

BACHELOR OF BUSINESS ADMINISTRATION

(BBA)

THREE YEAR FULL - TIME PROGRAMME



COURSE CURRICULUM

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CHAUDHARY CHARAN SINGH UNIVERSITY, MEERUT

THREE YEARS BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME

COURSE CONTENT

SEMESTER – I

Sr. No.	Paper Code	Subject
1	BBA N 101	Business Organisation
2	BBA N 102	Business Mathematics
3	BBA N 103	Principles of Economics
4	BBA N 104	Book Keeping and Basic Accounting
5	BBA N 105	Business Laws
6	BBA N 106	Fundamentals of Management
7	BBA N 107	Business Ethics

SEMESTER – II

Sr.No.	Paper Code	Subject
1.	BBA N 201	Business Environment
2.	BBA N 202	Business Communication
3.	BBA N 203	Indian Economy
4.	BBA N 204	Principles of Accounting
5.	BBA N 205	Organisation Behaviour
6.	BBA N 206	Business Statistics

SEMESTER – III

Sr. No.	Paper Code	Subject
1	BBA N 301	Advertising Management
2	BBA N 302	Indian Banking System
3	BBA N 303	Human Resource Management
4	BBA N 304	Marketing Management
5	BBA N 305	Company Accounts
6	BBA N 306	Company Law

SEMESTER – IV

Sr.No.	Paper Code	Subject
1	BBA N 401	Consumer Behaviour
2	BBA N 402	Financial Management
3	BBA N 403	Production Management
4	BBA N 404	Sales Management
5	BBA N 405	Research Methodology
6	BBA N 406	Operations Research

SEMESTER – V

Sr. No.	Paper Code	Subject
1	BBA-501	Managerial Economics
2	BBA-502	Entrepreneurship & Small Business Management
3	BBA-503	Income Tax Law and Account
4	BBA-504	Cost and Management Accounting
5	BBA-505	Industrial Law
6	BBA-506	Computer Fundamental

SEMESTER – VI

Sr.No.	Paper Code	Subject
1	BBA-601	International Trade
2	BBA-602	Strategic Management & Business Policy
3	BBA-603	Vat & Service Tax
4	BBA-604	Management Information System
5	BBA-605	Auditing
6	BBA-606	Fundamental of E-Commerce

QUALIFYING PAPER

008: Environmental Studies

CHAUDHARY CHARAN SINGH UNIVERSITY, MEERUT

THREE YEARS BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME

BBA- I Semester

BBA-N101 Business Organisation

- Unit I Meaning and definition of business essentials & scope of business Classification of Business Activities, Meaning, Definition, Characteristics and objectives of Business Organisation, Evolution of Business Organisation . Modern Business, Business & Profession.
- Unit II Business Unit, Establishing a new business unit. Meaning of Promotion. Features for business, Plant location, Plant Layout & size of business unit.
- Unit III Forms of Business Organisation. Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives.
- Unit IV Business Combination Meaning Causes, Objectives, Types and Forms Mergers, Takeovers and Acquisitions.
- Univ V Business Finance: Financial need of Business methods & sources of finance. Security Market, Money Market, Study of Stock Exchange & SEBI.

Suggested Books:

- 1.Chottorjee S.K. Business Organisation
- 2.Jagdish Prakash Business Organistaton and Management
- 3.Om Prakash Business Organisation
- 4.Sherlekar S.A. Business Organisation and Management
- 5.Singh & Chhabra Business Organisation

- Unit I Matrix: Introduction, Square Matrix, Row Matrix, Column Matrix, Diagonal Matrix, Identity Matrix, Addition, Subtraction & Multiplication of Matrix, Use of Matrix in Business Mathematical Induction.
- Unit II Inverse of Matrix, Rank of Matrix, Solution to a system of equation by the adjoint matrix methods & Guassian Elimination Method.
- Unit III Percentage, Ratio and Proportion, Average, Mathematical Series- Arithmetic, Geometric & Harmonic, Simple Interest & Compound Interest.
- Unit IV Set theory- Notation of Sets, Singleton Set, Finite Set, Infinite Set, Equal Set Null Set, Subset, Proper Subset, Universal Set, Union of Sets, Inter-section of Sets, Use of set theory in business, Permutation & Combination.
- Unit V Concept of Differentiation and Integration, Maxima and Minima in Differentiation, Application of Differentiation & Integration in Business (No proof of theorems. Etc)

Suggested Books:

- 1.Mehta & Madnani Mathematics for Economics
- 2.Mongia Mathematics for Economics
- 3.Zamiruddin Business Mathematics
- 4.Raghavachari Mathematics for Management

BBA N 103	Principles of Economics
Unit I	Definition, Nature, Scope & Limitation of Economics as an art or Science. Relevance of Economics in Business Management, Utility analysis, Marginal Theory of utilities and Equi-Marginal theory of utility.
Unit II	Meaning of demand. Demand theory and objectives, Demand analysis. Demand schedule. Demand Curve and Nature of Curves, Laws of Demand Elasticity of Demand Types & Measurement, Indifference curves analysis Consumer Equilibrium & Consumer Surplus. Price, Income and substitution effect.
Unit III	Production-Meaning and Analysis Production function. Laws of production, Laws of increasing returns & Laws of constant returns. Equal product curves and Producer equilibrium.
Unit IV	Market analysis-Nature of market, Types of markets and their characteristics Pricing under different market structures- Perfect Monopoly, oligopoly and Monopolistic completion. Price discrimination under monopoly competition.
Unit V	Theories of factor pricing, factor pricing v/s product pricing. Theories of rent theories of interest theories of wages theories of profit, Concept of profit maximization

Suggested Books:

