

**P.G. Department of Commerce  
and Business Administration**

**SYLLABUS**

**For**

**BACHELOR IN BUSINESS ADMINISTRATION  
(BBA)**

**(Semester I - VI)**

**Session: 2016-17**



**KHALSA COLLEGE, AMRITSAR  
(An Autonomous College)**

**FACULTY OF ECONOMICS & BUSINESS**

## SCHEME OF COURSES

2016-17

### BBA SEMESTER – I

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page No.</b>	<b>Tutorials per week (T)</b>
BBA - 101	English (Compulsory)	40	10	-	50		-
BBA - 102	Punjabi Compulsory/Basic Punjabi	40	10	-	50		-
BBA - 103	Basic Accounting	40	10	-	50		2
BBA - 104	Business Organization and Systems	40	10	-	50		-
BBA - 105	Managerial Economics - I	40	10	-	50		-
BBA - 106	Computer Applications For Business -I	30	10	10	50		2
BBA - 107	Business Communication	40	10	-	50		-

**BBA SEMESTER – II**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page No.</b>	<b>Tutorials per week (T)</b>
BBA - 201	English (Compulsory)	40	10	-	50		-
BBA - 202	Punjabi Compulsory/Basic Punjabi	40	10	-	50		-
BBA - 203	Business Laws	40	10	-	50		-
BBA - 204	Principles of Management	40	10	-	50		-
BBA – 205	Managerial Economics - II	40	10	-	50		-
BBA - 206	Computer Based Accounting Systems	40	10	-	50		2
BBA - 207	Fundamentals of Banking	40	10	-	50		-

**BBA SEMESTER – III**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page No.</b>	<b>Tutorials per week (T)</b>
BBA - 301	English (Compulsory)	40	10	-	50		-
BBA - 302	Punjabi Compulsory/Basic Punjabi	40	10	-	50		-
BBA - 303	Statistics For Business	40	10	-	50		-
BBA - 304	Fundamentals of Human Resource Management	40	10	-	50		-
BBA - 305	Fundamentals of Marketing Management	40	10	-	50		-
BBA - 306	Indian Financial System	40	10	-	50		-
BBA - 307	Management Accounting	40	10	-	50		2
ESL - 221	Environmental Studies - I	-	-	-	50 (Qualifying)		-

**BBA SEMESTER – IV**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page No.</b>	<b>Tutorials per week (T)</b>
BBA - 401	English (Compulsory)	40	10	-	50		-
BBA - 402	Punjabi Compulsory/Basic Punjabi	40	10	-	50		-
BBA - 403	Financial Management	40	10	-	50		-
BBA - 404	Production and Operations Management	40	10	-	50		-
BBA - 405	Business Environment	40	10	-	50		-
BBA - 406	Operations Research	40	10	-	50		2
BBA - 407	Fundamentals of Insurance	40	10	-	50		-
BBA - 408	Seminar	-	-	-	50		-
ESL - 222	Environmental Studies - II	-	-	-	50 (Qualifying)		-

**BBA SEMESTER – V**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page No.</b>	<b>Tutorials per week (T)</b>
BBA - 501	English (Compulsory)	40	10	-	50		-
BBA - 502	Punjabi Compulsory/Basic Punjabi	40	10	-	50		-
BBA - 503	Company Law	40	10	-	50		-
BBA - 504	Entrepreneurship and Small Business	40	10	-	50		-
BBA - 505	Cost Accounting	40	10	-	50		2
	<b>Any ONE of the following Groups each having two papers</b>						
	<b>GROUP A:</b>						
BBA - 511	Consumer Behaviour	40	10	-	50		-
BBA - 512	Advertising and Sales Management	40	10	-	50		-
	<b>GROUP B:</b>						-
BBA - 521	Industrial Relations & Labour Legislations	40	10	-	50		-
BBA - 522	Organisation Change & Development	40	10	-	50		-
	<b>GROUP C:</b>						

BBA - 531	Management Of Banking Operations	40	10	-	50		-
BBA - 532	Insurance & Risk Management	40	10	-	50		-
	<b>GROUP D:</b>						
BBA -541	International Business Environment	40	10	-	50		
BBA -542	Management Of International Business Organisation	40	10	-	50		

