

Bachelor of Business Administration (BBA)		
Papers	Name of Papers	IA – UE
FIRST YEAR		
Paper-I	Principles of Management	20-80
Paper-II	Organisational Behavior	20-80
Paper-III	Managerial Economics	20-80
Paper-IV	Indian Business Environment	20-80
(Subsidiary)		
Paper-I	Business Communication-I	20-80
Paper-II	Computer Application	20-80
SECOND YEAR		
Paper-V	Management Information System	20-80
Paper-VI	Cost and Management Accounting	20-80
Paper-VII	Business Laws	20-80
Paper-VIII	International Business Environment	20-80
(Subsidiary)		
Paper-I	Business Communication-II English	20-80
Paper-II	Computer Application	20-80
THIRD YEAR (FINAL)		
Paper-IX	Financial Management	20-80
Paper-X	Marketing Management	20-80
Paper-XI	Human Resource Management	20-80
Paper-XII	Project Report Viva Voce and on the Job Training	100
LA = Internal Assignment		
U.E = University Examination		

First Year

PAPER-I

Principles Of Management (PM)

1. Definition and Scope of Management, Management Vs Administration, Role and functions of Manager.
2. Development of Scientific school of thought.
3. Business Planning, classification, elements in planning, determinants of effective planning.
4. Decision Making and its process, organisation, types, merits and demerits.
5. Delegation of authority, merits and demerits.
6. Power, Authority influence, definition, classification and elements.
7. Authority: types and effectiveness.
8. Motivation-concept and importance
9. Communication-Ways, Means and Barriers in communication.
10. Control - need, methods and types.
11. Business Ethics, Corporate culture.

Reference Books :

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|----------------------|--|
| 1. R.S. Davar | - The Process of Management |
| 2. Koontz & O'Donnel | - Essential of Management |
| 3. L. M. Prasad | - Principles and Practices of Management |
| 4. Tripathy | - Principles of Management |
| 5. C.B. Gupta | - Business Management. |

PAPER-II

Organisational Behavior (OB)

1. Introduction - Meaning of :O.B. and its relevance, factors influencing OB
2. Organisational climate, morals and its management, organizational effectiveness.
3. Individual Behavior in organization, and its determinants.
4. Leadership - concept, leadership emergence theory, style, its functions.

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5. Motivation and its types, Concept, Hierarchy, The expectancy model of motivation, Achievement Motives.
6. Stress Management, Nature of Job stress, consequences of Job stress, Management of Job stress.
7. Group behavior in organization, group dynamics, types of groups, factors affecting group behaviour.
8. Leadership – concept of managerial leadership, Leadership emergence theory, style, and its functions.
9. Organisational change, factors influencing change, resistance to change, overcoming resistance.

Reference Books :

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| 1. Robbins | – Organisation Behaviour |
| 2. L. M. Prasad | – Organization Behaviour |
| 3. Keith Davis | – Human Behaviour at work |
| 4. A. R. Sharma | – Theories of O.B. |
| 5. Rao, Rao and Narayam | – Organisational Behaviour Tests and Cases |

PAPER-III

Managerial Economics (ME)

1. Managerial Economics – Need, importance and scope, its role in understanding business problems.
2. Micro and Macro economics, Normative and Positive economics, Important terminologies, Time element in Economics.
3. Consumer behaviour–Demand analysis–determinants of demand, Utility analysis, indifference curve technique and its applications, Elasticity of demand and its determinants, Demand Forecasting.
4. Production analysis – production function, concept of cost average – marginal & total cost U-shaped cost curve, Breakeven, laws of return, Law of variable proportion:
5. Theory of firm and market organization: Pricing under perfect competition, and monopoly, Pricing under oligopoly: demand curve and price leadership.
6. National Income and its measurement, Business cycle, inflation and depression.
7. Capital budgeting – concept, cost benefit analysis.