1. Adhikari M Management Economics
2. Gupta G.S. Managerial Economics
3. Lal S.M. Principles of Economics
4. Vaish & Sunderm Principles of Economics

BBA N 104

Book Keeping and Basic Accounting

- Unit I Meaning of book keeping. Process of book keeping and accounting, Basic terminology of accounting, subsidiary books of accounts, Difference between accounting & book keeping. Importance & Limitations of Accounting, Various users of Accounting Information, Accounting Principles, conventions & Concepts.
- Unit II Accounting Equation, Dual Aspect of Accounting Types of accounting Rules of debit & Credit, Preparation of Journal and Cash book including banking transaction, Ledger and Trial balance.
- Unit III Rectification of errors preparation of bank reconciliation Statement, Bills of Exchange And promissory notes.
- Unit IV Valuation of stocks, Accounting treatment of depreciation. Reserve and provision, Preparation of final accounts along with adjustment entries.
- Unit V Issue of shares and debentures, Issue of bonus shares and right issue, Redemptioment preference shares and debentures.

Suggested Books:

1. Agarwal B.D. Advanced Accounting
2. Chawla & Jain Financial Accounting
3. Chakrawarti K.S. Advanced Accounts.
4. Gupta R.L. & Radhaswamy Fundamentals of Accounting
5. Jain & Narang Advanced Accounts
6. Shukla & Grewal Advanced Accounts

BBA N 105

Business Laws

- Unit I Indian Contract Act: Definition and essentials, Contracts agreements, Offer & Acceptance Consideration, Capacity of parties Free Consent, Performance of Contracts, Terminal of Contract, Consequence and Remedies of Contract terminal.
- Unit II Contingent contract, Implied, Quasi contract, Indemnity Contract, Guarantee contract, Bailment, Lien, Pledge contract, Agency contract.
- Unit III Sales of Goods Act: Sale contract-Definition, Features, Formation of Contract Contents of sale contract-Goods, Price, Condition and Warranty, Ownership of goods and transfer, Performance of sale contract, Delivery, Rights of unpaid sellers, Auction Sale.
- Unit IV Indian Partnership Act: Definition and Nature of Partnership, Partnership deed Mutual and Third parties relation of Partners, Registration of Partnership Dissolution of Partnership.
- Unit V Definition Features Types Recognition And Endorsement of Negotiable Instruments.

Suggested Books:

- 1.Dhanda PMV Commercial and Industrial Laws
- 2.Kapoor D Elements of Mercantile law(including Companing Law Industrial Law)
- 3.Gulshan S and Kapoor Lectures on Business & Economics Laws
- 4.Kuchall Business Laws
- 5.Mandal C. Economics and other Legislations

BBA N 106

Fundamentals of Management

- Unit I Introduction Concepts, Objectives, Nature Scope and significance of management Evolution of management thought- Contribution Taylor, Weber and Fayol management.
- Unit II Planning: Concept, Objectives, Nature, Limitation, Process of planning, Importance, Forms, Techniques and Process of decision making.
- Unit III Organizing: Concept, Objectives, Nature of organizing, Types of Organization, Delegation of authority, Authority and responsibilities, Centralization and Decentralization Span of Control.
- Unit IV Directing: Concept, Principles & Techniques of directing and Coordination Concept of leadership-Meaning. Importance, Styles, Supervision, Motivation Communication.
- Unit V Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and controlling.

Suggested Books:

- 1.Pagare Dinkar Principles of Management
- 2.Prasad B M L Principles and Practice of Management
- 3.Satya Narayan and Raw VSP Principles and Practice of Management
- 4.Srivastava and Chunawalla Management Principles and Practice

BBA N 107

Business Ethics

- Unit I Business Ethics- An overview-Concept, nature, evolving ethical values, Arguments against business Ethics.
- Unit II Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance.
- Unit III Relationship between Ethics & Corporate Excellence-Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM.
- Unit IV Gandhian Philosophy of Wealth Management-Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins.
- Unit V Corporate Social Responsibility-Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.

Suggested Books:

1. Koltar, Philip Marketing Management
2. Stanton, Etzel Walker, Fundamentals of Marketing
3. Saxena Rajan Marketing Management
4. McCarthy, FJ Basic Marketing

BBA N 201

Business Environment

- Unit I Concept, Significance, Components of Business environment, Factor affecting Business Environment, Social Responsibilities of Business.
- Unit II Economic Systems: Capitalism, Socialism, Communism, Mixed Economy-Public Sector & Private Sector
- Unit III Industrial Policy –Its historical perspective(In brief);Socio- economic implications of Liberalisation, Privatisation, Globalisation.
- Unit IV Role of Government in Regulation and Development of Business; Monetary and Fiscal Policy; EXIM Policy, FEMA
- Unit V Overview of International Business Environment, Trends in World Trade : WTO- Objectives and role in international trade.

Suggested Readings:

- 1.Francis Cherunilum Business Environment
- 2.K.Aswathapa Business Environment

BBA N 202

Business Communication

- Unit I Meaning and objective of Business communication, Forms of Communication, Communication model and process, Principles of Effective Communication
- Unit II Corporate Communication: Formal and Informal Communication, Networks, Grapevine, Barriers in Communication, Groups discussion, Mock Interviews, Seminars, Individual and Group Presentations
- Unit III Essential of effective Business letters, Writing Important Business letters including correspondence with Bank and Insurance companies.
- Unit IV Oral & Non-verbal communication: Principles of Oral Presentation Factors affecting Presentation, effective Presentation skills, conducting Surveys.
Body Language, Para Language, Effective Listening, Interviewing skill, Writing resume and Letter or application
- Unit V Modern forms of communication, International communication, Cultural sensitiveness and cultural context, Writing and presenting in international situations.