**BBA SEMESTER – VI**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page No.</b>
BBA - 601	English (Compulsory)	40	10	-	50	
BBA – 602	Punjabi Compulsory/Basic Punjabi	40	10	-	50	
BBA - 603	Income Tax	40	10	-	50	
BBA - 604	Fundamentals of Capital Market	40	10	-	50	
BBA - 605	Viva - Voce	-	-	-	50	
	<b>Any ONE of the following Groups each having two papers</b>					
	<b>GROUP A:</b>					
BBA - 611	Services Marketing	40	10	-	50	
BBA - 612	E-Marketing	40	10	-	50	
	<b>GROUP B:</b>					
BBA - 621	Training & Development	40	10	-	50	
BBA - 622	Contemporary Issues in Human Resource Management	40	10	-	50	
	<b>GROUP C:</b>					
BBA - 631	Security Analysis and Portfolio Management	40	10	-	50	
BBA - 632	Contemporary Issues in Accounting	40	10	-	50	



	<b>GROUP D:</b>					
BBA - 641	Export-Import Management and Documentation	40	10	-	50	
BBA - 642	Global Strategic Management	40	10	-	50	

Bachelor in Business Administration (Semester-I)

**BBA-103**  
**BASIC ACCOUNTING**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: 1. The question paper covering the entire course shall be divided into three sections.**

**2. The candidates are allowed to use [Non-Scientific] calculator.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Introduction:** Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting.

**Conceptual Frame work:** Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India, Accounting Policies, Accounting as a measurement discipline, valuation Principles, Accounting estimates.

**Recording of Transactions:** Voucher System;- Accounting Process, Journal, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance. Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation (WDV & SLM).

**Part-II**

**Preparation of Final Accounts:** Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business **Introduction to Company Final Accounts:** Important provisions of Companies Act, 2013 in respect of preparation of final accounts of a company. Understanding the Annual Report of a Company.

**Computerised Accounting:** Computers and its application in accounting. Accounting software package (Tally)

## Bachelor in Business Administration (Semester-I)

### **Suggested Readings:**

1. Gupta, Ambrish, “Financial Accounting for Management: An Analytical Perspective”, Pearson Education, New Delhi.
2. Khatri,Dhanesh, “Financial Accounting” Tata McGraw-Hill, New Delhi.
3. Horngren, Charles T., Sundem, Gart I, Elliot, John A. Philbrick, Donna R. , “Introduction to Financial Accounting”, Prentice Hall, New Delhi.
4. Ramachandran, N and Kakani, Ram, “Financial Accounting for Management”,Tata McGraw-Hill, New Delhi.
5. Shukla, M.C., Grewal T.S. and Gupta, S.C., “Advance Accounts”, Sultan Chand & Sons, New Delhi.
6. Juneja, CM, Arora J.S, Navdeep Kaur; “Basic Accounting”, Kalyani Publishers,Ludhiana.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-I)

**BBA-104**

**BUSINESS ORGANISATION & SYSTEMS**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment:10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Objectives:** To Understand the basic concepts in commerce, trade and industry and have an exposure to modern business world. To know modern business practices, forms, procedures and functioning of various business organizations.

**Part-I**

**Introduction to Business and Commerce:** Meaning and definition of business, Objectives of business, Essentials of a successful business, Scope of business, Business as an economic system, Trade and aids to trade, Meaning, scope, functions and evolution of commerce & industry, Industrial Revolution-its effects. Industrialization in India.

**Forms of Business Organization:** Sole-proprietorship, Partnership, Joint stock Company, Cooperative Society, Public Utilities, Selection of a suitable form of organization, Classification based on Business Unit.

**Setting up a New Enterprise:** Promotion of a business. Decisions in setting up an Enterprise – opportunity and idea generation, Role of creativity and innovation, Feasibility study and Business Plan, Business size and location decisions, various factors to be considered for starting a new unit, Problems in starting a new business.

## Bachelor in Business Administration (Semester-I)

### Part-II

**Business and Society:** Changing Concepts and Objectives of Business, Professionalization, Business ethics, Business and culture, Technological Development and Social Change, Social responsibilities of business, Social Audit, Manager and his environment: external and internal.

**Domestic & Foreign Trade:** Organization of wholesale & retail trade - recent trends in wholesale & retailing. Malls and Super Markets – their effect on economy. Import export trade procedure & their organization.

