



## RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY, NAGPUR

### NOTIFICATION

No. Acad/171.

Date :12<sup>th</sup> June, 2014

To,

The Principal  
of all the affiliated Commerce Colleges  
of Rashtrasant Tukadoji Maharaj  
Nagpur University, Nagpur

**Subject:- Direction No. 15 of 2014.**

Sir/Madam,

I am forwarding herewith a copy of the Direction No. 15 of 2014 issued by the Hon'ble Vice-Chancellor under Section 14(8) of Maharashtra Universities Act, 1994 "**Direction Governing The Examinations Leading To The Degree of Bachelor of Business Administration (BBA) (Credit Based Semester Pattern) In The Faculty Of Commerce**" along with the scheme to be implemented from Academic Session 2014-2015.

You are requested to kindly bring it to the notice of all teachers and students of your college.

Thanking you,

Yours faithfully,

Encl: As above.

Sd/-

**(Dr. A.V. Gomashe)**

Registrar,

Rashtrasant Tukadoji Maharaj  
Nagpur University, Nagpur.

No. Acad/171.

Nagpur dated the 12<sup>th</sup> June, 2014

**Copy for information and necessary action along with the Direction and Scheme as mentioned above to :-**

- 1) The Dean, Faculty of Commerce, Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur
- 2) The Chairman, All Board of Studies in Commerce Faculty, R.T.M. Nagpur University.
- 3) The Controller of Examinations, Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur
- 4) The Director, B.C.U.D., Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur
- 5) The Deputy Registrar (Exam.) Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.
- 6) The Deputy Registrar (Coll. Sec.) Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur
- 7) The Asstt. Registrar (Prof. Exam.), Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur
- 8) The Asstt. Registrar (Conf.), Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.
- 9) The Asstt. Registrar (Exams & Enquiry.), R.T.M. Nagpur University, Nagpur
- 10) The Asstt. Registrar University's Sub-Centre at Gadchiroli, R.T.M. Nagpur University, Nagpur.
- 11) The Officer-in-Charge, Publication Section, R.T.M. Nagpur University, Nagpur.
- 12) The Asstt. Registrar, Ordinance Section, R.T.M. Nagpur University, Nagpur

- 13) The P. A. to the Hon'ble Vice-Chancellor, R.T.M. Nagpur University, Nagpur
- 14) The P. A. to the Hon'ble Pro-Vice-Chancellor, R.T.M. Nagpur University, Nagpur
- 15) The P. A. to the Registrar, R.T.M. Nagpur University, Nagpur
- 16) Mrs. Veena Prakash, Information Scientist, R.T.M. Nagpur University, Nagpur

Sd/-  
**(Puran Meshram)**  
Deputy Registrar(Acad.)  
Rashtrasant Tukadoji Maharaj  
Nagpur University, Nagpur.



## **RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY**

“(Established by Government of Central Provinces Education Department by Notification No. 513 dated the 1st of August, 1923 & presently a State University governed by Maharashtra Universities Act, 1994.)”

Directions, Subject Scheme and Syllabus  
For  
**Bachelor of Business Administration (BBA) Examinations**

**FACULTY OF  
COMMERCE  
Bachelor of Business Administration (BBA) Examinations  
2014-15 and Onwards  
(Three Years Degree Course)**



**RASHTRASANT TUKDOJI MAHARAJ NAGPUR UNIVERSITY, NAGPUR**

**Direction No. 15 of 2014**

**DIRECTIONS GOVERNING THE EXAMINATION LEADING TO THE  
DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**WHEREAS** the Maharashtra Universities Act No. XXXV of 1994 has come into force with effect from 22nd July, 1994.

**AND**

**WHEREAS** the amendment to the said Act came to be effected from 12th May, 2000.  
**WHEREAS** the Board of Studies in Business Administration & Business Management in its meeting held on 20-05-2013 restructured the existing syllabi and recommended the new scheme of examination.

**AND**

**WHEREAS** the Faculty of Commerce at its meeting held on 01-07-2013 have decided to restructure the syllabus for the award of the degree of Bachelor of Business Administration commensurate with the curricula existing in the various Universities in India and with a view to include the latest trends in the commerce stream as well as to design it to suit to the needs of the industries and corporate houses as provided under Section 38(a) of the Act.

**AND**

**WHEREAS** the recommendations made by the Board of studies in Business Administration and Business Management and Faculty of Commerce were approved by the Academic Council, in its meeting held on \_\_\_\_\_.

**AND**

**WHEREAS** it is expedient to provide and Amend Ordinance for the purpose of prescribing examinations leading to the degree of Bachelor of Business Administration in the Faculty of Commerce.

Now, therefore, I, Anoop Kumar, Vice-Chancellor, Rastrasant Tukdoji Maharaj Nagpur University, Nagpur in exercise of the powers vested in me under Section 14(8) of the Maharashtra University Act of 1994 do hereby issue the following direction.

## **Scheme of Examination**

1. This Ordinance may be called '**Examination leading to the degree of Bachelor of Business Administration( B.B.A.) in the Faculty of Commerce (Amendment) Ordinance, 2010'**
2. This Ordinance shall come into force with effect from the date of its approval by the Management Council.
3. There shall be three examinations leading to the degree of Bachelor of Business Administration namely :
  - (1) **The Bachelor of Business Administration Part - I Examination,**
  - (2) **The Bachelor of Business Administration Part - II Examination and**
  - (3) **The Bachelor of Business Administration Final Examination.**
4. The duration of the Degree Course under this shall be of three academic years with the BBA Part - I Examination at the end of the first academic year, the BBA Part - II Examination at the end of the second year and the BBA Final Examination at the end of the third year.
5. The Examinations Specified in paragraph 3 above shall be held twice a year at such places and on such dates as may be fixed by the University.
6. The details of the procedure for admission as well as eligibility for examination of :
  - (A) For the Bachelor of Business Administration Part - I Examination shall have Passed the 12<sup>th</sup> Standard Examination of the Maharashtra State Board of Secondary and Higher Secondary Education, with English at Higher or Lower level and Modern Indian Language at higher or lower level with any combination of optional subjects;

**OR**

  - XII Standard Examination of Maharashtra State Board of Secondary and Higher Secondary Education in Vocational Stream with one language only; OR any other examination

recognized as equivalent thereto; in such subjects and with such standards of attainments as may be prescribed Minimum Competition vocation course (MCVC).

(B) For the Bachelor of Business Administration Part – II Examination the student shall have Passed Bachelor of Business Administration Part – I Examination of the University.

(C) For the Bachelor of Business Administration Final Examination shall have Passed Bachelor of Business Administration Part – II Examination of the University.

7. A collegiate candidate shall have pursued a regular course of study for not less than one academic year before being admitted to Bachelor of Business Administration Part – I or the Bachelor of Business Administration Part – II or the Bachelor of Business Administration Final Examination in any recognized institution and or college affiliated to Rashtrasant Tukdoji Maharaj Nagpur University where the course is conducted.

8. An applicant for the Bachelor of Business Administration Part – I or the Bachelor of Business Administration Part – II or the Bachelor of Business Administration Final Examination shall have passed an examination specified in Clauses ( A ), ( B ) and ( C ) of paragraph 6 respectively, not less than one academic year prior to his admission to the respective examination.

9. Without prejudice to the other provisions of Ordinance No. 6 relating to the Examinations in General, the provisions of Paragraphs 5, 7, 8, 10, 26 and 31 of the said Ordinance shall apply to every collegiate candidate.

10. The fees for the examination shall be as prescribed by the University from time to time and whenever any change is made in the fees prescribed for any particular examination that shall be notified through a notification for information of the examinees concerned.

11. (A) An examinee for the Bachelor of Business Administration Part – I Examination shall be examined in the following subjects, namely

1. **Principles of Management**
2. **English and Business Communication**
3. **Business Economics**
4. **Foundation course in Organization Behavior**
5. **Financial & Cost Accounting**
6. **Computer Applications for Business**
7. **Business Organization & Systems**

(B) An examinee for the Bachelor of Business Administration Part – II Examination shall be examined in the following subjects:

1. **Principles of Marketing Management**
2. **Human Resource Management**
3. **Management Accounting & Financial Management**
4. **Business and Industrial Laws**
5. **Statistical Methods for Business**
6. **Research Methodology**
7. **Environmental Management**

(C) An Examinee for Bachelor of Business Administration Final Examination shall be examined in the following subjects:

1. **Entrepreneurship Development**
2. **Production & Operations Management**
3. **Office Management**
4. **Business Ethics**
5. **Elective I - Paper I**
6. **Elective II - Paper II**

**Elective Subject (Any One of Following)**

- (a) Financial Management,**
- (b) Human Resource Management,**
- (c) Marketing Management,**
- (d) Service Sector Management**

**AND**

**7. Project Work.**

**Project shall carry 100 marks as follows-**

|   | Marks |
|---|-------|
| # Project work (Evaluation by external And internal examiner)     | 50    |
| # Presentation and Open Defence by external and internal examiner | 50    |
|   | ----- |
|   | 100   |

12. Each paper B.B.A. Part - I, II and Final Examination shall carry 100 marks and shall be distributed as under:

|                               | Marks     |
|-------------------------------|-----------|
| <b>a. Written Examination</b> | <b>80</b> |
| <b>b. Internal Assessment</b> | <b>20</b> |

Internal Assessment marks shall be awarded by the Head of the Institution / Principal in consultation with the faculty members subject to moderation by H.O.D./Director and shall be based on:

- a. Participation in seminars, case discussions & group work activities: 5 marks**
- b. Class tests, quizzes, individual and group oral presentations: 5 marks**
- c. Submission of written assignments, term papers and viva-voce: 5 marks**
- d. Class-room participation and attendance: 5 marks**

The weightage given to each of these factors shall be decided and announced at the beginning of the session by individual faculty member responsible for the paper.