Suggested Books:

1. Bapat & Davar A Text book of Business Correspondence
2. Bhende D.S. Business Communication
3. David Berio The Process of Communication
4. Gowd & Dixit Advance Commercial Correspondence
5. Gurky J.M. A reader in human communication

BBA N 203

Indian Economy

- Unit I Meaning of Economy, Economic growth & development, characteristics of India Economy, Concepts of Human development, Factors affecting economic development.
- Unit II An overview of Economic Resources of India, Human Resources of India: Concept of Population Explosion, Interrelation of Population and economic development, Population policy of India, Problem of Unemployment in India.
- Unit III Economic planning in India; Planning commission, Critical evaluation of current Five Year Plan.
- Unit IV Problems and prospects of Indian Agriculture, agriculture development during plan period. Position, Problems and Prospects of Large Scale Industries. (Iron, Steel, Sugar, Cotton, Textile)
- Unit V Service and Entrepreneurial Sector, role of Commercial Bank and Financial Institutions, Role of Small Scale Industries in Indian Economy.

Suggested Readings:

- 1.Kenes J.M. General Theory of Employment, Interest and Money
- 2.Brooman Macro Economics
- 3.Seth, M..L. Monetary Theory
- 4.Vaish, M.C. Monetary Theory
- 5.Singh, S.P. Macro Economics

BBA N 204

Principles of Accounting

- Unit I Accounting standards in India, Concept of GAAP (Generally Accepted Accounting Principles) International Accounting Standards, Accounting for Price level changes.
- Unit II Accounting of Non-trading Institutions, Joint Venture and Consignment.
- Unit III Accounts of banking companies and General Insurance companies, Department and Branch account.
- Unit IV Accounts related to Hire Purchase and Instalment payment transactions, Royalty Accounts
- Unit V Partnership Accounts: Final Account, Reconstitution of Partnership firms- admission, retirement and death of a partner, Dissolution of Partnership (Excluding insolvency of Partner).

Suggested Readings:

1. Agarwal, B.D. Advanced Accounting
2. Chawla & Jain Financial Accounting
3. Chakrawarti, K.S. Advanced Accounts
4. Shukla, M.B. Financial Analysis and Business Forecasting
5. Jain & Naranag Advanced Accounts

BBA N 205

Organisation Behaviour

- Unit I Introduction, nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.
- Unit II Individual Behavior – Individual behavior, Personality, Perception and its role in individual decision making, Learning, Motivation, Hierarchy of needs theory, Theory X and Y, Motivation- Hygiene theory, Vrooms Expectancy theory.
- Unit III Behavior Dynamics : Interpersonal behavior, Communication, Transaction Analysis, The Johari Window, Leadership, Its Theories and Prevailing Leadership styles in Indian Organisations..
- Unit IV Group Behavior : Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter group problems in organizational group dynamics, Management of conflict.
- Unit V Management of Change : Change and Organisational development, Resistance to change, Approaches to managing organizational change, Organisational effectiveness, Organisational culture, Power and Politics in Organisational Quality of work life, Recent advances in OB.

Suggested Readings:

- 1.Bennis, W.G. Organisation Development
- 2.Breech Islwar Oragnaiston-the frame-Work of Management
- 3.Dayal, Keith Organisational Development
- 4.Sharma, R.A. Organisational Theory and Behavior
- 5.Prasad, L.M. Organisational Behavior

BBA N 301

Advertising Management

- Unit I Advertising: Introduction, Scope, importance in business : Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.
- Unit II Integrated Communication Mix (IMC)-meaning, importance; Communication meaning, importance, process, communication mix-components, role in marketing, Branding- meaning, importance in advertising.
- Unit III Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget-approaches allocation of budget.
- Unit IV Advertising Copy-meaning components types of advertising copy, importance of creativity in advertising; Media planning- importance, strategies, media mix.
- Unit V Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising-importance, international Vs local advertising.

Suggested Books

1. Advertising and Promotion George E. Beich & Michael A. Belch. T.M.H.
2. Advertising Management, Concept and Cases Manendra Mohan, TMH
3. Advertising Management Rajeev Batra, PHI

BBA N 302

Indian Banking System

- Unit I Indian Banking System : Structure and organization of banks; Reserve bank of India; Apex banking institutions; Commercial banks; Regional rural banks; Co-operative banks; Development banks.
- Unit II State Bank of India: Brief History; Objectives Functions; Structure and organization; Working and progress.
- Unit III Banking Regulation Act, 1949: History; Social Control; Banking Regulation Act as applicable to banking companies and public sector banks; Banking Regulation Act as applicable to Co- operative banks.
- Unit IV Regional Rural and Co-operative banks in India: Functions; Role of regional rural and co-operative bank in rural India; Progress and performance.
- Unit V Reserve Bank of India; Objectives; Organization; functions and working; monetary policy credit control measures and their effectiveness.

Suggested Readings:

1. Basu A.K. : Fundamentals of banking- Theory and Practice; A. Mukherjee and Co., Calcutta
2. Sayers R.S. : Modern Banking; Oxford University, Press.
3. Panandikar, S.G. and Mithani D.M.: Banking in India; Orient Longman
4. Reserve Bank of India : Functions and Working
5. Dekock : Central Banking; Crosby Lockwood Staples, London
6. Tennan M.L.: Banking-Law and Practice in India; India law House, New Delhi.

BBA N 303

Human Resource Management

Unit I

Introduction to HRM & HRD

Concept of HRM, Objectives, Process, HRM vs. Personnel Management, HRM Vs. HRD, Objectives of HRD, focus of HRD System, Structure of HRD System, role of HRD manpower.