**Stock Exchange and Produce Exchange:** Definition and Meaning, Importance, Functions, Listing, Dealers.

### Suggested Readings:

1. Kaul, Vijay Kumar “Business Organisation and Management: Text and Cases”, Pearson Education, New Delhi.
2. Singla, R.K., “Business Organisation and Management”, V.K. (India) Enterprises, New Delhi.
3. Daft, Richard L., Daft, J., Murphy, H., & Willmott, “Organisation Theory and Design”, Cengage Learning EMEA, New Delhi.
4. Fernando, A.C., “Business Environment” Pearson Education, New Delhi.
5. Archie B. Carroll, Ann K. Buchholtz, “Business & Society: Ethics, Sustainability and Stakeholder Management”, Cengage Learning, New Delhi.
6. Tulsian P.C., Pandey V, “Business Organisation & Management”, 2007, Pearson Education.
7. Bhusan Y.K., “Fundamentals of Business Organisation & Management”, Pearson Education, New Delhi, 2009.

**Note:-Latest editions of suggested books may be followed.**

**Khalsa College, Amritsar**

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Bachelor in Business Administration (Semester – I)

**BBA-105**

**MANAGERIAL ECONOMICS- I**

**Time: 3 Hours M. Marks: 50**

**Theory:40**

**Internal assessment:10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being **8 marks**.

**Section B:** It will consist of essay type/numerical questions up to five pages (essay type) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question up to five pages (essay type) in length. Four questions numbering 6,7,8 and 9 will be set by the examiner from part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be **16marks**.

**Objectives:** To give the basic idea about fundamentals of economic theories, particularly micro. Emphasis is on topic important for students of Business of Administration.

**Part – I**

**Theory of Demand:** Meaning of demand and its types, Law of demand. Price elasticity of demand and its measurement.

**Consumer's Behaviour:** Utility approach: Brief outline of law of diminishing marginal utility and law of equi-marginal utility.

**Indifference Curve Approach:** Consumer equilibrium; Income, Price and Substitution effect, Revealed Preference Approach.

**Theory of Supply:** Concept and law of supply, factors affecting supply. Bachelor in Business Administration (Semester – I)

## **Part – II**

**Theory of Production:** Law of variable proportion: total, average and marginal physical product, Law of Returns to scale, Economies and diseconomies of scale.

**Theory of Cost:** Short and Long period costs, Concept of total cost, Marginal and Average cost; Theory of cost in short-run and long-run. Concept of revenue: Total Revenue; Average Revenue; Relationship between Average and Marginal Revenue and Price elasticity of demand.

**Pricing Under Various Market Conditions:** Perfect Competition - Equilibrium of Firm and Industry under Perfect Competition, Monopoly - Price determination under Monopoly, Monopolistic Competition - Price and Output, determination under Monopolistic Competition.

### **Suggested Readings:**

1. Koutsoyiannis, A., "Modern Micro Economics", Palgrave Macmillan.
2. Dwivedi, D.N., "Microeconomics: Theory and Applications", Pearson Education, New Delhi.
3. Gravelle H., and Rees, R., "Microeconomics", Pearson Education, New Delhi.
4. Ahuja, H.L., "Advanced Economic theory; Microeconomic Analysis",  
S. Chand & Company Ltd. New Delhi.
5. Mithani, D.M., "Managerial Economics", Himalaya Publishing House, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-I)

**BBA-106: COMPUTER APPLICATIONS FOR BUSINESS- I**

**Time: 3 Hours**

**Total Marks: 50**

**Theory: 28**

**Theory Internal Assessment Marks: 07**

**Practical: 12**

**Practical Internal Assessment Marks: 03**

**Note: 1. The question paper covering the entire course shall be divided into three sections.**

**2. 40 hours of practical session of one hour each duration for every student.**

**Section-A:** It will have question No. 1 consisting of 6 very short answer questions from the entire syllabus with answer to each question upto five lines in length. Students will attempt 4 questions. Each question will carry one mark; the total weightage being 04 marks.

**Section B:** It will consist of essay type / numerical questions with answer to each question upto five pages (essay type) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. Each question will carry 06 marks. The total weightage of this section shall be 12 marks.

**Section C:** It will consist of essay type / numerical questions with answer to each question up to five pages (essay type) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. Each question will carry 06 marks. The total weightage of this section shall be 12 marks.

**Unit – I**

**Computer Fundamentals:** Definition of computer, Components of a computer system, Brief History or evolution of computers, Generation of computers.

**Internal and External Memory Storage:** RAM, ROM, PROM, EPROM. Commonly used Input/Output/Memory storage devices. Difference between Hardware & Software, Types of software, System software, Application software and Utility Software, Translator (Compiler, Interpreter and Assembler).