The result for these examinations should be declared within time limit as per University norms and communicated to the University within stipulated time.

The record of conduct of such examination, evaluation and results should be maintained for a period of at least One year by the respective Institute / Department for the verification by the competent authority.

13. (A) The scope of the subjects and pattern of examination shall be as indicated in Syllabi.

(B) The Medium of instructions and examinations shall be in **ENGLISH** only. The Maximum and Minimum marks which each subject carries in Bachelor of Business Administration Part- I, Part- II and Final Examination shall be as indicated in Appendices "A", "B", and "C" respectively.

C) All subjects of BBA Part – I, II & Final (other than Project work) should have 4 periods a week of 45 minutes duration each.

**14. Project Work compulsory for each student appearing at the Final Examination.**

(i) The Project work (Printed or Type Written) shall be made available to external examiner for evaluation purpose at the time of Presentation and open Defense."

(ii) A Candidate shall submit with his/her project work, a certificate from the Supervisor to the effect –

(a) that the candidate has satisfactorily completed the Project work for not less than one session and

(b) that the Project work is the result of the candidate's own work and is of sufficiently high standard to warrant its presentation for examination.

(iii) Candidate shall submit his/her declaration that the Project is the result of his own research work and the same has not been previously submitted to any examination of this University or any other University. The Project shall be liable to be rejected and / or cancelled if found otherwise.

(iv) The evaluation of Project work shall be done jointly by internal and external examiners during Presentation and open Defence before/after the theory examination.

(v) A student appearing for final examination will have to pay an additional fee as prescribed for project in addition to usual examination fees. The fees may be revised by the university from time to time.

**15. The scope of the subject, percentage of passing in Theory and Project and Internal Assessment will be governed as per following rules:**

(i) In order to pass at the Bachelor of Business Administration (B.B.A.) Part – I, II and Final Examinations an examinee shall obtain not less than 40 % marks in each paper, that is to say combined in the written Examination and in internal assessment and in two heads of passing of project Work.

(ii) An examinee who is unsuccessful at the examination shall be eligible for admission to the subsequent examinations on payment of a fresh fee prescribed for the examination together with the conditions of the ordinance in force from time to time.

(iii) An examinee who has failed at the Sessional examination only shall be required to register himself afresh for doing the sessional work again in the Department / College in the subject/subjects/project work in which he has failed on payment of fresh annual sessional fee of Rs. 50/- per paper. Such registration shall be done on or before the beginning of the respective Session. The Director / Principal shall on being satisfied about the completion of the sessional work of such a candidate send the fresh sessional marks to the University and these fresh sessional marks shall be taken into consideration for computing his / her result at the examination.

16 (a) There shall be no classification of examinees successful at the Bachelor of Business Administration Part- I and Bachelor of Business Administration Part- II Examinations. Division at the Bachelor of Business Administration Final Examination shall be declared on the basis of the aggregate marks at the Bachelor of Business Administration Part-I Examination , the Bachelor of Business Administration Part- II Examination and the Bachelor of Business Administration Final Examination taken together.

(b) Successful examinees at the Bachelor of Business Administration Part - I, Bachelor of Business Administration Part - II and the Bachelor of Business Administration Final Examinations taken together and obtaining 75% or more in the aggregate shall be placed in the distinction, 60 % or more in the aggregate shall be placed in the first division, those obtaining less than 60 % but not less than 45 % in the Second Division.

c) Successful examinees in the Bachelor of Business Administration Part - I , Bachelor of Business Administration Part - II and Bachelor of Business Administration Final Examination shall be awarded Distinction in each subject of the respective group in which examinees obtain 75 % or more marks in that subject at the respective Examination.

17. Unsuccessful examinees at the above examinations can be readmitted to the same examination on payment of a fresh fee and such other fees as may be prescribed.

18. Provisions of Ordinance No. 3 of 2007 relating to the award of Grace Marks for passing an examination, securing higher division / class and for securing distinction in subject(s).

19. Notwithstanding anything to the contrary in this Direction, no person shall be admitted to an examination under this Ordinance, if he/ she has already passed the same examination or an equivalent examination of any other University.

20. Examinees passing the Bachelor of Business Administration Examination shall on payment of the prescribed fees receive a Degree in the prescribed form signed by the Vice-Chancellor.

21. The aforesaid Amendment shall come into force from the date of its issuance and shall remain in force till the relevant Ordinance come into being in accordance with the provisions of the Maharashtra University Act, 1994.

22. The A.T.K.T. rules shall be as under (Theory and Internal assessment shall be considered as separate passing heads)

| <b>Admission to Next academic year</b> | <b>Candidate should have passed in following examinations of RTM Nagpur University</b> | <b>Candidate should have passed in all heads except FOUR or less number of passing heads of the following examination</b> |
|--|--|---|
| I Year                                 | H.S.S.C  | -----   |
| II Year                                | -  | I <sup>st</sup> year  |
| Final Year*                            | I <sup>st</sup> year   | II <sup>nd</sup> year   |

Note: (\*) A candidate admitted to Final Year can appear for Final year examination however the result of the Final year examination will be withheld unless the candidate clears all the lower examinations of the BBA program.

**23. Pattern of Question Papers of BBA year end Examination:**

- a. The question paper should be set in such a manner so as to cover the complete syllabus as prescribed by the University.
- b. The Year wise End examination shall be held as per the schedule notified by the University.

- c. The question paper shall be of 80 marks & the time duration of the Year End examination would be 3 hours.
- d. The question paper shall have **6 long answers** questions corresponding to Six Units of each course. Each long answer question shall carry 10 marks. There will be internal choice for each question for these long answer questions which means that the student has to mandatorily attempt one question from each unit of the syllabus. **Hence there would be 12 questions in the question paper but the student has to attempt 6 questions with an internal choice for each question from each unit of the syllabus.** The students shall get due credit for precise answers as per Marking Scheme given by the paper setters/ moderators.
- e. Question **no. seven** shall include **Four** compulsory questions from any of the six units carrying **5 marks each**.

Nagpur:  
Dated : 4.6.2014

Sd/-  
( Anoop Kumar )  
Vice-Chancellor

**Format of Question Paper for BBA program:**

| <b>Question from Units</b>   | <b>Internal Choice questions(A or B)</b>                                 | <b>Max.Marks</b>                      |
|------------------------------|--|---------------------------------------|
| Q1. From Unit I              | A or B   | 10 marks                              |
| Q2. From Unit II             | A or B   | 10 marks                              |
| Q3. From Unit III            | A or B   | 10 marks                              |
| Q4. From Unit IV             | A or B   | 10 marks                              |
| Q5. From Unit V              | A or B   | 10 marks                              |
| Q6. From Unit VI             | A or B   | 10 marks                              |
| Q7. From any of the six unit | Four questions are compulsory of 5 marks each from any of the six units. | 20 marks<br>( 4 questions x 5 marks ) |
| <b>Total Marks</b>           |  | <b>80 marks</b>                       |

## **Bachelor of Business Administration Subjects for three years**

Note: Each paper shall carry 100 marks; 80 marks shall be for written university examination and 20 marks shall be internal assessment by respective College.

|                    |                  |   |
|--------------------|------------------|---|
| <b>First Year</b>  | <b>Paper I</b>   | <b>Principles of Management</b>                         |
|                    | <b>Paper II</b>  | <b>English and Business Communication</b>               |
|                    | <b>Paper III</b> | <b>Business Economics</b>                               |
|                    | <b>Paper IV</b>  | <b>Foundation course in Organization behavior</b>       |
|                    | <b>Paper V</b>   | <b>Financial &amp; Cost Accounting</b>                  |
|                    | <b>Paper VI</b>  | <b>Computer Applications for Business</b>               |
|                    | <b>Paper VII</b> | <b>Business Organization &amp; Systems</b>              |
| <b>Second Year</b> | <b>Paper I</b>   | <b>Principles of Marketing Management</b>               |
|                    | <b>Paper II</b>  | <b>Human Resource Management</b>                        |
|                    | <b>Paper III</b> | <b>Management Accounting &amp; Financial Management</b> |
|                    | <b>Paper IV</b>  | <b>Business and Industrial Laws</b>                     |
|                    | <b>Paper V</b>   | <b>Statistical Methods for Business</b>                 |
|                    | <b>Paper VI</b>  | <b>Research Methodology</b>                             |
|                    | <b>Paper VII</b> | <b>Environmental Management</b>                         |
| <b>Third Year</b>  | <b>Paper I</b>   | <b>Entrepreneurship Development</b>                     |
|                    | <b>Paper II</b>  | <b>Production &amp; Operations Management</b>           |
|                    | <b>Paper III</b> | <b>Office Management</b>                                |
|                    | <b>Paper IV</b>  | <b>Business Ethics</b>                                  |
|                    | <b>Paper V</b>   | <b>Elective I - Paper I</b>                             |
|                    | <b>Paper VI</b>  | <b>Elective I - Paper II</b>                            |
|                    | <b>Paper VII</b> | <b>Project Work</b>                                     |