Unit II

Human Resource Policies & Strategies

Introduction, role of HR in strategic management, HR policies & Procedures, HR Programme., developing HR policies and strategies, Strategic control, Types of Strategic control, Operational Control System, Functional and grand strategies, Strategy factors.

Unit III

Human Resource Procurement & Mobility

Productivity & improvement job analysis & Job design, work measurement, ergonomics.

Human Resource planning-objectives, activities, manpower requirement process

Recruitment & Selection

Career planning & development, training methods, basic concept of performance appraisal.

Promotion & Transfer.

Unit IV

Employee Compensation

Wage policy, Wage determination, Wage board, factors affecting wages & Salary, systems of payments, Job evaluation, components of wage/salary-DA, incentives, bonus, fringe benefits etc., Minimum Wages Act 1948, Workmen Compensation Act 1923, Payment of bonus Act 1965.

Unit V

Employee relations

Discipline & Grievance handling types of trade unions, problems of trade unions

Suggested Books:

- 1.Human Resource Management – Dipak Kumar Bhattacharya
- 2.Managing Human Resource-Arun Monappa
- 3.Essential of HRM and Industrial Relations-P.Subba Rao
- 4.Personnel Management-C.B. Memoria

BBA N 304

Marketing Management

Unit I

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

Unit II

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

Product : Product Mix, New Product development, levels of product, types of product, Product life cycle, Branding and packaging.

Distribution : Concept, importance, different types of distribution channels etc.

Unit IV

Price: Meaning, objective, factors influencing pricing, methods of pricing.

Promotion : Promotional mix, tools, objectives, media selection & management.

Unit V

Marketing Research : Importance, Process & Scope

Marketing Information Systems : Meaning Importance and Scope

Consumer Behavior : Concept, Importance and factors influencing consumer behavior.

Suggested Books:

1. Marketing Mgt. by Philip Kotlar (PHI)

2. Marketing by Etzet, Walker, Stanton

3. Marketing Management by Rajan Saxena

BBA N 305

Company Accounts

Unit I

Joint Stock Companies- its types and share capital, Issue, Forfuture and Re-issue of shares, Redemption of preference shares, Issue and Redemption of Debenture.

Unit II

Final Accounts : Including Computation of managerial Remuneration and disposal of profit.

Unit III

Accounting for Amalgamation of companies as per Accounting Standard 14 Accounting for Internal reconstruction.

Unit IV

Consolidated Balance Sheet of Holding Companies with one Subsidiary Only.

Unit V

Liquidation of Company, Statement of Affairs and Deficiency/Surplus, Liquid for final statement of A/c Receivers Receipt and Payment A/c.

Suggested Books:

- 1.Gupta R.L. Radhaswamy M, Company Accounts, Sultan chand &
- 2.Maheshwari, S.N., Corporate Accounting, Vikas Publishing
- 3.Monga J.R., Ahuja, Girish, and Sehgal Ashok, Financial Accounting
- 4.Shukla, M.C., Grewal T.s. and Gupta, S.C. Advanced Accounts, S. Chand & Co.
- 5.Moore C.L. and Jaedicke R.K., Management Accounting

BBA- III Semester

BBA N 306

Company Law

Unit I

Corporate Personality : Kinds of Company, Promotion and Incorporation of Companies.

Unit II

Memorandum of Association, Articles of Association Prospectus.

Unit III

Shares ; Share Capital, Members , Share Capital- Transfer and Transmission, Directors-Managing Director, Whole Time Director.

Unit IV

Capital Management-Borrowing powers, mortgages and charges, debentures, Company Meetings-kinds quorum, voting resolutions, minutes.

Unit V

Majority Powers and minority Rights Prevention of oppression and mismanagement, winding up-Kinds and Conduct.

Suggested Books:

1.Grower L.C.B.

Principles of Modern Company Law, Stevens & Sons, London

2.Ramaiya A.

Guide to the Companies Act. Wadhwa & Co., Nagpur

3.Singh, Avtar

Company Law, Eastern Book Co. , Lucknow

4.Kuchal, M.C.

Modern Indian Company Law, Sri Mahavir Books, Noida

5.Kapoor, N.D.

Company Law- Incorporating the Provisions of the Companies Amendment Act, 2000, Sultan & sons

BBA- IV Semester

BBA N 401

Consumer Behaviour

Unit I

Introduction to consumer Behavior (CB)- Importance, Scope, need for studying CB, Consumer research process.

Unit II

Consumer models : Economic model, Psychoanalytic model, Sociological model, Howard & Seth model, Nicosia model, Engel-kollat-Blackwell model.

Unit III

Individual determinates:

Perceptual process, consumer learning process, consumer attitude formation, attitude measurement, meaning and nature of personality, self concept.

Unit IV

Influences & Consumer Decision making :

Family, reference group, personal, social and cultural influence on CB, Consumer Decision making process, Consumer Communication process, consumer satisfaction.

Unit V

Industrial Buying Behaviour :

Participants, characteristics of industrial markets, factors influencing industrial markets, stages of industrial buying process, Customer and marketing of services.

Suggested Books:

- 1.Consumer Behaviour in Indian Perspective
- 2.Consumer Behaviour
- 3.Consumer Behaviour
- 4.Consumer Behaviour

Suja. R. Nair
Schifman & Kanuk
Louden & Bitta
Bennet & Kasarjian

BBA N 402

Financial Management

Unit I

Introductory : Concept of Financial management, Finance functions, objectives of financial management- Profitability vs. shareholder wealth maximization. Time value of Money- Compounding & Discounting.

Unit II

Capital Structure Planning : capitalization Concept, basis of capitalization, consequences and remedies of over and under capitalization.