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Reference Books :

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|----|-------------------------|---|-------------------------|
| 1. | Varsheny and Mahashwari | - | Micro economics |
| 2. | Ferguson & Gould | - | Micro economics |
| 3. | A. Koutsoyianis | - | Modern Micro Economics |
| 4. | G.S. Gupta | - | Managerial Economics |
| 5. | P.L. Mehta | - | Managerial Economics |
| 6. | Sundram & Vaish | - | Principles of Economics |

PAPER-IV

Indian Business Environment

1. Definition, scope and classification of Indian Business Environment.
2. Social Environment – Social attitudes, culture and heritage Social responsibility of business, consumerism and consumer protection Act., Child Labour.
3. Legal Environment–Indian, Companies Act, MRTP, Regulatory Authorities – SEBI, IRAI, competition law, FEMA, Institutions– Trade mark, Patent Law, Intellectual property rights, Law of contract – concept and scope.
4. Economic Environment – Economic systems – capitalism, socialism and mixed economy – their merits and demerits Industrial Policy 1991 Capital market, Foreign Investment Promotion Board, International Economic Environment – WTO, Regional cooperation (SMRC)
5. Political Environment – Political system, Government and control of business, relevance of PSUs, Types of public Enterprises, – Parliamentary control of PSUs
6. Technological environment – Technology policies, technology transfer Large scale Vs Small and Medium Enterprise policy. Importance of small and Medium enterprises (SMEs)
7. Financial Environment–Role of RBI, Role of Commercial Banks, Rural Regional Banks. and cooperative Banks, Investment and Financial Institutions.

Reference Books :

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| 1. | Ashiwathapa | - | Business Environment |
| 2. | Adhikari | - | Economic Environment for Business |
| 3. | P. K. Ghosh | - | Business Environment |

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4. Dutt and Sundram – Indian Economy
5. S. Sankaran – Business Environment
6. Guru & Q. Ahsan – Public Enterprise
7. MC Shukla – Business organization
8. Srinivasan K. – Productivity and Social Environment

Subsidiary Subject-Paper-1

Business Communication-I

1. Essentials of Effective Business Communication in English, Barrier to Communication, Channels of Communication, Methods of Communication. Downward & Upward communication, informal and formal communication.
2. Group Discussion Presentation Techniques. (Practice)
3. Developing Reading, Listening, Writing and Speaking skills, (Practice)
4. Paragraph writing, Reporting, Precise & writing.
5. C.V. Preparation, different formats, elements of effective C.V.
6. Inter Office Document, Business letter writing (Sales Finance, Customers Service, Government) Effective Business Presentation.
7. Social and office Manners, Etiquette and group interactions.
8. Public Relation and Image Building, elements of public relations its role and importance in business world.
9. Presentations on Business environment and situation.

Reference Books :

1. Michael Swan – Practical English Usage (Oxford)
2. RC Sharma & K. Mohan – Business Correspondence and Report Writing
3. C. B. Gupta – Business Communication & Customer Relations
4. M M Monippally – Business Communication Strategies.
5. Jerome Kanter – Management oriented MIS
6. Addone Publishing – King's English

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Subsidiary Subject – Paper-2

Computer Application In Business-I

1. Fundamentals of Computers, Computer system as information Processing system, Types of computer system, Hardware option & devices.
2. DOS.
3. Window: Window Explorer
4. MS. Office – MS. word, Excel, Power Point
5. MS. Word –word processing, Editing, Formatting, Use of tools.
6. Power point presentation.
7. Basic idea of Local Area Network, wide Area network, Introduction to internet.
8. Data base Management system.

Reference Book :

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| 1. Sanders | – | Computer and Management |
| 2. Saxena | – | Computer Studies |
| 3. Galgotia | – | Computer Today |
| 4. Taxsali | – | PC Software made Simple |
| 5. Peterson | – | Operating System Concept |

Second Year

PAPER-V

Management Information System

1. Definition need and Role of MIS. Characteristics and significance of MIS Introduction to business system, Payroll, inventory control, financial AIC sales order processing, Manufacturing plants.
2. Decision Making – Simon's Model
3. Database Management, data processing, Evaluation & control of data processing, Personnel Admin– Data system, payment system.
4. Financial control Data system, Data system for Planning Design Methodology and Technique.

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5. System Design – Design Methods, Detailed System Design, Design Documentation.
6. Implementation & Evaluation: planning, organizing, testing and change over, Evaluation Approaches.
7. Strategic information system.