**Operating System:** Basic Functions and Types of Operating System. Basics of Window (Desktop, Taskbar, Start Menu, Folder and Sub-Folder (Creation, rename and delete), Shortcut, Recycle bin, Control Panel, Window Explorer, To add and delete Applications and Printer, Accessories.

**Unit – II**

**MS-Word -2010:** Overview, Creating, Saving, Opening, Importing, Exporting & Inserting files. Formatting pages, paragraphs and sections. Indents and outdants. Creating lists and numbering. Heading Styles, Fonts and size editing, positioning & viewing text. Finding & replacing text, inserting page breaks, page numbers, book marks, symbols & dates. Using tabs and tables, Header and Footer, Printings.

**MS-Excel -2010:** Worksheet overview. Entering information. Worksheet creating. Opening and saving workbook. Formatting number and texts. Protecting cells. Creating and Printing Chart and Graphs.



## Bachelor in Business Administration (Semester-I)

**MS-Power Point -2010:** Presentation Basics, Menus and Toolbars. Creating, Opening, Saving, Printing and existing presentation, Creating and Saving a presentation using auto content wizard. Design Templates. Different Views of Presentation, Insert slides from another presentation. Inserting pictures and graphics. Slide show.

### **Suggested Readings:**

- 1.Peter Norton (2010), “Introduction to Computers”, 7<sup>th</sup> Edition, McGraw-Hill, New Delhi.
- 2.Sanjay Sexana, (2003) “A First Course in Computers”, Vikas Publishing House, New Delhi.
- 3.Rajaraman, V. (2006), “Fundamental of Computers”, 4<sup>th</sup> Edition, Prentice Hall India, New Delhi.
- 4.Srivastava, S.S. (2008), “MS-Office”, Firewall Media, New Delhi.
- 5.Alexis Loeon and Matheus Leon (2001), “Introduction to Computers with MS-Office 2000”, 1<sup>st</sup> Edition, Tata McGraw-Hill, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-I)

**BBA-107**  
**BUSINESS COMMUNICATION**

**Time: 3 Hours**

**M. Marks: 50**

**Theory:40**

**Internal Assessment:10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Business Communication** – Meaning & Importance, Communication purpose, process, elements, barriers to communication and conditions for successful communication. Forms of Communication, basic models of communication, 7C's of effective business communication.

**Organizational Communication:** Importance of Communication in Management, Formal and Informal Communication, Internal and external communication Presentation Skills: Presentation on any chosen topic, Oral presentations, Principles of oral presentations, factors affecting presentations.

**Business Etiquette:** Understanding etiquette, Cross-cultural etiquette, Business manners. Business to business etiquette.

**Part-II**

**Internal Correspondence:** -Memos, Circulars, Notices, Office orders

**Correspondence with banks-** Regarding overdrafts, cash credits, loans; Drafting of sales letters, circulars, preparation of sales reports,

**Customers' correspondence:** - Complaints, Regarding dues, follow up letters

**Secretarial Correspondence:** -Correspondence with shareholders, debenture holders regarding dividend, interest, transfer-transmission. Communicating with statutory authorities and bodies like Stock exchange, RBI, SEBI. Preparation of resume, Job application, Drafting of interview letters, call letters, final appointment orders.

Bachelor in Business Administration (Semester –I)

**Suggested Readings:**

1. Taylor, S. and Chandra, V., “Communication for Business: A Practical Approach”, Fourth Edition, 2011, Pearson Education.
2. Bovee, C. and Thill, J., “Business Communication Today”, 2011, Prentice Hall.
3. Sethi, A and Adhikari, B. “Business Communication”, 2009, McGraw Hill Education. Education.
4. Kaul, A., “Business Communication”, 2004, Prentice Hall of India, New Delhi.
5. Dulek, R. and Fielden, J., “Principles of Business Communication”, 1990, Macmillan Publishing Co., New York.
6. Rodriques M.V., (2003), “Effective Business Communication”, 13<sup>th</sup> Edition.
7. Doshi S.R., (2008), “Business Communication & Management-Methods & Technique”.
8. Herata. A. Murphy, Charles E. Peck, (1981), 3rd Edition, “Effective Business Communication”, Tata McGraw Hill Publishing Co. Ltd.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester –II)

**BBA-203**

**BUSINESS LAWS**

**Time: 3 Hours**

**M. Marks: 50**

**Internal Assessment: 10**

**Theory :40**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

#### **Part-I**

**Law of Contract (1872):** Nature of contract, Classification, Offer and acceptance, Capacity of parties to contract, Free consent; Consideration, Legality of object, Agreement declared void, Performance of contract; Discharge of contract, Remedies for contract of contract.