Determinants of Capital structure, Capital structure theories.

Unit III

Management of Fixed Capital: Cost of Capital, Nature & Scope of Capital budgeting-payback NPV, IRR and ARR methods and their practical applications. Analysis of risk & uncertainty.

Unit IV

Management of Working Capital : Concepts of working Capital, Approaches to the financing of current Assets determining capital (with numerical problems) Management of different components of working capital.

Unit V

Management of Earning : Concept & relevance of Dividend decision. Dividend Models-Water, Gordons, MM Hypothesis. Dividend policy-determinants of dividend policy.

Suggested Books:

1.Financial Management

S.N. Maheshwari

2.Financial Management

Khan & Jain

BBA N 403

Production Management

Unit I

Nature & Scope of Production Management, Functions of Production Management, Production Systems, responsibilities of Production manager. Production Planning & Control (PPC), Objectives of PPC.

Unit II

Types of manufacturing Systems: Intermittent & Continuous Systems etc., Product design & development. Unit III

Plant Location & Plant layout.

Unit IV

Materials Management & Inventory Control : Purchasing Economic lot quantity/Economic order quantity(EOR), Lead time, Rorder level. Brief of ABC analysis, Stock Keeping.

Unit V

Quality Control : Quality, Quality assurance, Quality Circles, TQM, JIT, Statistical Quality Control.

Suggested Books:

- | | |
|--------------------------------------|-----------|
| 1. Production Operation management | B.S. Goel |
| 2. Production & Operation Management | Buffa |
| 3. Production & Operation Management | S.N.Chany |

BBA N 404

Sales Management

Unit I

Sales Management :

- Evolution of sales function
- Objectives of sales management positions
- Functions of Sales executives
- Relation with other executives

Unit II

Sales Organisation and relationship :

- Purpose of sales organization
- Types of sales organization structures
- Sales department external relations
- Distributive network relations. Unit III

Salesmanship :

- Theories of personal selling
- Types of Sales executives
- Qualities of sales executives
- Prospecting, pre-approach and post-approach
- Organising display, showroom & exhibition

Unit IV

Distribution network Management

- Types of Marketing Channels
- Factors affecting the choice of channel
- Types of middleman and their characteristics
- Concept of physical distribution system

Unit V

Sales Force Management

- Recruitment and Selection
- Sales Training
- Sales Compensation

Suggested Books:

1.Sales Management

-Cundiff, Still, Govoni

2.Salesmanship & Publicity

-Pradhan, Jakate, Mali

3.Sales Management

-S.A. Chunawalla

BBA N 405

Research Methodology

Unit I

Introduction – Meaning of Research ; Objectives of Research; Types of Research; Research Process; Research Problem formulation.

Unit II

The Design of Research-Research Design; Features of a Good design; Different Research Designs ; Measurement in Research; Data types; Sources of Error.

Unit III

Sampling Design- Census & Sample Surveys; Steps in Sampling Design; Types of Sample designs-Probability & Non Probability sampling.

Unit IV

Processing & Analysis of Data- Processing operations; problems in processing; types of analysis Hypothesis Testing- Chi-square test, Z test, t-test, f-test.

Unit V

Presentation- Diagrams; graphs; charts. Report writing; Layout of Research report; Types of Reports; Mechanism of writing a Research report; Precaution for writing report.

Reference Books:

1. Research Methodology

C.R. Kothari

BBA N 406	Comsumer Behaviour
Unit I	Nature, Definition & characteristics of operations research, Methodology of DR, Models in OR; OR & managerial Decision making, OR techniques.
Unit II	Linear programming : Introduction, Advantages of Linear Programming, Applications areas of Linear Programming. LPP-problem formulation, Graphic Method, Simplex Method (including Big M method)
Unit III	Transportation-North West Corner Rule, matrix Minima & VAM Methods, Degenerating, MODI Method. Assignment Problems
Unit IV	Decision making under Uncertainty-Criteria of Maximax, maximin, Maximax Regret, laplace & Hurwinz. Decision making under Risk-Criteria of EMV & EOL, Decision Tree approach & its applications.
Unit V	PERT & CPM-Introduction, Network Analysis, Time Estimates in Network Analysis, Critical Path Method; Programme Evaluation & Review Technique.

Reference Books:

1.Operation Research V.K. Kapoor

COURSE CONTENT FOR SEMESTER - V

BBA-501: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

- Unit - I** : Nature, Functions, Types, Characteristics, Importance and Scope of Entrepreneurship, Economic Development and Entrepreneurship; Entrepreneurship and Psychological Factors, Definition, Qualities and Features of Entrepreneurs, Theories of Entrepreneurship.
- Unit - II** : Environmental Factors Affecting Entrepreneurship, Institutional Finance and Entrepreneurship; Government Assistance and Incentives; Infra-structural Facilities. Assistance and Incentives; Infra-structural Facilities. Assistance Extended by Technical Consultancy Organisations. Local Mobility of Entrepreneurship.
- Unit - III** : Different Aspects of Entrepreneurial Organisations, Performance of Entrepreneurial Skill; Effectiveness of Entrepreneurship; Identification of Business Opportunities; Selection of Product; Size of Unit; Technology and Plant Location; Project Formulation and Report.

Unit - IV : Entrepreneurship and Management; Training and Development Programme; Evaluation of Entrepreneurship Development; Development of Support System, Business Promotion form of Business, Organisation, Need of License, Capital Issues and Legal Environment of Business.

Unit - V : Entrepreneurial Planning and Monitoring, Entrepreneurship Development During Pre-Independence Period, Entrepreneurship Development During Planned Economy.