**Elective subjects available:**

- |                                     |                                     |
|-------------------------------------|-------------------------------------|
| <b>1) Financial Management</b>      | <b>2) Marketing Management</b>      |
| <b>3) Human Resource Management</b> | <b>4) Service Sector Management</b> |

## APPENDIX - A

### Bachelor of Business Administration Part - I Examination

| Subject   | Paper               | Maximum<br>Marks | Minimum<br>Marks |
|---|---------------------|------------------|------------------|
| <b>(1) Principles of Management</b>                   | Paper               | 80               | 32               |
|   |                     | } 100            | } 40             |
|   | Internal Assessment | 20               | 08               |
| <b>(2) English and Business Communication</b>         | Paper               | 80               | 32               |
|   |                     | } 100            | } 40             |
|   | Internal Assessment | 20               | 08               |
| <b>(3) Business Economics</b>                         | Paper               | 80               | 32               |
|   |                     | } 100            | } 40             |
|   | Internal Assessment | 20               | 08               |
| <b>(4) Foundation course in Organization behavior</b> | Paper               | 80               | 32               |
|   |                     | } 100            | } 40             |
|   | Internal Assessment | 20               | 08               |
| <b>(5) Financial &amp; Cost Accounting</b>            | Paper               | 80               | 32               |
|   |                     | } 100            | } 40             |
|   | Internal Assessment | 20               | 08               |
| <b>(6) Computer Application for Business</b>          | Paper               | 80               | 32               |
|   |                     | } 100            | } 40             |
|   | Internal Assessment | 20               | 08               |
| <b>(7) Business Organization &amp; Systems</b>        | Paper               | 80               | 32               |
|   |                     | } 100            | } 40             |
|   | Internal Assessment | 20               | 08               |

**APPENDIX – B**  
**Bachelor of Business Administration Part – II Examination**

| Subject                                       | Paper               | Maximum Marks | Minimum Marks |
|---|---------------------|---------------|---------------|
| <b>(1) Principles of Marketing Management</b> | Paper               | 80            | 32            |
|   | Internal Assessment | 20            | 08            |
|   |                     | } 100         | } 40          |
| <b>(2) Human Resource Management</b>          | Paper               | 80            | 32            |
|   | Internal Assessment | 20            | 08            |
|   |                     | } 100         | } 40          |
| <b>(3) Cost &amp; Management Accounting</b>   | Paper               | 80            | 32            |
|   | Internal Assessment | 20            | 08            |
|   |                     | } 100         | } 40          |
| <b>(4) Business and Industrial Laws</b>       | Paper               | 80            | 32            |
|   | Internal Assessment | 20            | 08            |
|   |                     | } 100         | } 40          |
| <b>(5) Statistical Methods for Business</b>   | Paper               | 80            | 32            |
|   | Internal Assessment | 20            | 08            |
|   |                     | } 100         | } 40          |
| <b>(6) Research Methodology</b>               | Paper               | 80            | 32            |
|   | Internal Assessment | 20            | 08            |
|   |                     | } 100         | } 40          |
| <b>(7) Environmental Management</b>           | Paper               | 80            | 32            |
|   | Internal Assessment | 20            | 08            |
|   |                     | } 100         | } 40          |

## APPENDIX - C

### Bachelor of Business Administration Part - III Examination

| Subject  | Paper                                  | Maximum Marks | Minimum Marks |
|--|--|---------------|---------------|
| <b>(1) Entrepreneurship Development</b>                          | Paper                                  | 80            | 32            |
|  | Internal                               | 100           | 40            |
|  | Assessment                             | 20            | 08            |
| <b>(2) Production &amp; Operations Management</b>                | Paper                                  | 80            | 32            |
|  | Internal                               | 100           | 40            |
|  | Assessment                             | 20            | 08            |
| <b>(3) Management Accounting &amp; Financial Management</b>      | Paper                                  | 80            | 32            |
|  | Internal                               | 100           | 40            |
|  | Assessment                             | 20            | 08            |
| <b>(4) Business Ethics</b>                                       | Paper                                  | 80            | 32            |
|  | Internal                               | 100           | 40            |
|  | Assessment                             | 20            | 08            |
| <b>(5) Elective I - Paper I</b>                                  | Paper                                  | 80            | 32            |
|  | Internal                               | 100           | 40            |
|  | Assessment                             | 20            | 08            |
| <b>(6) Elective I - Paper II</b>                                 | Paper                                  | 80            | 32            |
|  | Internal                               | 100           | 40            |
|  | Assessment                             | 20            | 08            |
| <b>(7) Final Project<br/>(From the Elective Subject offered)</b> | <b>Project Work</b>                    | 50            | 20            |
|  | <b>(Assessment)</b>                    | 100           | 40            |
|  | <b>Presentation &amp; Open Defense</b> | 50            | 20            |

# BBA FIRST YEAR

## Paper I

### Principles of Management

**Unit I: Introduction** - Nature, function, definition and importance of management, Definition, nature, purpose and scope of management, Functions of a manager, an overview of planning, organizing and controlling, is management a science or art?

**Unit II: Development of Management Thought** - Scientific management; Contribution of Taylor, Fayol, Mary Follet, Elton Mayo; Hawthorne experiments, Contingency approach, Indian heritage in production and consumption.

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

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

**Unit V: Decision Making** - Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making.

**Unit VI: Organisation** - Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organisation structure.

#### Reference Books:

1. Essential of Business Administration - K.Aswhatha Himalaya Publishing House
2. Management: Concept and Strategies By J. S. Chandan, Vikas Publishing
3. Principles of Management, By Tripathi, Reddy Tata McGraw Hill
4. Principles of Management By Ramasamy T, Himalaya Publishing House
5. Principles of Business management By Sherlekar, Himalaya Publishing House

## Paper II

### English and Business Communication

**Unit I:** Comprehension, Enriching Vocabulary, Single Word For a Group of Words, Words Frequently Misspell.

**Unit II:** Business Letter Writing, Getting to the point, Choice of Words, Punctuation, E-mail etiquette. Enquiries and replies - Placing and fulfilling orders - Complaints and follow-up - Sales letters - Circular letters - Application for employment and resume.

**Unit III:** Nature, Scope, and Functions of Communication: Definition, Objectives, Purpose of Communication, Communication Process, Sender's Thoughts, Encoding, Decoding, Feedback Loop, Noise Channels of Communication, Informal Channels Of Communication, Barriers to Effective communication.

**Unit IV, V, VI:** Textbook entitled 'Prism: Spoken and Written Communication, Prose & Poetry' published by Orient Longman

- 1) The Bet - Anton Chekov
- 2) Socrates and the Schoolmaster - F. L. Brayne
- 3) An Astrologer's Day - R. K. Narayan
- 4) The Gift of the Magi - O' Henry
- 5) With the Photographer - Stephen Leacock

#### **Reference Books:**

1. Oxford Practice Grammar - John Eastwood (Oxford)
3. Basic Business Communications - Rober M. Archer
4. English Grammar - Wren in & Martin
5. Effective Business Communication - Herta Murphy Chorles Perk (Tata McGraw Hill)
6. Business Communication: Urmila Rai, S.M. Rai- (Himalaya Publishing House)
7. Business Correspondence & Communication Skill- Kapur (S. Chand Co.)
8. A Guide to Business Correspondence - Kapoor A. (S. Chand & Co.)

## **Paper III**

### **Business Economics**

**Unit I: Nature and fundamental concepts and basis techniques of Business economics** - Analysis of Demand, Significance, estimation of demand; Elasticity of Demand, Techniques and Importance of Demand forecasting; Basic Mathematical Problems related to demand estimation and elasticity of demand.

**Unit II: Production & Cost Analysis** - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost output relationship, Cost curves, Economies of scale.

**Unit III: Objectives & Equilibrium of the Firm** - Market Structures- Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly - kinked demand curve and cartels, Mathematical Problems on profit maximization and Price & Output determination under various market structures.

**Unit IV: National Income Accounting** - Concept & measurement; Determination of Income & Employment; Concept of multiplier; Inflation and Deflation, types, causes and control of inflation.

**Unit V: Macroeconomic policy** - Monetary and fiscal- objectives and Instruments; Effectiveness of Monetary & Fiscal Policy with respect to Indian Economy.

**Unit VI: Business cycles** - Concept, Causes & Impact, Measures to control Business cycles.

#### **Reference Books:**

1. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial Economics, Dwidevi, TMH
3. Managerial economics in a Global economy, Dominick Salvatore, 2006, Thomson learning Press
4. Managerial Economics, Suma Damodran, 2006, Oxford University Press, New Delhi
5. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House

## Paper IV

### Foundation Course in Organization behavior

**Unit I: Organizational Behaviour** - The nature of organisations: Why do organisations exist? Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Value-added managers, The manager's challenge, Organisational behaviour and the new workplace.

**Unit II: Foundations of Individual Behaviour** - biographical characteristics, ability, and learning, **Perception:** Introduction, Halo effect, Stereotyping, pigeonholing and compartmentalisation; Self-fulfilling prophecy; Perceptual mythology; other influences on perception.