**Sales of Goods Act (1930):** Formation of contracts of sale; Goods and their classification, price; conditions and warranties, Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

#### **Part-II**

**Negotiable Instruments Act (1881):** Definition of negotiable instruments, Features; Promissory note, Bill of Exchange, Cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing. Negotiation, Dishonor and discharge of negotiable instrument.

**The Consumer Protection Act (1886):** Definition of consumer, Features, Grievance redressed machinery.

Bachelor in Business Administration (Semester-II)

**Suggested Readings:**

1. Singh, Avtar, "The Principles of Mercantile Law", Eastern Book Company, Lucknow.
2. Kapoor, N.D., "Business Law", Sultan Chand & Sons, New Delhi.
3. Tulsian, P.C., "Business Law", Tata McGraw Hill, New Delhi.
4. Usa Tbp Usa, "Indian Business Law", International Business Publications, USA.

**Note:-Latest editions of suggested books may be followed.**

**BBA-204**  
**PRINCIPLES OF MANAGEMENT****Time: 3 Hours****M. Marks: 50**  
**Internal Assessment: 10**  
**Theory : 40**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Objective:** To provide a basis of understanding to the students with reference to working of business organization through the process of management.

**Part-I**

**Management:** Meaning and definition, nature, purpose, scope, importance and functions, Management as art, science and profession, Management as a social system, Concept of management, administration and organization Principles of management, Scientific Management.

**Evolution of Management Thought:** Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Chester Barnard & Peter Drucker to the management thought. Various approaches to management (i.e. Schools of Management Thought), Indian management thought.

**Management Techniques:** Management by Objective: Meaning, Process, Benefits, Weaknesses.

**Planning:** Meaning, Significance, Types of plans, Nature, Elements: Objectives, Policies, Rules, Procedure, Strategy, Decision Making.

**Organizing:** Meaning, Nature and Purpose of organization, Theories of organization, principles of organization, Forms of organization: Line, Functional and Line and Staff, Formal and informal organization, Delegation, Span of Management: Factors determining effective span.

**Departmentation:** Definition, Departmentation by function, Territory, Product/service, Customer group and matrix organization, Decentralisation and Departmentation.

## Bachelor in Business Administration (Semester –II)

### Part-II

**Authority:** Definition, types, responsibility and accountability, delegation; definition, steps in delegation, obstacles to delegation and their elimination, decentralization vs centralization, determinants of effective decentralization

**Staffing:** Meaning, nature and functions of HRM, Manpower management, factors affecting staffing, Recruitment, Selection, Training and Development, Performance appraisal: need and process.

**Directing:** Motivation: Meaning, Nature, Importance, Types, Theories of Motivation: Mc. Gregor's, Maslow and Herzberg. Leadership: Meaning, Nature, Styles, Managerial grid, Likert system, Theories: Trait, Behavioural, Situational and Followers.

**Coordination:** Principles and Techniques, Difference between coordination and cooperation.

**Controlling:** Meaning, nature, importance, scope, principles, prerequisites, steps, limitations and techniques.

#### Suggested Readings:

1. Robbins, S.P., & Coulter, M.K., "Management", Pearson Education Inc., New Delhi.
2. Gupta, Meenakshi, "Principles of Management", PHI Learning Pvt. Ltd., New Delhi.
3. Koontz, H., Weihrich, H., & Aryasri, A.R., "Essentials of Management", Tata McGraw-Hill, New Delhi.
4. Aswathapa, K. "Essential of Business Administration", Himalaya Publishing House, Mumbai.

**Note:-Latest editions of suggested books may be followed.**

**Khalsa College, Amritsar**

**An Autonomous College**

Bachelor in Business Administration (Semester – II)

**BBA-205**

**MANAGERIAL ECONOMICS-II**

**Time: 3 Hours M. Marks: 50**

**Theory : 40**

**Internal Assessment : 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section B:** It will consist of essay type/numerical questions up to five pages in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question up to five pages in length. Four questions numbering 6,7,8 and 9 will be set by the examiner from part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Objective:** To provide a basis of understanding macroeconomics concepts.

**Part – I**

**Macroeconomics:** Meaning, nature and scope. Basic concepts used: Stock and flow variables, static, comparative static and dynamic analysis.



**National Income:** Definition and Importance of National Income. Gross and Net Domestic Product; Personal Income and Disposable Income. Measurement of National Income: Income, Output and Expenditure Method, Problems in Measurement of National Income.