Suggested Readings:

1. Entrepreneurship Development : Desai, Vasant.
2. Entrepreneurship and Environment, Desai, A. N.
3. Entrepreneurship Development, Gupta, C. B.
4. Entrepreneurship and Small Business Management, Kenneth, P. & Van Voorthin.

BBA-502: STRATEGIC MANAGEMENT

- Unit - I : **Business Environment:** General Environment-Demographic, Socio-Cultural, Macro-Economic, Legal / Political, Technological, Global, Competitive Environment.
- Business Policy and Strategic Management:** Meaning and Nature; Strategic Management; Imperative, Vision, Mission, and Objectives, Strategic Levels in Organisation.
- Unit - II : **Strategic Analysis:** Situational Analysis – SWOT Analysis, TOWS Matrix, Portfolio Analysis, BCG Matrix.
- Strategic Planning:** Meaning, Stages, Alternatives, Strategy Formulation.
- Unit - III : **Formulation of Functional Strategy:** Marketing Strategy, Financial Strategy, Production Strategy, Logistics Strategy, Human Resource Strategy.
- Unit - IV : **Strategy Implementation and Control:** Organisational Structures, Establishing Strategic Business Units, Establishing Profit Centers by Business, Product or Service, Market Segment or Customer, Leadership and Behavioural Challenges.
- Unit - V : **Reaching Strategic Edge:** Business Process Reengineering, Benchmarking, Total Quality Management, Six Sigma, Contemporary Strategic Issues.

BBA-503: MANAGEMENT ACCOUNTING

- Unit - I : Definition, Objectives, Scope and Functions of Management Accounting, Management Accounting and Financial Accounting, Analysis and Interpretation of Financial Statement, Ratio Analysis.
- Unit - II : Funds Flow Analysis and Cash Flow Analysis.
- Unit - III : Budgeting and Budgetary Control, Cost Volume Profit Analysis, Marginal Costing.
- Unit - IV : Standard Costing, Material and Labour Variances, Inflation Accounting.
- Unit - V : Responsibility Accounting, **Managerial Reporting**: Nature, Scope, Objective and Types of Managerial Reporting, Modes of Reporting, Internal and External Reporting, Use of Reports to Management.

Suggested Readings:

1. Management Accounting : Khan, M. Y. & Jain, P.K.
2. Management Accounting : Maheshwari, S. N.
3. Management Accounting : Sharma, R. K.

BBA-504: FINANCIAL MANAGEMENT

- Unit - I : Introduction: Nature, Scope, Functions and Significance of Financial Management, Goals of Financial Management, Relation of Finance to Other Business Functions, Finance Function.
- Unit - II : Investment Decision: Method of Capital Budgeting Cost of Capital, Portfolio Management.
- Unit - III : Financing Decision: Capital Structure Theories, Planning and Policy, Leverage Analysis, Lease Financing.
- Unit - IV : Dividend Decision: Dividend Theories, Dividend Policy, Profit Surplus and Reserves, Analysis of Retained Earnings.
- Unit - V : Working Capital Management: Concept, Need and Determinants of Working Capital, Cash Management, Receivable Management, Inventory Management.

Suggested Readings:

1. Financial Management : I. M. Pandey
2. Financial Management : R. P. Rustagi

BBA-505: E-COMMERCE

- Unit - I** : **Internet and Commerce:** Business Operation, E-commerce Practices vs Traditional Business Practices; Concepts B2B, B2C, C2C, B2G, G2H, G2C, Benefits of E-commerce to Organisation, Consumers, and Society, Limitation of E-commerce, Management Issue Relating to E-commerce.
- Unit - II** : **Operation of E-commerce:** Credit Card Transaction, Secure Hypertext Transfer Protocol (SHTTP), Electronic Payment Systems, Secure Electronic Transaction (SET), SET's Encryption, Process, Cyber-cash, Smart Cards, Indian Payment Models.
- Unit - III** : **Application in B2C:** Consumers' Shopping Procedure on the Internet; Impact on Disintermediation and Re-intermediation, Global Market; Strategy of Traditional Department Stores, Products in B2C Model, Success Factors of E-brokers, Broker based Service Online, Online Travel Tourism Services, Benefits and Impact of E-commerce on Travel Industry, Real Estate Market, Online stock trading and its benefits; Online Banking and its Benefits, Online Financial Services and Their Future, E-auctions-Benefits, Implementation, and Impact.
- Unit - IV** : **Application in B2B:** Application of B2B, Key Technologies for B2B, Architectural Models of B2B, Characteristics of the Supplier-Oriented Marketplace, Buyer-Oriented Marketplace, and Intermediary-Oriented Marketplace, Benefits of B2B on Procurement Reengineering, Just in Time Delivery in B2B, Internet-Based EDI from traditional EDI; Integrating EC with back-end information systems, Marketing Issues in B2B.
- Unit - V** : **Applications in Governance:** EDI in Governance, E-government, E-governance Application of the Internet, Concept of Government-to-Business, Business-to-Government and Citizen-to-Government, E-governance Models, Private Sector Interface and in E-governance.

Suggested Readings:

1. Agarwala Kamlesh, N. and Agarwala Deeksha : Bridge to Online Storefront, Macmillan, India, New Delhi.
2. Agarwala Kamlesh, N. and Agarwala Deeksha : Business on the Net-Introduction in the E-commerce, Macmillan, India, New Delhi.
3. Parag Diwan and Sunil Sharma : E-commerce A Managers Guide to E-Business, Excel Books, New Delhi.
4. Bajaj Kamlesh K. and Nag Debjani : E-commerce : The Cutting Edge of Business, Tata McGraw Hill, New Delhi.
5. Tiwari Dr. Murli D. : Education and E-Governance, Macmillan, New Delhi.
6. Minoli Danief : Minoli Emma, Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.