Reference Books :

1. D. P. Goyal (IMT) – Management Information System
2. Danis Olson – Management Information System
3. Gessford – Modern Information System
4. Jerome Kanter – Management Oriented Information system

PAPER-VI

Cost and Management Accounting

1. Definition, scope and Nature of cost accounting and Management Accounting.
2. Types of costing – Concept of Cost and Cost Accounting Scope, objective advantage and disadvantage.
3. Elements of cost – material cost – issue of material cost.
4. Preparation of cost sheet, methods of costing, process costing
5. Standard Costing and variance Analysis Material variance, Labour variances, Break even analysis, BE point, BE chart, uses of BE.
6. Reconciliation of cost and financial Accounts.
7. Financial Structure preparation of consolidated income statement, balance sheet.
8. Fund Flow and cash flow statements.
9. Concept of Budget, Types and control mechanism cash Budget, sales, production Budget zero – based budgeting, Performance Budgeting.
10. Contemporary Development in Accounting – VAT, Brand Valuation concepts.
11. Accounting Reports, their importance and significance, types of report presentation of information.

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Reference Books :

1. N. K. Prasad – Principles and Practices of Cost Accounting
2. S. P. Gupta – Management Accounting.
3. I. M. Panday – Management Accounting.
4. Manmohan and Goyal – Principles of Management Accounting.
5. B. Banarjee – Cost Accounting.

PAPER-VII

Fundamentals Business Laws, Taxation Insurance

1. Factory Act, shop and establishment Act, Trade Union Act, Negotiable Instruments.
2. Indian companies Act 1956, Joint Stock Co., Pvt. Ltd., Public Ltd.
3. Public Enterprises, Forms Public corporation, Government Companies Department Undertakings Joint Venture, Present Status.
4. Taxation – Corporate Tax, Capital gains Tax, Vat, Customs duty Excise Duty, Sales, Tax, Income Tax etc.
5. Insurance – need, types, role of public sector and private sector Insurance companies, Insurance Regulatory Authority.
6. Law of Trade Mark, patent law cyber law, copy right
7. Capital Market, Stock Exchange, Mutual funds, Fills, FII, (IDBI, FCI, ICICI) Role of Regulators in Money and Capital Market.
8. Information Technologies agreement, India and WTO, General Agreement on Trade and Service.

Reference Books :

1. Andely and Sundram – Public Economics and Public finance
2. Avtar Singh – Business Taxation
3. Saravanvel & Alam – Business Law
4. Nabhi Kr. Jain – Business Law
5. N. D. Kapoor – Elements of Mercantile law

PAPER-VIII

International Business

1. Justification, Meaning and need of International Trade, Gains from International Trade, Theories of Trade Comparative cost theory of international Trade.
2. Balance of Trade and Balance of payment. Tariff and Non Tariff barriers, Protectionism –vs– free trade
3. GATT, WTO, UNCTAD.
4. International financial Institution, IMF, IBARD, ADB, Euro Market. Regional Economic Cooperation (SAARC, ESCAP, ASEAN, AFTA)
5. Export Promotion, SEZ, Trading process and organization, product & pricing.
6. Multinational Corporations, advantages and disadvantages, MNCs and India
7. Foreign Exchange System, Restrictions & Convertibility, FEMA,
8. Direction and composition of India's Foreign trade, changing composition and pattern.

Reference Books :

1. S. R. Singh – International Economics
2. Sundram – International Business
3. R. Dutt & Sundram – Indian Economy

Subsidiary Subject – Paper-1

Business Communication – Paper-II English

1. Business Communication–Meaning Importance basic Models and elements of effective Communication in Business.
2. Parts of speech and Tense, Preposition,
3. Articles, Degree. Active & Passive Voices, Direct & Indirect speech.
4. Precise Writing, Report writing, Presentation, Picture composition.
5. Correct usage of word, Antonyms, Synonyms, Homonyms, Pun, Write appeals for sales promotion.

6. Writing Application – Business letters Job application notes of invitation, social letters personal letters office communication.
7. Elective Business Communication in English, oral presentation, interview and group discussion. and retelling story, public speech writing notice, messages.

Reference Books :

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|----------------------|---|---|
| 1. Michel Siwan | – | Practical English |
| 2. Hewings, Martins | – | Advanced English |
| 3. Sharma & Mohan | – | Grammer Business Correspondence and Report Writing. |
| 4. C. B. Gupta | – | Business Communication |
| 5. Wren and Martin | – | Grammer |
| 6. Addone publishing | – | King's English |

Subsidiary Subject–Paper–2

Computer Application in Business–II

1. EXCEL – Worksheet – Dynamic & sensitive worksheet, Error free worksheet, Access, Data organisaition, searching, Records, Files, index. :
2. M.S Outlook, concept application.
3. Internet operation, web related concept.
4. Internet Protocols, concept practices
5. Search Engines
6. E-Mails, FTP, Chatting, Conferencing, Introduction to Oracle Database, Query language–SQL