**Consumption:** Meaning, determinants (subjective and objective) and importance. Keynes psychological law of consumption.

## Part – II

**Investment:** Types of investment, determinants of investment, marginal efficiency of capital, net present value, internal rate of return, interest rate determination, classical, neoclassical and Keynesian theories.

**Multiplier:** Static and Dynamic Analysis. Accelerator and super multiplier.

**Inflation:** Meaning, types and theories.

### Suggested Readings:

1. Ackley, G., "Macroeconomics: Theory and Policy", Macmillan, New York.
2. Shapiro, E., "Macroeconomic Analysis", Galgotia Publication, New Delhi.
3. Gppdwin Neva, J. A. Nelson & J. Harris, "Macroeconomics in Context", PHI Learning Pvt. Ltd, New Delhi.
4. Dornbusch R., S. Ficher & R. Startz, "Macro Economics", Tata McGraw Hill Publishing Company Ltd., New Delhi.
5. Agarwal, Vanita, "Macroeconomics: Theory and Policy", Pearson Education, New Delhi.

*Note: The latest editions of the books should be followed.*

Bachelor in Business Administration (Semester-II)

**BBA- 206**  
**COMPUTER BASED ACCOUNTING SYSTEM**

**Time: 3 Hour**

**M. Marks:50**

**Theory: 40**

**Internal Assessment:10**

**Note: 1.The question paper covering the entire course shall be divided into three sections.**

**2. 40 hours of practical session of one hour each duration for every student.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages (essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

***Part - I***

**Computerized Accounting:** - Meaning, need, Concepts of Accounting groups, Hierarchy of accounts, Codification in accounting.

Accounting package - Setting up an accounting entity, Creation of groups and accounts Designing and creating vouchers; Data Entry operations using the vouchers, Processing for reports to prepare ledger accounts, trial balance and balance sheet.

**Database Design for Accounting** Identifying and appreciating the data content in accounting transactions; overview of database concepts, ER model; creating and implementing RDM for Financial Accounting; SQL to retrieve data and generate accounting information.

Documenting transactions using vouchers; System of vouchers and database design for accounting; Storing and maintain transaction data.

***Part – II***

**Tally**

Financial Accounting Packages: Preparation and online finalization of accounts on Tally, ERP 9.0; Introduction of Tally, ERP 9.0, Phases of Implementation, Aides for implementation.

Accounts Management (Using Tally, ERP 9.0 Software Package); Accounts Masters, Accounts Transaction, Accounts Reports. Preparation and Compilation of complete balance sheet of any Industries/Organization/ Firms.

(The mentioned versions of Tally must be replaced with latest available version)

Bachelor in Business Administration (Semester-II)

**Suggested Readings:**

1. Hall, J.A, "Accounting Information System", South Western College Publishing.
2. Gelinas, Ultric, J. and Steve, G. Suffon, "Accounting Information System, South Western Thomson Learning.
3. "Tally- ERP 9, Simple Steps of Learning", Kogent Learning.

*Note: The latest editions of the books should be followed.*

**BBA- 207**  
**FUNDAMENTALS OF BANKING**

**Time: 3 Hour**

**M. Marks:50**

**Theory: 40**

**Internal Assessment:10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part I**

**Commercial Banks**—Introduction, evolution, nature, functions, importance and services provided by commercial banks. Types of Banks-Commercial Bank, Regional Rural Banks, Foreign Banks, Cooperative Banks, Public bank and Private bank, difference between public and private banks. Central Bank—meaning and functions, Techniques of credit control, mechanism of Credit Creation.

**Part II**

Practical Aspect of Banking- Negotiable Instruments— Cheques, bills of exchange and promissory notes, endorsements, difference between cheques and bills of exchange. Customer’s Pass Book- Entries in Pass Book, Effects of errors favourable to the Banker and Customer. Clearing House System. Systems of Banking- Group and Chain Banking, Unit and Branch Banking, Investment Banking and Mixed Banking.