COURSE CONTENT FOR SEMESTER - VI

BBA-601: MANAGEMENT INFORMATION SYSTEM

- Unit - I : Concept of Information, Types of Information, Management Structure, Management Information Requirements, Qualities of Information, Various Functions of Organisation, Data Base Information, Role of Information System.
- Unit - II : Management Information System - Meaning, Nature, Need, Importance, Evolution of MIS Management Levels and MIS Organisation for MIS, System and Users Training.
- Unit - III : System Development Cycle, Systems Investigation, Systems Analysis, System Design, System Implementation and Maintenance, System Development Tools.
- Unit - IV : Scope of Development Activities – Identification, Evaluation and Modification of MIS, Methodology and Tools / Techniques for the Conduct of Development Process. Other Issues Organisational Position of MIS Internal Organisation of MIS Group, Centralisation / Decentralisation of MIS Efforts, Relative Roles of Analysts / Users and Automation in Context of MIS.
- Unit - V : Major Information System, Financial MIS, Budgetary Control, Capital Budgeting, Responsibility Accounting, Profitability Accounting, Production MIS Inventory Management and Control, Network Planning, Statistical Quality Control etc. Personnel MIS Manpower Planning, Inventory of Existing Manpower etc.

Suggested Readings:

1. Management Information System and Data Process : Dentley, Trevoi.
2. Management Information System, Jawedekar, W. S.
3. Management Oriented Management Information System, Kanter, Jerome.
4. Information Systems and Technology : L. M. Prasad, Usha Prasad.

BBA-602: MONEY AND FINANCIAL SYSTEM

- Unit - I : **Money:** Functions, Alternative Measures to Money Supply in India-their Different Components, Meaning and Changing Relative Importance of each; High Powered Money-Meaning and Uses. **Finance:** Role of Finance in an economy; Kinds of Finance, Financial System, Components, Financial Intermediaries.
- Unit - II : **Indian Banking System:** Definition of Bank, Commercial Banks – Importance and Functions, Structure of Commercial Banking System in India, Regional Rural Banks, Cooperative Banking in India.
- Unit - III : **Process of Credit Creation By Banks:** Credit Creation Process, Determination of Money Supply and Total Bank Credit.
- Unit - IV : **Development Banks and Other Non-Banking Financial Institutions:** Their Main Features, Unregulated Credit Markets in India-Main Feature.
- Unit - V : **The Reserve Bank of India:** Functions, Instruments of Monetary and Credit Control, Main Features of Monetary Policy Since Independence.

Suggested Readings:

1. Indian Financial System : M. Y. Khan : Tata McGraw Hill.
2. Monetary Planning of India, Gupta, S. B.
3. Money and Finance in World Economic Order : Panchmakhi, V. R., Rajpuria, K. M. & Tandon, R.

BBA-603: E-MARKETING

- Unit - I : Introduction: Nature and Scope of Marketing, Importance of Marketing as a Business Function and in the Economy, Traditional Marketing Concepts, Concepts of E-Marketing, E-Marketing Environment.
- Unit - II : Building Traffic: Promotion-Online Promotion on the Website, Listing on Search Engines, Banners, Link Exchange Programme, Affiliate Programme, Referral Programme, Direct Listing, Building Trust Branding, Navigation, Presentation, Fulfillment, Logos of Security, Up-to-Date Technology, Building Loyalty.
- Unit - III : Consumer Behaviour and Market Segmentation: Consumer Behaviour – Nature, Concept, Importance, Major Factors Affecting Consumer Behaviour, Market Segmentation – Concept and Importance, Bases for Market Segmentation.
- Unit - IV : Product: Concept of Product, Products Owing Existence to the Net E-mail, Electronic Greetings, Chat Software, Consumer Goods and Industrial Goods, Product Life Cycle, Product Planning and Development, Packaging – Role and Functions, E-Branding.
- Unit - V : Consumer Service - Order Fulfillment: Concept of Customer Service in Web Environment, Order Fulfillment, Customer Care Programme, Pre-sale and Post-sale Customer Service, Customer Redressal Policy, Privacy and Confidentiality of Customer Information.

e-CRM (e- Customer Relationship Management): e-CRM – Concept and Role, Organisation Structure for e-CRM, Key Technology Components of e-CRM, Change Management and e-CRM.

Suggested Readings:

1. Agarwala Kamlesh, N., Agarwala Prateek and Agarwala Deeksha : e-CRM, Macmillan India Ltd., New Delhi.
2. Plant. Robert : E-Commerce Logistics and Fulfillment – Delivering the Goods, Prentice Hall, New Delhi.
3. Kotler and Armstrong : Principles of Marketing, Prentice Hall of India, New Delhi.
4. Greenberg Paul : CRM at the Speed of Light – Capturing and Keeping Customers in Internet Real Time, McGraw Hill.
5. Coupey, Eloise : Marketing and The Internet, Prentice Hall, 2000.

BBA-604: E-BANKING

- Unit - I : Introduction: Concept and Definition of E-Banking, Nature and Scope of E-Banking, E-Banking Components, E-Banking : Indian Perspectives, Traditional Banking, E-Finance Strategies, Internet Banking Portals, Challenges in E-Banking, Online Banking and Its Benefits.
- Unit - II : E-Banking System: Mobile Banking, Internet Banking, Secure Hypertext Transfer Protocol (SHTTP), Online Brokerage, Online Delivery of Financial Products, Secure Electronic Transaction (SET), Indian Payment Models.
- Unit - III : E-Banking Risks: Infrastructure Problem, Lack of Skilled Manpower, Legal Framework, Socio-Cultural Aspects, Money Laundering, Banking Frauds.
- Unit - IV : Electronic Payment System: RTGS, Electronic Funds Transfer Electronic Money, ATM, Credit Card, Smart Cards, Electronic Payment Systems, E-Banking and Digital Signature, Internet-Based EDI From Traditional EDI.
- Unit - V : Evaluation of E-Banking System: Advantage of E-Banking, Limitations of E-Banking, Pre-requisites of E-Banking, Infrastructure for E-Banking, Pace of Technical Changes, Future of E-Banking.

