClland theory of motivation. Women entrepreneurs-Problems, remedial measures, reasons for growth of woman entrepreneurs.

UNIT-III: 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; Guidelines for formulating a project report; Concepts of project appraisal.

UNIT-IV: Financing of Enterprise: Need for financial planning, Sources of short-term and long-term finance to entrepreneurs, Commercial banks and financial institutions like IDBI, IFCI, ICICI, SIDBI, SIDCO and SFCs – their roles and activities.

UNIT-V: 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.

Suggested Readings:

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

Course Name: Cost & Management Accounting; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80

Course Objective:

- ✓ Enable students to acquire knowledge of concepts, methods and techniques of management accounting for the purpose of managerial planning, control and decision making.

Course Outcomes:

After completing the course, the student shall be able to:

- ✓ Understand thoroughly the conceptual framework of Cost & Management Accounting;
- ✓ Understand about the different elements of cost like material, labour and overhead.
- ✓ Understand the concept of marginal cost and marginal costing; preparation of cost sheets using absorption and variable costing; learning of cost-volume-profit analysis and break-even analysis using mathematical and graphical approaches; and the application in businesses.

- ✓ Understand the concept of relevant and irrelevant costs and make decisions related to different business situations using marginal costing techniques.
- ✓ Understand budgetary control system as a tool of managerial planning and control; ability to prepare various types of budget. Ability to understand standard costing system as a tool of managerial control; calculation of variances in respect of each element of cost and sales; control ratios.

Course Contents:

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. **Unit-II:** Material Control, Planned Purchasing System, Bin Card and Store Ledger, Stock Level System, Pricing of material issue, Perpetual inventory System, Selective Stock Control Systems, Concept and classification of material losses. Time keeping and Time booking, Idle and overtime-concept and treatments; various methods of Remuneration; Various Incentive Schemes. 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. **Unit-III:** 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, ByProduct are excluded. **Unit-IV:** Concepts of Budget, Budgeting, Budgetary Control; Objectives, advantages and limitations of budget and Budgetary Control, Planning, Budget Factors; Cast Budget and Flexible Budget. 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). **Unit-V:** 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 help of Marginal Costing (elementary level).

Suggested Readings:

1. Cost Accounting – Saxena, V. K. and Vashist, C.D.; Sultan Chand & Sons.
2. Student's Guide to Cost and Management Accounting – Kishore, R.M.; Taxmann.
3. Cost Accounting: Johar Lal; Tata McGraw Hill.
4. Principles and Practice of Cost Accounting – Bhattacharyya; PHI.
5. Cost & Management Accounting – Arora, M.N.; Vikas Publishing House.

Course Name: Marketing of Services; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80

Course Objective:

- ✓ The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

Course Outcomes:

- ✓ Understand the Concept of Services and intangible products
- ✓ Discuss the relevance of the services Industry to Industry
- ✓ Examine the characteristics of the services industry and the modus operandi
- ✓ Analyse the role and relevance of Quality in Services
- ✓ Visualise future changes in the Services Industry

Course Contents:

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

UNIT–II: Segmentation, Targeting and Positioning; Strategic Aspects of 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: Place, Promotion and Pricing issues in Services Marketing Understanding Costs and Developing Pricing Strategies, Communicating and Promoting Services.

UNIT–IV: People – The Key to a Service Business, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.

UNIT-V: Physical Evidence, Services Capes Designed for Employees and for 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.

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

Course Name: Human Resource Development; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80

Course Objective

- ✓ This course aims at exposing the learner to the concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions, practical, experiential learning, and recent experiences.

Course Outcome

- ✓ To familiarize the students with the concept and practice of human resource development in modern organizations.
- ✓ The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization’s systems and strategies leading to an effective HRD climate.
- ✓ Integration of HRD with other areas of HRM and overall business strategy becomes easier.

- ✓ Identification and uses of competencies in the process of determining development and potential and main components and variations in management development systems within organizations can be possible.

Course Contents:

UNIT-I: Concept, Scope and Significance of Human Resource Development – 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:** Management of Change and Developments – Meaning and objectives of quality circles – benefits of QC. Managing Change – types of change – resistance to change – approaches to organizational Development Steps in organizational development – organizational analysis and methods of organizational development. **UNIT-III:** Organizational strategies, styles, culture: Concept of strategy – need for HRD strategy – Characteristics of HRD Culture – Types of Organizational Culture – OCTAPACE culture – importance of management styles in building culture. **UNIT-IV:** Performance Management – Principal Goals of Performance Management – Strategic issues in moving from Performance Appraisal to Performance Management – Principles of Performance Management – Background to Performance Management – Performance Management Cycle Performance appraisal: traditional and contemporary methods. **UNIT-V:** Training, importance and needs for training – Training vs. Development – Issues in identifying training needs – Training methods: on the job and off the job. Management Development – Concept and importance, nature and strategies of management development – objectives and need for management development. Management development programmes – types, importance and methods.

Suggested Readings:

1. Human Resource Development – P. C. Tripathi, Sultan Chand.
2. Human Resource Management – Biswajeet Pattanayak, Prentice Hall of India.
3. Human Resource Development: Strategic Approaches and Experiences – B. L. Mathur, Arihant Publisher
4. Human Resource Development: A Value-based Approach – B. R. Madan.

Course Name: Data Base Management System; Course type: DSE

Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80

Course Objectives:

- ✓ The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from aDBMS.

Course Outcomes:

Upon successful completion of this course, students should be able to:

- ✓ Describe the fundamental elements of relational database management systems

- ✓ Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL
- ✓ Improve the database design by normalization.

Course Contents:

UNIT – I: Introduction – Definition of Database; Advantages of Database 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: 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.

UNIT–III: 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.

UNIT–IV: Basic queries in SQL using SELECT – FROM-WHERE Structure; Data Manipulation Command – INSERT, UPDATE, DELETE command; Data Control Command – COMMIT, SAVEPOINT, ROLLBACK Command.

UNIT- V: Operators and Functions – Arithmetic Operators; Comparison Operators LIKE, NOT LIKE, BETWEEN, NOT BETWEEN, Logical Operators; Set Operators – UNION, UNION ALL, INTERSECTION, MINUS, Functions – DATE Functions, Numeric Functions, Character Functions, Conversion Functions; GROUP BY and HAVING Clauses in SQL.

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.