Reference Books :

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|------------------|---|--------------------------|
| 1. Sanjay Saxena | – | |
| 2. Tannenbaum | – | Computer Network |
| 3. Taxsali | – | PC Software made Simple |
| 4. Perterson | – | Operating System Concept |
| 5. Galgolia | – | Computer Today |

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Third Year (Final)

PAPER-IX

Financial Management

1. Meaning and Scope of financial management.
2. Basic accounting concepts – divisions of accounting – double entry book keeping – ledger and subsidiary books – cash book – purchase book – sales book – trial balance preparation of manufacturing trading profit and loss account and balance sheet.
3. Preparation of Fund flow and Cash flow statements – working capital management.
4. Financial Analysis – format for analysis – classification and interpretation of various items.
Ratio analysis – accounting ratios as means to measure business performance – classification of ratios – capital structure ratio – liquidity ratios – turnover ratios and profitability ratios – merits and limitations of ratio analysis – inter and inter – firm comparison.
5. Inventory control – Cost-Volume-Profit analysis – Standard costing.
6. Reporting – Budgeting and budgeting control – budgeting objectives – advantages and limitations – classifications of budgets – budget preparation.

(Note : 70% questions on problems and 30% on theory)

Reference Books :

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|--|------------------------|
| 1. Principles of Management Accounting | – Manmohan and Goyal |
| 2. Management Accounting | – Horengren |
| 3. Principles of Accounting | – Krishnaswamy OR |
| 4. Finance and Management Accounting | – S. N. Maheshwari |
| 5. Advanced Accountancy | – Shukla and Grewal |
| 6. Advanced Accountancy | – Gupta and Radhaswamy |

PAPER-X

Marketing Management

1. Marketing :- Nature Definition and scope of Marketing, Role of Marketing in Modern World.
2. Concepts – Production, Product, Selling Marketing & Societal Marketing, Marketing environment, Marketing Management and its environment.
3. Consumer buying behavior : Consumer decision making process, factors influencing buyer Behavior.
4. Market Segmentation, Segmentations, Targeting and positioning (STP)
5. Marketing Distribution Channels, types & advantages.
6. Product Decisions, types consumer and industrial goods, New product Life cycle of product, product Mix decisions, product portfolio analysis.
7. Pricing Decisions, Factors influencing pricing, pricing objectives and strategies.
8. Product Promotion, advertising, publicity personnel selling, sales promotion.
9. Sales forecasting, various methods & applications.
10. Market research, scope, methodology of MR, Reporting.

Reference Books :

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|-------------------|------------------------------------|
| 1. Philips Kotler | – Principles of Marketing |
| 2. Paul & Tull | – Marketing Research |
| 3. Saxena | – Marketing Management. |
| 4. Stanton | – Management of Sales Force |
| 5. Belch & Belch | – Advertising and Sales Promotions |

PAPER-XI

Human Resource Management

1. Nature and Scope of HRM, environment of HRM, Strategic HRM
2. New Trends in HRM in the light of Globalization.
3. HRM planning, Job analysis.
4. Placement and Induction, Transfer and Promotion, Training.
5. Job Analysis, Job description, performance appraisal, Job evaluation.
6. Wage & salary admn, incentives, motivation, benefits.
7. Recruitment, Selection, methods of selection, placement.
8. Induction – training, methods – technique and Training & Development.
9. HRM: Audit, and research Trade union, roec & importance of taefe union, workees participation in management. Industrial relation, concept, scope & importance of industrial relations.
10. Case study.

Reference Books :

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|-------------------|-----------------------------------|
| 1. Robbins | - Personal Management |
| 2. C. B. Mamoria | - Personnel Management |
| 3. R. S. Dawivedi | - HR and organizational Behaviour |
| 4. Grary Desster | - Human Resource Management |
| 5. Siyadain | - Human Resource Management |

PAPER-XII

Project Report Viva Voce and on the Job Training

After the 2nd year annual examination, each student shall undergo a practical training of 8 weeks duration in an. approved business / industrial service organization and submit at least two copies of the Summer Training Report to the Head of the Department at least 15 days before the date of commencement of the Final year examinations. This Summer Training Report shall carry 100 marks and it shall be evaluated for 60 marks by two external examiners to be appointed by the University and 40 marks shall be awarded on the basis of their internal assessment.

The students may undertake project on any specialized paper as per their choice.