**Suggested Readings:**

1. Sundharam, Varsheney, “Banking Theory, Law & Practice”, Sultan Chand & Co.
2. Shekhar, K.C; Shekhar, Lekshmy, “Banking Theory and Practice”, Vikas Publishing House.
3. Sethi, Jyotsana; Bhatia, Nishwan, “Elements of Banking and Insurance”, PHI Learning Private Limited, New Delhi
4. www.rbi.org

**Note:-Latest editions of suggested books may be followed.**

**Khalsa College, Amritsar**

**An Autonomous College**

Bachelor in Business Administration (Semester – III)

**BBA-303**

**STATISTICS FOR BUSINESS**

**Time: 3 Hours M. Marks: 50**

**Theory:40**

**Internal assessment:10**

**Note: 1.The question paper covering the entire course shall be divided into three section 2. The candidates are allowed to use [Non-Scientific] calculator.**

**Section A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; The total weightage being 8 marks.

**Section B:** It will consist of essay type/numerical questions up to five pages in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question up to five pages in length. Four questions numbering 6,7,8 and 9 will be set by the examiner from part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Matrix Algebra:** Types of matrices; basic operations of matrices; determinant of a matrix and its properties; rank and inverse of a matrix; solution of simultaneous linear equations – Cramer’s rule and matrix inversion, method, application of matrices. Introduction and Methods of Presentation of

Statistical Information, Collection and Presentation of Data. Frequency distribution. Concept of sampling and sampling Designs.

**Measures of Central Tendency:-** Mean, Median, Mode, Measure of dispersion. Range quartile deviation, Average deviation and Standard deviation.

## Part-II

**Simple Correlation and Regression Analysis:** Assumptions; Pearsons product moment and Spearman's rank correlation method; least squares technique; properties of correlations and regression coefficients

**Time Series Analysis:** Trend analysis using moving average and regression analysis, easonal, cyclic and regular fluctuations, Index number construction of unweighted and weighted index numbers, quantity Index.

**Elementary Probability Theory:** Deterministic and non-deterministic experiments; ifferent types of events; a priori and empirical definition of probability. Conditional probability, laws of addition and multiplication of probability. Properties of binomial, Poisson and normal distributions.

### Suggested Readings:

1. Chiang A.C., "Fundamental Methods of Mathematical Economics", McGraw Hill, Kogakusha.
2. Hopfe, M.M., Mathematics – "Foundations for Business Science, Research Association".
3. Mizrahi, A. and Sullivan M., "Mathematics for Business and Social Sciences", John Wiley and Sons.
4. Raghawachari, M., "Mathematics for Management – An Introduction", Tata McGraw Hill, New Delhi.
5. Webber, J.E., "Mathematical Analysis: Business and Economic Applications", Harper & Row,
6. Yamuna, T., "Mathematics for Economics – An Elements Survey", Prentice Hall of India Pvt.Ltd., New Delhi.
7. Chou, Y. "Statistical Analysis", Holt, Rinehart and Winston, New York.

8. Croxton, F.E., Cowden, D.J. and Klien, S., "Applied General Statistics", Prentice Hall of India Pvt. Ltd.
9. Karmel, P.H. and Polar, K.M., "Applied Statistics for Economists", Pitman London.
10. Wetherill, G.B., "Elementary Statistical Methods", Chapman and Hall, London.

*Note: The latest editions of the books should be followed.*

**BBA-304**

**FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Human Resource Management (HRM):** Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM. Status and competencies of HR manager.

**Human Resource Planning (HRP):** Concept, Need and Importance of HRP, Factors affecting HRP, Human Resource Planning Process.

**Job Analysis:** Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

**Recruitment and Selection:** Meaning and Factors governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.

**Employee Retention:** Meaning, Factors Responsible for High Employee Turnover, Employee Retention Strategies.

**Part-II**

**HR Training and Development:** Concept and Need, Process of Training and Development Programme: - Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation.

**Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.

**Managing Compensation and Employee Remuneration:** Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration. Incentive plans , fringe benefits, employee health and safety and employee grievance system.

**Job Evaluation:** Meaning, Process and Methods of Job Evaluation.



Bachelor in Business Administration (Semester-III)

**Suggested Readings:**

1. Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
2. Durai, Pravin, "Human Resource Management," New Delhi, Pearson
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill. McGraw-Hill.
4. Mathis, Robert L. and Jackson, John H, "Human Resource Management", New Delhi, Thomson Publishing.
5. Gomez, Mejia, Balkin, Cardy, "Managing Human Resources", New Delhi Pearson Education.
6. Aswathappa, K., "Human Resource Mnagement", Text and Cases, New Delhi, Tata McGraw Hill.
7. Snell, Scott, and Bohlander, George, "Human Resource Managemnt", New Delhi, Cengage Learning.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-III)

**BBA-305**

**FUNDAMENTALS OF MARKETING MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Marketing:** Concepts, Philosophies and Importance, Scope of Marketing, the selling concept, the Marketing concept, Components of a modern marketing information system, Marketing Intelligence. Analyzing the Microenvironment; Needs and Trends, The Demographic Environment, Economic, Social-Cultural and Natural, Technological, Political-Legal Environment. The Buying Decision Process: The Five Stage Model. Levels of Marketing Segmentation, Bases for segmenting consumer markets: Market Targeting, Bases for segmenting business markets..