**Unit III: Attitudes and values** - Attitudes, Components of attitudes, Attitudes and behaviour, Attitudes and cognitive consistency, Job satisfaction as an attitude; development Values, Sources and types of values, Patterns and trends in values, Managing values and attitudes.

**Unit IV: Motivation-** Concepts, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, Role of motivation in human behaviour.

**Unit V: Foundations of group behaviour** - The nature of groups: groups and teams, informal and formal groups, purpose of teams, Teams and team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams.

**Unit VI: Organizational Development** - Goals of organisational development: Principles underlying organisational development, Ethical aspects of organisational development, The process of organisational development.

#### Reference Books:

1. Organisation Behaviour, Luthans 8th Tata McGraw Hill
2. Organisation Behaviour, Robbins, 9th Pearson Education Asia
3. Principal of Organizational Behaviour 4th Ed. By R. Fincham -Oxford
4. Prentice Hall India Organisational Behaviour: Human Behaviour at Work Newstrom & Davis, 10th, Tata McGraw Hill
5. Brooks I – Organisational Behaviour: Individuals, Groups and Organisation Second Edition (Prentice Hall, 2002)

## Paper V

### Financial & Cost Accounting

**Unit -I: Introduction** - Meaning, Scope and importance of Financial Accounting. Financial Accounting - concepts and conventions, classification of accounts, Rules and principles governing Double Entry Book-keeping system. Accounting Books & Record - Meaning, Preparation of Journal, Ledger & Trial balance. Accounting Standards - introduction, Need & Objectives, AS 1 to AS 10, Accounting Policies and their Discloser.

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

**Unit III: Accounting for Non-profit making institutions:** Introduction for non-profit making institutions, receipt and payment account, income and expenditure account, preparation of final accounts of non-profit making institutions.

**Unit IV: Issue of Shares:** Entries for issue of shares, Issue of shares at discount and premium, forfeiture and re-issue of forfeited shares.

**Unit V: Meaning, Definition, Scope, and Importance of Cost Accounting** - Elements of Cost, Cost Classification, Preparation of Cost Sheets, Tenders, and Quotations. Methods of Cost Allocation and Absorption (Simple Problems on Operating Costing - Transportation only).

**Unit VI: Reconciliation of Profits Shown by Cost and Financial books. Marginal Costing** - Break Even Analysis, Concept and Applications. Process Costing (Up to Abnormal Loss and Abnormal Effectiveness).

**Simple Numerical will be based on all Units.**

#### Reference Books:

- 1) S. N. Maheshwar :- Financial Accounting - Vikas Publishing House, New Delhi
- 2) Gupta R. L. - Advanced Financial Accounting - S. Chand & Sons
- 3) Kumar, Anil S. - Advanced Financial Accounting - Himalaya Publication House
- 4) Shukla and Grewal : Advanced Accounts (S. Chand & Ltd. New Delhi)
- 5) Jain and Narang : Advanced Accounts (Kalyani Publishers, Ludhiana)
- 6) Sr. K. Paul : Accountancy, Volume -I and II (New Central Book Agency, Kolkata)
- 7) R. K.. Lele and Jawaharlal : Accounting Theory (Himalaya Publishers)
- 8) M. A. Arulnandam :- Advance Accounting - Himalay Publication
- 9) S. N Maheshwari : Cost Accounting Theory and problems -Shri Mahavir Book Depot, New Delhi
- 10) V.K. Saxena : Cost Accounting Text Book- Sultan Chand and Sons New Delhi
- 11) M.C. Shukls - T.S. - Grewal, M.P. Gupta - Cost Accounting - S. Chand , New Delhi
- 12) R. S. N. Pallai, V Bhagavathi - Cost Accounting - S. Chand, New Delhi
- 13) S. M. Shukla :- Cost Accounts (Hindi)
- 14) Nigam R. S. - Advanced Cost Accounting , S. Chand & Company
- 15) Jain S. P. - Advanced Cost Accounting - Kalyani Publication

## Paper VI

### Computer Application for Business

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

**Unit II: Working with Computers** - Introduction to Word, Excel, PowerPoint, Internet and Web (Working with Google, Yahoo, Rediff, Amazon, e-bay etc.), e-Commerce, e-Learning and e-Business.

**Unit III: Multimedia** - Introduction, Components of Multimedia: Graphics, Audio & Animation, Using Multimedia at Home, Business, Education and Entertainment, Applications in Games and Animation Industry.

**Unit IV: Introduction to HTML** - Basics, Text, Lists, Images, Links, Backgrounds, Tables, Frames, Forms, Meta-tags and Hexa-colors, Preparing simple web pages.

**Unit V: IT Consulting** - Basic concepts of business, strategy and operation; Business / Strategic Consulting: Reengineering, BPR; Operations Consulting: domain knowledge concept, domain-consulting.

**Unit VI: IT Enabled Services (ITES)** - Processes, Outsourcing Function, Call Centers; BPO's: Captive BPO's (GE and Dell) and Third Party BPO's (Infosys BPO, Wipro BOP, Mphasis, Daksh and EXL etc).

**Lab Activity would be based on the following topics:**

- a. MS Word
- b. MS Excel
- c. MS PowerPoint

**Reference Books:**

1. Management Information systems. By M. Jaiswal - (Oxford)
2. Oz- Management Information Systems 3rd Edn. ( Thomson Learning Books)
3. Harry - Information & Management Systems (A.H. Wheeler)
4. A.K. Gupta - Management Information System (S. Chand & Col)
5. D. Yeats - System Analysis and Design ( Macmillan)
6. E-Commerce- Parag Dewan (Excel Books)

## Paper VII

### Business Organization & Systems

**Unit I: Introduction:** Meaning, scope & Evolution of Commerce & Industry, Concept Of Business As a System; Alternative Business Objectives. Small Business Organization: Scope and Role Government Policies.

**Unit II: Forms of Business Organization: Business Sectors & Forms of Business Organizations-** Private sectors, cooperative sectors, Public sectors, Joint sectors, service sectors, various forms of Business Organizations- Sole Proprietorship, Partnership Firms, Joint Stock Companies-Their Feature, Relative Merits, Demerits and Suitability.

**Unit III: Multinationals-** Concept and Role of MNCs, Transactional corporations (TNCs); International Business Risks, Emergence of Indian MNCs & Transactional corporation- Globalization & Challenges for Indian Business in New Millennium.

**Unit IV: Organization of Wholesale & Retail Trade-**Recent Trends in Wholesale & Retailing, Malls and Supermarkets-Their Effect of Economy- Organization of Finance, Transport, Insurance Communication & Other Utilities (services) to Trade.

**Unit V: Business Combinations:** Concept and causes of business combinations, Government and Business Interface: Rationale, Forms of Government and Business Interface, Chambers of Commerce and Industry in India; FICCI, CII.

**Unit VI: Business and Society:** Changing Concepts and Objectives of Business, Business and Culture, Technological Development and Social Change, Social Responsibility of Business, Social Audit.

#### Reference Books -

1. Business Organization and Management - Dr. C. B. Gupta (Publisher Sultan Chand & Co.)
2. Modern Business Organization - Gupta, C. B. (Mayoor Paper Works, 2001)
3. Modern Business Administration - Robert (McMillan India, 1999)
4. Business Organization and Management - Basu C. R. (Tata McGraw Hill, 1998)
5. Modern Business Organization Management - S. A. Sherlekar (Himalaya Publishing House)

# BBA SECOND YEAR

## Paper I

### Principles of Marketing Management

**Unit-I: Concepts & Application** - Core Concepts of Marketing, Company Orientation towards Market place, New Concepts – E Business, Relationship Marketing; Database Marketing, Functional areas of Marketing.

**Unit-II: Marketing Plan** - Steps in the Marketing Process, Nature and contents of a marketing plan, marketing mix.

**Unit-III: Product Management** - Meaning of product, product classification, product levels, product policies, Product life cycle and new product development, Branding & packaging.

**Unit-IV: Pricing Strategies** - Pricing objectives, methods and pricing policies; adopting the price; Initiating and responding to price changes.

**Unit-V: Distribution Strategies** - Channel design and management, Channel dynamics and market logistics, Channels of distribution, Types of channels, Importance of Retailing and wholesaling.

**Unit-VI: Promotion Strategies-** Promotion decisions and promotion mix, advertising, sales promotion, public relations personal selling, Channel management- selection, Emergence of new channels.

**Case studies on the topics on unit III, IV, V and VI shall constitute an important part of internal assessment.**

#### Reference Books:

1. Marketing Management By Philip Kotler
2. Marketing Management BY Sherlekar, Himalaya Publishing House
3. Marketing Management: Text & Cases, By Rajagopal, Vikas Publishing House
4. Marketing Management: Czinkota, Cengage Learning
5. Marketing Management: Text & Cases by Chandrashekar, McGraw Hill

## Paper II

### Human Resource Management

**Unit I: The Strategic Role of HRM** - Nature, scope, objectives, importance and functions, Human resource as an asset in organization, Evolution of the concept of HRM, Human resource management in India

**Unit II: Job Analysis & Design** - Job Analysis – Meaning, Uses, Process and methods of collecting data for job analysis, Competency approach to job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.

**Unit III: Human Resources Planning & Recruitment Policy** - Human Resources Planning; Need for Human Resources Planning; Process of Human Resources Planning; Human Resource Planning System; Responsibility for Human Resource Planning.