Suggested Readings:

1. Agarwala Kamlesh, N. : Internet Banking, Macmillan India Ltd., New Delhi
2. Armor, Daniel : E-Business ® Evolution, The Living and Working in an Interconnected World, Prentice Hall, US.
3. E-Banking Indian Banking Association, India.

BBA-605: BUSINESS RESEARCH METHODOLOGY

- Unit - I : Nature and Scope of Research Methodology, Formulation of Research Problem, Statement of Research Objectives, Research Hypothesis.
- Unit - II : Research Process, Research Design: Exploratory, Descriptive and Experimental Research Design, Sampling Design.
- Unit - III : *Methods of Data Collection*: Observation Design, Interviewing for Research and Formulation of Questionnaires, Scaling Techniques and Techniques of Data Analysis.
- Unit - IV : Awareness of Software Packages Relevant to Management Researches, Interpretation of Data and Drawing Inferences, Research Report Writing, Research Publication.
- Unit - V : *Application of Statistical Tools and Techniques*: T-test, Chi-square Test, Correlation & Regression Analysis.

Suggested Readings:

1. Management Research : Bennet, Roger
2. Statistical Method : Gupta, S. P.
3. Research Methodology : Kothari, C. R.
4. Survey Methods : Fowler, Floyed, J. Jr.

QUALIFYING PAPER

ENVIRONMENTAL STUDIES (CODE-008)

Unit-1: The Multidisciplinary Nature of Environmental Studies: Definition, Scope and Importance, Need for Public Awareness.

Unit-2: Natural Resources

❖ Renewable and Non-renewable Resources:

Natural resources and associated problems: -

- a) **Forest Resources:** use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.
 - b) **Water Resources:** use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 - c) **Mineral Resources:** use and exploitation, environmental effects of extracting and using mineral resources, case studies.
 - d) **Food Resources:** World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
 - e) **Energy Resources:** Growing energy needs, renewable and nonrenewable energy sources, use of alternate energy sources, case studies
 - f) **Land Resources:** Land as a resource; land degradation, man induced landslides, soil erosion and desertification.
- ❖ Role of an individual in conservation of natural resources.
- ❖ Equitable use of resources for sustainable lifestyles

Unit-3: Ecosystems

- ❖ Concept of an ecosystem
- ❖ Structure and function of an ecosystem
- ❖ Producers, consumers and decomposers
- ❖ Energy flow in the ecosystem
- ❖ Ecological succession
- ❖ Food chains, food webs and ecological pyramids
- ❖ Introduction, types, characteristic features, structure and function of the following ecosystem: -
 - a) Forest ecosystem
 - b) Grassland ecosystem
 - c) Desert ecosystem
 - d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Unit-4: Biodiversity And Its Conservation

- ❖ Introduction – Definition: genetic, species and ecosystem diversity.
- ❖ Biogeographical classification of India
- ❖ Value of biodiversity: Consumptive use, productive use, social, ethical, and aesthetic and option values.
- ❖ Biodiversity at global, National and local levels.
- ❖ India as a mega-diversity nation
- ❖ Hot-spots of biodiversity.
- ❖ Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts.
- ❖ Endangered and endemic species of India
- ❖ Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

Unit-5: Environmental Pollution

Definition:

- ❖ Causes, effects and control measures of: -
 - a) Air pollution
 - b) Water pollution
 - c) Soil pollution
 - d) Marine pollution
 - e) Noise pollution
 - f) Thermal pollution
 - g) Nuclear pollution
- ❖ Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
- ❖ Role of an individual in prevention of pollution
- ❖ Pollution case studies
- ❖ Disaster Management: Floods, earthquake, cyclone and landslides.

Unit-6: Social Issues And The Environment

- ❖ From Unsustainable to Sustainable development
- ❖ Urban problems related to energy.
- ❖ Water conservation, rain water harvesting, watershed management
- ❖ Resettlement and rehabilitation of people; its problems and concerns. Case Studies
- ❖ Environmental Ethics: Issues and possible solutions.
- ❖ Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies.
- ❖ Wasteland reclamation.
- ❖ Consumerism and waste products
- ❖ Environment Protection Act.
- ❖ Air (Prevention and Control of Pollution) Act
- ❖ Water (Prevention and Control of Pollution) Act
- ❖ Wildlife Protection Act
- ❖ Forest Conservation Act
- ❖ Issues involved in enforcement of environmental legislation
- ❖ Public awareness

Unit-7: Human Population And The Environment

- ❖ Population growth, variation among nations.
- ❖ Population explosion: Family Welfare Programme.
- ❖ Environment and human health
- ❖ Human Rights
- ❖ Value Education
- ❖ Women and Child Welfare
- ❖ Role of Information Technology in Environment and human health
- ❖ Case Studies

Unit-8: Field Work

- ❖ Visit to a local area to document environmental assets-river / forest / grassland / hill / mountain.
- ❖ Visit to a local polluted site – Urban / Rural / Industrial / Agricultural
- ❖ Study of common plants, insects, birds.
- ❖ Study of simple ecosystems-pond, river, hill slopes, etc. (Field work Equal to 5 lecture hours).