**Unit IV: Selection, Induction & Placement** - Selection Process, New tools /Methods of selection – Interviews, Tests and assessment of effectiveness of selection tools. Induction Programme, Problems in Induction, Requisites of effective Induction, Typical Induction Programme – Do's & Don'ts,

**Unit V: Employee Growth & Development Training** - Introduction of Training; Objectives and Importance of Training; Training Needs Identification, Organization Analysis; Task Analysis; Man Analysis; Training Areas Identified by Trainers; Responsibility for Training; Types and Techniques of Training and Development.

**Unit VI: Performance Appraisal** - Nature, Objectives, limitations-various methods – Modern & Traditional, Multiple Person Evaluation Methods; Performance Tests & Field Review Techniques; Appraisal, Praise and Recognition; Rewards and Incentives; Promotions. HR Records, MIS HR Reports, HR Formats – Personnel Files, Attendance, Leave, Medical Records.

#### Reference Books:

1. A Text book of Human Resource Management – C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House
2. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House
3. Human resource Management – P. Jyothi, Publication – Oxford University Press.
4. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education
5. Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw-Hill Publishing co. ltd.

## Paper III

### Management Accounting & Financial Management

**Unit I: Introduction - Management Accounting** - Meaning, Scope, Importance, and Limitations of Management Accounting, Difference between Cost Accounting and Management Accounting, Role of Management Accountant.

**Unit II: Sources of financing** - LONG TERM: shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility). (a) SHORT TERM: bank finance, commercial paper & trade credit & bills discounting. (b) INTERNAL: Retained earnings, Depreciation policies.

**Unit III: Dividend policies** - Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models - Gordon, Walter and Modigliani-Miller models.

**Unit IV: Working capital** - Concept, significance, types. Adequacy of working capital, Factors affecting working capital needs, Financing approaches for working capital, Methods of forecasting working capital requirements.

**Unit V: Ratio Analysis** - Introduction, Meaning of Ratio, Importance of Ratio Analysis, Limitations of Ratio analysis, Classification of Ratios: Ratios related to Trading and Profit and Loss Account, Current Ratio, Liquid Ratio, debtors Turnover Ratio, Creditors Turnover Ratio, Working Capital Turnover Ratio.

**Unit VI: Financial Analysis** - Statement of Changes in Working Capital, Preparation of Funds Flow Statement.

**Numericals will be based on Unit III, V and VI**

#### Reference Books:

1. Gawada, J Made - Advanced Cost Accounting - Himalaya Publication House
2. Pillai R. S. N. - Management Accounting - S. Chand & Co. Pvt. Ltd.
3. Agrawal N. K. - Managements Accounting - Galgotia Publication
4. Singh, Jagwant - Managements Accountings - Kitab Mahal
5. Rathnam P. V. - Managements Accountings - Kitab Mahal
6. Sharma R. K. - Managements Accountings - Kalyani Publication
7. Financial Management Problems & Solutions: - Kishore Ravi M (Taxman Allied Service (p) Ltd.)
8. Fundamentals of Financial Management: - Chandra Prasanna (Tata McGraw Hill Publishing Co. Ltd.)
9. Management Accounting & Financial Management: - Arora M N (Himalaya Publishing House Pvt. Ltd.)
10. Financial Management :- M R Agrawal (Garima Publication, Jaipur)
11. Financial Management :- P V Kulkarni , B G Sathyaprasad (Himalaya Publishing House)
12. Financial Management :- Dr. R. S. Kulshrestha, Prof. Sanjaykumar Shrivastava, Dr. Ghanshyam Mishra (S B P D Publishing House)

## Paper IV

### Business and Industrial Laws

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

**Unit II: The Companies Act (1956)** - Definition & characteristics of a company, Company distinguished from partnership, Kinds of Companies, Provisions relating to incorporation, lifting the Corporate Veil.

**Unit III:** Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Concept of Prospectus.

**Unit IV: Indian Contract Act (1872)** - a) Definition (Sec.2) b) Essential elements of a valid contract c) Competency to enter in contracts (Sec. 11 & 12).d) Consent - Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23).Void Agreement (sec 24-30) f) Consequences of breach of contract (sec73-75).

**Unit V: Labour Legislations & ILO** - Nature, Scope, character growth & development of labour legislation In India, Legislation & the constitution of India; Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations

**Unit VI: Normative Labour Legislations** - Factories Act, 1948, Bombay shop & Establishment Act 1948, Wage Legislation - Minimum wages Act, Industrial Relations Legislations - Trade Union Act 1926, Industrial Dispute Act 1947.

#### Suggested Readings

1. Bare Acts- Govt. or Private publication
2. Mercantile Law - Shukla - 30<sup>th</sup> Ed. - S. Chand & Co.
3. Business Law- N. D. Kapoor - S. Chand & Co.
4. Company Law - Singh Avtar, 11<sup>th</sup> Ed., Estern Book Co., Lukhnow
5. Business Law - M. C. Kuchhal, 2<sup>nd</sup> Ed., Vikas Publication House, New Delhi
6. Industrial Jurisprudence & Labour Legislation by A.M. Sarma, 9<sup>th</sup> revised edition - Publisher: Himalaya Publishing House
7. Labour Laws --- Taxman's

## Paper V

### Statistical Methods for Business

**Unit I: Descriptive statistics** - Definition, functions, scope and role of statistics in business, Importance of statistics, distrust and limitations of statistics.

**Unit II: Presentation of statistical data** - classification; tabulation; frequency distribution; diagrams & graphs.

**Unit III: Statistical average** - importance and requisites of a good statistical average; types of averages - arithmetic mean, median, mode, geometric mean and harmonic mean, weighted average, relationship amongst different averages.

**Unit IV: Dispersion** - meaning and significance of dispersion; methods of measuring dispersion - range, quartile; mean deviation, standard deviation, Co-efficient of Skewness, Lorenz Curve.

**Unit V: Correlation and Regression (Simple)**- Types of correlation, Calculation of Co-efficient of Correlation for Simple Series, Calculation of Co-efficient of Correlation for Continuous Series; Regression Equation of X on Y, Regression Equation of Y on X

**Unit VI: Quantitative Techniques** - An introduction: Classifications of quantitative techniques; applications of quantitative techniques to business and industry; limitations of quantitative techniques.

**Numerical shall be based on Unit II, Unit III, Unit IV and V.**

**Reference Books:**

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

## Paper VI

### Research Methodology

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

**Unit II: Research Design** - Features of good Design, Types of Research Design, **Sampling Design** - Steps in sample Design, Characteristics of a good sample Design, Probability & Non Probability sampling.

**Unit III: Measurement & scaling techniques** - Errors in measurement. Test of sound measurement, Scaling and scale construction technique.

**Unit IV: Methods of data collection** - Primary data - questionnaire and interviews; Collection of secondary data;

**Unit V: Processing of data** - Data coding; Editing and Tabulation. Use of computer and Information technology in data collection,

**Unit VI: Interpretation of data** - Techniques of Interpretation, Report writing, Layout of a project report, preparing research reports.

#### **Suggested Readings:**

1. Zikmund : Business Research Methods, (Thomson Learning Books)
2. Marketing Research, G C Beri third edition (McGraw Hill)
3. Dwivedi – Research Methods in Behaviourial Science (Macmillan)
4. Bennet, Roger : Management Research, ILO, 1993
5. Salkind, Neil J. : Exploring Research, (Prentice - Hall, 1997)



## Paper VII

### Environmental Management

**Unit I: Introduction to Environment Management** - Definition, Scope & importance, Need for public awareness- institution in environment, People in environment, Fundamentals- sustainable development, Unsustainable to sustainable development.

**Unit II: Natural resources** - Renewable and non renewable resources, and associated problems, Role of an individual in conservation of natural resources; equitable use of resources for sustainable life cycles; Preserving resources for future generation, the rights of animals.

**Unit III: Air Pollution:-** Definition Air pollution, causes, effects & control, Green house effect, pollution: Vehicles, Industry households, Global warming, Ozone layer depletion, effects & remedies, Role of individual and institution in preventions of Air pollution.

**Unit IV: Water and marine Pollution** - Definition water pollution, causes, effects & control; Management of water: Hard & Soft water, contaminants, Acid Rains; Pollution by sewerage, industry runoff degradation due to biological changes; Sea water pollution & degradation of Marine; Role of individual and institution in preventions of water & marine pollution.

**Unit V: Human population & environment** - Global population growth, variations among nations. Population explosion, Family welfare Programmes-methods of sterilization; Urbanization, Environment & human health-climate and human health, infectious diseases, water related diseases, risk due to chemicals in food, Cancer and environment.

**Unit VI: Social issues and environment** - Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Conservation: energy, water, forest, soil, strategies for conservation; Environmental ethics- issues and possible solutions.

#### Suggested Readings

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

# BBA THIRD YEAR

## Paper I

### Entrepreneurship Development

**Unit I: Entrepreneurship** - Creativity and Innovation, Relationship with the Economic Development, Barriers to Entrepreneurship (Factors affecting Growth of Entrepreneurship), Theory of Achievement Motivation, McClelland's Experiments, Women Entrepreneur's.

**Unit II: Entrepreneurship Trends** - Strategic Management, Forms of Ownerships, Franchising, Mergers and Acquisitions, Types of Entrepreneurship.

**Unit III: Business Idea** - Identifying & Developing Entrepreneurial Potential, Business Ideas Generation Process, Evaluation of Business Idea.

**Unit IV: Location and Layout Decisions** - Location decisions for Manufacturing, Retail and Services Business, Layout and Design Considerations, Build, Buy or Lease Decisions.

**Unit V: The Industry and Ancillarization** Entrepreneurship & Industry, Ancillarization, Ancillarization in India, Ancillaries & Industrial Development, Ancillary Opportunities in different Economic Sectors: Agro Industries, Global Aspect of Entrepreneurship.

**Unit VI: Entrepreneurial behaviour** - Techno economics innovation and entrepreneurship, Socio-psychological factors influencing entrepreneurship development.

#### Suggested Readings:

1. Entrepreneurship 6th edition. Robert D Hisrich , Tata McGraw-Hill.
2. Kuratko- Entrepreneurship – A Contemporary Approach, (Thomson Learning Books)
3. Small-Scale Industries and Entrepreneurship. Desai, Vasant (2003). Himalaya Publishing House, Delhi.
4. Chary – Business Gurus speaks ( Macmillan)
5. S.S. Khanka - Entrepreneurial Development (S. Chand & Co.)

## Paper II

### Production and Operations Management

**Unit I: Introduction-** Nature, Scope, Importance and Functions Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems–quality–mass customization, Contribution of Henry Ford, Deming, Crosby, Taguchi.

**Unit II: Production Design-** Definition, Importance, Factors affecting location & layout, Principles and Types of Facilities Layout, Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations, principles and types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

**Unit III: Production Planning and Control-** Importance and Functions of Production Planning & Control.

**Capacity Planning :** Concept and overview of aggregation demand and capacity options and strategies in production and services, capacity and value, financial impact of capacity decisions, aggregate planning types and procedure, capacity requirement planning.

**Unit IV: Material Management -** Materials Planning Budgeting and Material Requirement Planning; Purchase Management; **Stores Management-** Functions, Centralized Vs Decentralized stores, role of codification; **Maintenance Management concepts -** factors affecting design of material handling system,

**Unit V: Material Planning and Inventory Control-** Objectives, basic concepts, p-system, q-system, EOQ, maxima, minima, reorder point, buffer stocks, selective inventory classification models,

**Unit VI: Latest Concepts-** Modern concepts in Production & Materials management and Japanese contribution to world class quality manufacturing like single piece flow, JIT, KANBAN, SMED, CAD, CAM, KAIZEN, POKA YOKE, Right First Time, Zero Defects.

**Numerical shall be based on Unit III and Unit IV.**

#### **Suggested Readings:**

1. Operations Management by Shridhar, Himalaya Publishing House
2. Operations Management Nair : TMH
3. Production and Operations Management, Adam & Ebert , Prentice Hall India
4. Operations Management by Chary ,Mcgraw Publications, 4<sup>th</sup> edition.
5. Warehouse Management and Inventory Control, JP Saxena, Vikas Publications

## Paper III

### Office Management

**Unit I: Office Management** - Meaning, Functions and importance of office management, principles of office management, Functions and relations of office with other departments. Poor and good organization Departments -Flow of Work -Organization Charts and manual.

**Unit II Office Managers:** Qualifications and Qualities, authorities and responsibilities, meanings and types of secretaries, qualifications, qualities, duties of secretaries.

**Unit III: Administrative arrangements and physical conditions** - Centralization and Decentralization of Office services - Office Accommodation and Layout -Office Furniture - Meaning of Various terms - Basic pattern of work -Sub-division - Standardization and Standards - Work Measurement and control

**Unit IV: Office equipments** - Reproduction equipments - Typewriter - Duplicators - Photo Copier - Franking Machine - Communication Equipments - Dictaphone - Intercom - Telephone - Telex - Teleprinters - PABX - PBX - STD - Storage equipments - Filing Cabinets - Time Clocks - Use of Computers in Office Management

**Unit V: Office System** - Procedure - Routine - And methods - Paper work in office Filing functions - essentials of good filing systems - Central vs. Departmental Filing classification - Methods of filing Old and Modern - Micro filing - Indexing Types.

**Unit-VI: Mail service and communication** - Office Correspondence - Central vs. Departmental Correspondence - Handling Mail - Postal Services - Postbag and Post Box Numbers - Registered and Insured Posts - VPP Communications - Oral written - Internal and external communication - Records Management Types.

#### **Suggested Readings:**

1. Office Management and procedure by RK Sharma and shashi gupta, sushil nair, Kalyani Publications
2. Manual of Office Correspondence by BN Tandon, S.chand
3. Office Management by PK Gupta
4. Pillai R.S.N, Bhagwathi. V - Office Management, S.chand
5. Denyer JC - Office Management
6. Hicks CB and Place L - Office Practice and Management
7. Littlefield CL and Peterson RL - Modern Office Management

## **Paper IV**

### **Business Ethics**

**Unit I: Ethics** - An introduction, Concept of ethics, Values & Ethics – Meaning & Types of Values, Ethical Action–Morals, Morality, Moral development pyramid, Beliefs, Religiousness and Law.

**Unit II: Ethical Decision Making** - Normative Framework –Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness.

**Unit III: Business Ethics** - Ethics in Business – Myth & Reality, The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India.

**Unit IV: Organizational Ethics** - Organizations& Organisation culture, Types of Organization, Corporate code of ethics – Formulating, Advantages, implementation Professionalism and professional ethics code.

**Unit V: Business & Society** - Business & its stakeholders, Social Responsibility – Concept of CSR, Public Policy approach & role of NGO, Environmental Ethics – concerns and issues.

**Unit VI: Corporate Governance** - Objectives, issues, features, Corporate Governance codes – Cadbury report, CII recommendations, Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading.

#### **Suggested Readings:**

1. Business Ethics – Concept & Practice - B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Business Ethics. by Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
5. Business Ethics, C S V Murthy, Himalaya Publishing House

# ELECTIVE: FINANCIAL MANAGEMENT

## Paper I:

### Indian Financial System

**Unit I: Components of formal financial system**, Functions, Financial system design, Nature and role of financial institutions and financial markets, financial system and economic growth, Pre and post reform scene in financial markets.

**Unit II: Money Markets** - Treasury Bills and types, Commercial papers, Commercial bills, Certificate of deposit, Call / Notice money market, Money market intermediaries, Money markets and monetary policies in India, overview of money markets.

**Unit III: Capital Markets** - History of Indian capital markets, Capital market scams, Reforms in capital markets, Primary Markets - free pricing, book building, Private placements, Secondary Markets - Organization, membership, and management of stock exchanges, Listing, trading, clearing and settlement mechanism, Listing categories, BSE, NSE, OTCEI, ICSEI, measures to boost liquidity in the secondary market, reforms in secondary markets and its impact, Internet trading.

**Unit IV: Debt Markets** - Introduction, History of Indian debt market, Debt market participants, Primary and secondary segment, The private Corporate debt market, The public sector undertaking bond market, The government securities Market, Issuance mechanism - auction, sale, private placement; Trading system, SGL A/c, PD system, steps to develop debt markets.

**Unit V: Financial Regulation** - SEBI - Management, powers and functions, Investor protection measures, achievements, JPC on SEBI; RBI - objectives, organization, role.

**Unit VI: Financial Services** - Meaning, need and importance, Miscellaneous Financial services: Factoring, Securitization of debt, Plastic money, Venture Capital, Credit rating.

#### Suggested Readings

1. Financial Markets & Services E. Gordon & K.Natarajan 2007 Himalaya Publishing House
2. Banks & Institution Management (A new Orientation), 2006, Vasant Desai, Himalaya Publishing House
3. Indian Financial System by M Y Khan Tata McGraw Hill
4. Indian Financial System by Bharti V. Pathak, Pearson education
5. Capital management, V.A.Avadhani, 2007, Himalaya Publishing House

## Paper II

### Principles & Practice of Banking and Insurance

**Unit I: Principles of Banking** - Definition of bank, creation of money, Present structure of commercial banking system in India, Brief history; functions, Working during 1947-1990 and thereafter, Forms of banking - unit banking, branch banking, Group banking, Chain banking, Satellite and affiliate banking, Correspondent banking, Managerial functions in banks.

**Unit II: Management of deposits and Advances** - Deposit mobilization, Classification and nature of deposit accounts, advances, Lending practices, types of advances, principles of sound bank lending, preparation of reports, credit plans, Planning customers, Limits of credit, Security.

**Unit III: Investment management** - Nature of bank investment, Liquidity and profitability, preparation of cheques, bills, endorsements, government securities, Documents of title off goods railway receipt, bill of lading, Book debts, securities government and commercial.

**Unit IV: Insurance Basics** - Insurance Vs. other savings and investment options, tax benefits under insurance policies, life cycle needs including solutions, matching of customer needs and requirements to available products, Comparison between different products offered vis-à-vis chargeable premium and coverage, Including proposal form and other relevant forms, policy contract.

**Unit VI: Life Insurance Products** - Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different type of insurance products - whole life products, interest sensitive products, term assurance annuities, endowment, assurance.

**Unit VI: Medi-Claim and health insurance products** - Different types of products available in the market, Salient features, Tax treatment, Operations and other procedures involved in claim settlement.

#### Suggested Readings

1. Principles of Bank Management by Vasant Desai, Himalaya Publishing house, Delhi
2. Basics of Banking & Finance, Dr.K.M.Bhattacharya, Himalaya Publishing House
3. Banking Theory, Law & Practice, Gorden & Natrajan, Himalaya Publishing House
4. Banking Theory & Practice, Dr.P.K.Shrivastava, Himalaya Publishing house, Delhi
5. Insurance & Fisk Management , Dr.P.K.Gupta Himalaya Publishing House

# ELECTIVE SUBJECT: MARKETING MANAGEMENT

## PAPER I

### Integrated Marketing Communication

**Unit I: Marketing Communication** - Introduction to Marketing Communication Concept; Elements of Marketing Communications; Unifying the Appeal and the Message across the promotion-mix components.

**Unit II: Integrated Marketing Communication** - Role of IMC in Marketing and Brand Management; How Marketing Communication Work; Setting IMC objectives.

**Unit III: Communication and Branding** - Marketing Communications Functions, Brands, and Integrated Marketing Communication, Integrated Marketing Communication Partners and Industry, Organisations; Using Advertising and Promotion to Build Brands; Brands and Stakeholder Relationships; Basic Marketing Communication Strategies for Building Brands; Integrating the Brand Communication Process; Customer Brand Decision Making.

**Unit IV: Research Methods and Applications** - Role and Relevance of Research in Communication; Types of Research and the Research Process; Advertising Research; Positioning Research, Target Market Research, Pre-test Research and Audience Research.

**Unit V: Integrated Marketing Communication and Micro-Marketing** - Segmenting, Targeting, and Positioning. Data-Driven Communication; fostering word-of-mouth; Opinion Leaders, Reference Groups

**Unit VI: Creating, Sending, and Receiving Brand Messages**-Integrated Marketing, Communication Creative Concept and Messages; Message Execution; Integrated Marketing Communication, Broadcast, Out-of-Home, Product Placement Media; Internet and e-Commerce Media; Integrated Marketing Communication Media Planning.

#### Suggested Readings:

1. Integrated Marketing Communications, Pickton, D. and Broderick, A. - Prentice Hall.
2. Principles of Advertising and IMC, Duncan, Tom. - McGraw Hill.
3. Using advertising and promotion to build brands, Blyth, J. -Pearson
4. Advertising management by Jethwaney -Pub by Oxford.
5. Building the Indian Brand, Kapoor -MacMillan

## Paper II

### Retail Marketing Management

**Unit I: Introduction to Retail Management** - Retail & Retailing – definitions, Meaning of Retail Mix, Growth of Retail Industry, Factors responsible for changes in retailing, Challenges & Opportunities to Retail Industry.

**Unit II: Store Retail Formats** - Independent/ Stand alone outlet, Convenience Store, Supermarket, Discount Store, Off-price retailer, Department Store, Corporate chains, Consumer co-operatives, Shopping malls, Hypermarkets, Catalogue showroom, Franchising.

**Unit III: Non-store Retail Formats** - Multi-Level marketing, e-tailing, Tele-shopping, Automatic Vending Machines, Direct Mail Marketing.

**Unit IV: Retail Planning** - Retail Planning Process, Retail Finance, Location Selection Decision, Lay-out Planning.

**Unit V: Studying Consumer Behaviour & Other Related Issues in Retailing** -Understanding Consumer Behaviour, Cultural & Social Group influence on Consumer Purchase Behaviour, Consumerism & Ethics in Retailing.

**Unit VI: Strategic Issues in Retailing** - Development of Retail Brand, Implementation of CRM, Retail Pricing, Financial Implications of Retail Strategy, Retail Supply Chain.

#### **Suggested Readings -**

1. Retailing Management Text & Cases - Swapna Pradhan (Tata McGraw-Hill Publication)
2. 3. Retail Management - Burman, Evans (A strategic approach , 9th edition PHI)
4. Managing Retailing - P.K. Sinha (Oxford)
5. Retail Management - C. Bajaj (OUP)
6. Information Technology for Retail, - Joshi (Oxford)
7. Retail Management – Suja Nair ( Himalaya Publishing)

# ELECTIVE SUBJECT: HUMAN RESOURCE MANAGEMENT

## Paper I

### Performance Management & Compensation

**Unit I: Compensation Planning** - Concepts, Nature and objectives of Compensation, Wages, Wage Fixation, Wage differentials, legal Status of Wages (basics), Wage Plans - Rowan /Halsey.

**Wages - Variable Compensation and Supplementary Compensation** - Perks, Fringe Benefits, Pay for Performance - Incentives.

**Unit II: HR Accounting** - Introduction, Cost of Recruitment, Remuneration, Investments in Organizational HR, Return on Investment in HR.

**Competency Mapping / Workflow Mapping** - Concept, Practical Application, Implementation

**Unit III: Performance Management System** - Introduction, Objectives, Tools, Methods of PA, Graphic Rating Scales, BARS, Alternation Ranking, Forced Distribution Method, Critical Incident Method, MBO, Assessment Centers, Group Appraisal; 360 deg Feedback, Appraisal Interview; Performance Planning and Potential Appraisal - Trait Based, Behavior Based and Result Based, Pitfalls.

**Unit IV: Career Management** - Career Development Plan - Employee's and Employer's Role, Career Anchors, Nature of Careers, Career Problems - Low ceiling Careers, Career Mapping, Career Counseling, Succession Planning.

**Unit V: HR Scorecard / Balanced Scorecard** - Introduction, Concept, Structure, Practical Application.

**Unit VI: Ancillary Topics** - Goal Setting, Promotions and Transfers; Separations- Retirement, VRS, Deputation, Death, Retrenchment, Pink Slips, Competency Mapping, Employee Manual / PPP Handbook.

#### Suggested Readings

1. Human Resource Management, by Snell / Bohlander Publication - Thomson
2. Compensation by Milkovich & Neman, 8 th edition. Publication - McGraw -Hill
3. Human Resource Management, by Gary Dessler Publication - Thomson
4. Accounting Practices in HRM by M. Kolay
5. Managing Human Resources by Monappa Publication - Macmillan

## **Paper II:**

### **Training & Development Practices**

**Unit I: Human Resource Demand & Supply** - Demand Analysis, Models & Techniques of manpower demand forecasting, Status of existing manpower, Requirement of manpower in relation to Technological advancement, Sources of supply of manpower.

**Unit II: Training and Development** - What is training? Nature of training, Significance of training, Importance of training, Scope & Objectives of training, Benefits of training, Philosophy of training.

**Unit III: Training Need Analysis** - Identification of training needs, Environment for training, Areas of training, Responsibilities for providing training, Training Calendar, Facilities for training.

**Unit IV: Training Design** - Perspectives for Designing Training, Designing a training programme, Objectives, components and methods of training designs, Training Process, Training of trainers (TOT).

**Unit V: Training Methods and Techniques** - Approaches to Training, On the Job Training & Off the Job Training, Training Methodology - Case Study, Management Games, Brain Storming, Role Play, In- Basket exercises, Group Discussion; Teaching aids and techniques, Audio-visual aids, Cross cultural training.

**Unit VI: Skills of an Effective Trainer** - Communication skills, Knowledge, Training styles, Power of Body Language, Developing creativity.

#### **Suggested Readings**

1. Personnel Management and Human Resources - N.C. Jain & Saakshi (Allied Publisher)
2. Effective Human Resource Training and Development Strategy - Dr. B. Rathan Reddy Publication - Himalaya Publication House
3. Human Resource and Personnel Management - Text and cases, K. Aswathappa, Publication - McGraw-Hill Publishing co. ltd
4. Human Resource Management , Tenth Edition, Gary Dessler, Publication- Pearson Education
5. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education

## ELECTIVE: MANAGEMENT OF SERVICE SECTOR

### Paper I

#### Introduction to Service Sector

**Unit I: Concept of services** - What is services, Reasons for the growth of service economy, Goods Vs Services, Competitive trend in new millennium, Future of service sector.

**Unit II: Service** - Nature & characteristics and strategies, Characteristics of services, Intangibility, Inseparability, Variability, Perishability, Heterogeneity, Ownership, Marketing Mix and strategies in Service Marketing, Product decisions, pricing strategies, Promotion of services, Placing or Distribution methods of services, People Physical Evidence, Process, Service vision & Strategies: Includes Advertisements, Branding, Packaging of Services.

**Unit III: Service Quality** - Impact of service Quality, Approaches to service Quality, Ten original dimensions of Service Quality, How to improve service Quality, Service quality information systems, Benchmarking and certification.

**Unit IV: Service Consumer Behavior/Customer Retention & Relationship Marketing** - CB-Services, Facts & Importance of CB in services, Evolution of Relationship Marketing, Enhancement of Internal & External relationships, Customer Retention (Operations, Delivery System).

**Unit V: International Marketing of Services** - Elements of Global Transnational, International Branding & Advertising, Industry Globalization drivers, Problems connected to Marketing, 10-P models of Global Strategies Management.

**Unit VI: Elements of customer services and identifying them** - Marketing challenges in services business; Classification of services; End user, Profit orientation, Services tangibility, People based services, Expertise.

#### Suggested Readings -

1. Services Marketing and Management - B. Balaji (S. Chand and Co. Ltd. New Delhi)
2. Service Marketing - Vasnti Venugopal Raghu V. N. (Himalaya Publishing House)
3. Service Marketing - S.M. Jha (Himalaya Publishing House)
4. Customer Driven Service Management - S. Balchandran (Sage Publications India Pvt. Ltd.)
5. Services Marketing Operations & Management - V. Jauhari (Oxford)
6. Marketing of Services - G. Apte (OUP)
7. Services Marketing - Ravi Shankar (Excel Books)

## Paper II

### Management in Service Industry

**Unit I: Hotel Industry:** Marketing of Hotel & Tourism Services, Concept of Hotel & Tourism Services; Market mix of Hotel & Tourism services, Hotel & Tourism marketing in Indian perspective;

**Unit II: Hospital Management** - Hospital: Introduction, Concepts of Healthcare, Types of Hospital, Various aspects of Management in Hospitals: Planning, Organizing, Recruitment, Marketing, Finance, Quality Management, and Accreditation of Hospital: Need and Importance of various bodies involved.

**Unit III: Marketing of Transport services** - Introduction, Concept, Users, Consumer Profile, Marketing Mix elements for marketing of Transport.

**Unit IV: Rural Marketing** - Rural India as an untapped market, Characteristics of rural marketing (Large in size, Scattered, Seasonal, Irregular demand, Backwardness, Low exposure to modern world etc.) Product mix for rural market – Marketing of manufactured consumer goods as well agricultural inputs in rural market.

**Unit V: Marketing of Insurance & Banking Services-** Concepts of Insurance & Banking Services, Marketing mix of Insurance & banking services, Insurance & bank marketing in Indian perspective,

**Unit VI: Role of IT in Services-** Introduction to ITES (Captive / Third Party BPO's and KPO's) and CRM (e-CRM, CRM in Banking and Financial Services)

#### **Suggested Readings:**

1. Services management & Marketing – D.Balajee -S.Chand and company
2. Services Marketing by Govind Apte Jha -Publisher: Oxford University Press.
3. Services Marketing by S.M.Jha -Publisher Himalaya Publishing Company.
4. Services Marketing integrating customer Focus acrbypass the firm by Valarie A. Zeithaml -Publisher: McGraw Hill.
5. Marketing Management:-S V Ramaswamy & S Namkumari - Macmillan India Ltd.
6. Hotel Front Office - Tewari Jatashankar (Oxford)
7. Hotel Housekeeping - G. Raghubalan, 2 Ed. (OUP)
8. Tourism Operations & Management - S. Roday (Oxford)
9. Hospital Management – S.M. Jha ( Himalaya Publishing House)
10. Hospital Supportive Services – Sangeetha Natrajan (Excel Books)
11. Travel & Tourism Management – V.V. Vara Prasad (Excel Books)

# Guidelines for Project Work

## Objective

Every student will be assigned a project in BBA-III and it will be pursued by him/her under the supervision of an internal supervisor. The objective of the Project Course is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical framework.

## Type of Project

The Project may take any one of the following forms:

- i) Comprehensive case study (covering single organization/multifunctional area problem, formulation, analysis and recommendations)
- ii) Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- iii) Evolution of any new conceptual / theoretical framework.
- iv) Field study (Empirical study).
- v) Software analysis, Design and solutions for organisational achievement ( Applicable to IT)

## Selection of Project Topic:

- Project topic has to be selected with respect to the programme of study and area elected by the student.
- Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. The topics should be designed meticulously. It can be designed like “Employee Welfare Measures” – A case study of XYZ Ltd.
- Project selection has to be made in consultation with the supervisor who will act as a Project guide for the student.

## Scope of Work

The student is expected to carry out following activities in the project:

- 1) Prepare a synopsis and get it approved by the supervisor as assigned by the respective Institutes.
- 2) Undertake a detailed literature survey on the subject matter.
- 3) Make relevant data collection/observation.
- 4) Consult experts of the field.
- 5) Visit related organizations/institutions/industries.
- 6) Compile data in proper format.
- 7) Make proper conclusion/recommendations.

- 8) Prepare a Project Report.
- 9) The volume of the project-report should be ranging from 60-80 pages.
- 10) Obtain approval of Project Report by project supervisor
- 11) Submit two hard bound copies of the Project Report at the Institute.
- 12) Submission of the Project Report shall be one month prior to the date of the commencement of the Examinations for BBA-III

### **General Format of the Report**

The project report should preferably be written in the following format:

- a) Executive Summary
- b) Introduction to topic
- c) Research Methodology
- d) Analysis and Findings of the study
- e) Conclusions and Recommendations of the study
- f) Bibliography
- g) Appendices - to include questionnaire, if any

### **Examination and Evaluation**

Project is to be treated as a paper of study of the BBA-III comprising of 100 marks. The external assessment shall be done on the basis of the project report and Viva Voce.

The Project shall be evaluated by an External faculty for 100 marks and of which 50 marks will be allocated to the Written Report Content and Presentation and 50 marks for Viva Voce. **The Project work shall be evaluated by internal and external examiners approved in the list of the University for 100 marks (as mentioned above) at the respective institute / college as per the scheduled fixed by the university.**

**The evaluation shall be made by the examiner on the following criteria:**

#### **For Written Report:**

- |   |     |
|---|-----|
| • Relevance of topic and the study undertaken | 30% |
| • Theoretical depth and support               | 20% |
| • Quality of work undertaken                  | 30% |
| • Preparation of Project Report               | 20% |

#### **For Viva Voce:**

- |             |     |
|-------------|-----|
| • Viva-Voce | 50% |
|-------------|-----|

### Absorption scheme for examinees of BBA old course

1. The students of the course immediately preceding the new course under this direction shall be given chance to appear for three more consecutive examination according to old syllabus.

The University shall conduct the examination of old course for three more consecutive examinations after the new scheme of examination is introduced as per following table:

| BBA Examination | Attempt-1   | Attempt-2   | Attempt-3   |
|-----------------|-------------|-------------|-------------|
| Year 1          | Winter 2014 | Summer 2015 | Winter 2015 |
| Year 2          | Summer 2016 | Winter 2016 | Summer 2017 |
| Year 3          | Winter 2017 | Summer 2018 | Winter 2018 |

The students are required to clear all their papers within the stipulated time. The students clearing all the papers of old scheme of Examination shall be awarded Degree according to old scheme of Examination.

Those students who are required to clear their course in three consecutive attempts as per this clause but failed to do so will be required to appear afresh in the course provided under this direction.

2. The absorption of the students of old course referred above shall be made to the new course in the following manner:

| Absorption to BBA Course | Condition   |
|--------------------------|---|
| Year I                   | Candidate is unable to clear one or more papers or subjects of Year I examination of the old course in the number of attempts as per this direction. The student shall be required to appear afresh in all the subjects of Year I of the new scheme of examination. The student can claim exemption from only equivalent papers or subject in which they may have passed as per the scheme given in this direction. |
| Year II                  | Candidate should have cleared all papers of Year I of the old syllabus. The student shall be required to appear afresh in all the subjects of Year II of the new scheme of examination. The student can claim exemption from only equivalent papers or subject in which they may have passed as per the scheme given in this direction.   |

|             |   |
|-------------|---|
| To Year III | Candidate should have cleared all papers of Year II of the old syllabus. The student shall be required to appear afresh in all the subjects of Year III of the new scheme of examination. The student can claim exemption from only equivalent papers or subject in which they may have passed as per the scheme given in this direction. |
|-------------|---|

3. The equivalence & exemption of subjects for the students absorbed in the new course shall be as follows:

| Sr.No. | Year   | Name of Papers as per old course                 | Name of the paper as per new course         | Equivalence & exemption |
|--------|--------|--|---|-------------------------|
| 1.     | Year I | English  | English and Business Communication          | Yes                     |
| 2.     |        | Principles of Management                         | Principles of Management                    | Yes                     |
| 3.     |        | Business Economics                               | Business Economics                          | Yes                     |
| 4.     |        | Foundation of Human Skills and Cultural Heritage | Foundation course in organization Behaviour | Yes                     |
| 5.     |        | Financial and Cost Accounting                    | Financial and Cost Accounting               | Yes                     |
| 6.     |        | Computer Application for Business                | Computer Application for Business           | Yes                     |
| 7.     |        | Principles of Marketing Management               | Principles of Marketing Management          | Yes                     |
| 8.     |        | Human Resources Management                       | Human Resource Management                   | Yes                     |

|     |          |  |  |     |
|-----|----------|--|--|-----|
| 9.  | Year II  | Management Accounting and Financial Management | Management Accounting & Financial Management | Yes |
| 10. |          | Business and Industrial Laws                   | Business and Industrial Laws                 | Yes |
| 11. |          | Environment Management                         | Environmental Management                     | Yes |
| 12. | Year III | Entrepreneurship Development                   | Entrepreneurship Development                 | Yes |
| 13. |          | Elective Subject: Financial Management         | Elective Subject: Financial Management       | Yes |
| 14. |          | Elective Subject: Human Resource Management    | Elective Subject: Human Resource Management  | Yes |
| 15. |          | Elective Subject: Marketing Management         | Elective Subject: Marketing Management       | Yes |
| 16. |          | Project Work                                   | Project Work                                 | Yes |

The University examination & Internal examination marks awarded in the equivalent subjects of the BBA old course shall be carried in the mark sheet of the BBA new scheme of examination.

4. The above absorption scheme of B.B.A. shall be effective till the introduction of new Syllabus.