**Part-II**

**Product Life Cycle Marketing Strategies:** - Introduction stage and the Pioneer advantage, Growth, Maturity and Declining Stage. Product Characteristics and Classifications; Product levels; The Customer value hierarchy, Product Classification, Differentiation. Packaging, Labeling, Branding. Understanding Pricing; Setting the Price.

**Marketing Communications:- Advertising:** - Evolution, Definition, Features, Importance, Advertising and Publicity, Functions of advertising. Advertising media, advertising copy, Objections against advertising. Sales Promotions. Direct Marketing, Personnel Selling, Interactive Marketing and Word of Mouth marketing and Channels of distributions

Bachelor in Business Administration (Semester-III)

**Suggested Readings:**

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, "Marketing Management: South Asian Perspective", Pearson Education, New Delhi.
2. Ramaswamy, V.S. and Namakumari, S., "Marketing Mangement: Global Perspective, Indian Context", MacMillan.
3. Kurtz, David L. and Boone, Louis E., "Principles of Marketing, Thomson South-Western".
4. Enis, B. M., "Marketing Classics: A Selection of Influential Articles", New York, McGraw- Hill.
5. Saxena, Rajan, "Marketing Management", Tata McGraw Hill, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-III)

**BBA-306**  
**INDIAN FINANCIAL SYSTEM**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Financial System:** - Functions, organisation/structure and an overview of Indian Financial System.

**Financial Markets:** - Functions, organisation and types of financial markets, Securities Contract (Regulations) Rules, SEBI (Securities Exchange Board of India). An Overview of Primary and Secondary Market. Money Market Organisation & RBI (Role and functions).

**Part-II**

**Financial Intermediaries:-** Non Banking financial companies, Mutual Funds: - Its Introduction and guidelines, schemes and products . IRDA Act of Insurance Companies. An Introduction to FII's and FDI's and its importance.

**Financial Assets/Instruments:** - An Overview of Capital Market instruments.

Bachelor in Business Administration (Semester-III)

**Suggested Readings:-**

1. Khan, M.Y, “Indian Financial System” fifth edition by Tata McGraw Hill Publishing Co.Ltd.
2. Vasant Desai, “The Indian Financial System & Developement”, Himalaya Publishing House.
3. Dr.K.Ravichandran, “Merchant Banking & Financial Services”, Hiamalaya Publishing House.
4. Bhole, L.M , “Indian Financial Institutions and Market”, Tata McGraw Hill Publishing Co. Ltd.
5. Avadhani V.A., “Capital Market Management”, Himalaya Publishing House.
6. SEBI Guidelines, Nabhi Publication.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-III)

**BBA 307**  
**MANAGEMENT ACCOUNTING**

**Time: 3 Hour**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

Origin, Concept, nature and Scope of Management Accounting. Need and Importance of Management Accounting, Tools & techniques of Management Accounting, Limitations, Management Accountant duties, functions, Distinction between management accounting & Financial Accounting.

Financial statement Analysis:- meaning, types, Comparative Statements, Common Size, Trend analysis, Introduction of EVA.

Tools of Financial Analysis – Ratio Analysis (Liquidity, Activity, Solvency and Profitability ratios), Fund flow and cash flow analysis

**Part-II**

Management Reporting – Importance Needs, Types, Requirements of good report preparation including prewriting and form of final draft,

Working Capital Management: - Meaning, importance, need, advantages and disadvantages, factors affecting working capital requirements, principles of working capital management, Financing of working capital, Approaches for determining working capital mix, Trends in financing working capital by banks.

Responsibility Accounting: - Meaning, features, steps, types of responsibility centers, transfer price; meaning, methods, selection of transfer pricing method..

**Suggested Readings:**

1. Jain, P.K and Khan M.Y “Management Accounting”, Tata McGraw Hill Publishing Co. Ltd. New Delhi.

2. Horngren Charles,Gary, Sundem, Stratton William, “Introduction to Management Accounting”, Pearson Education Publishers.

3. Jawaharlal, “Accounting for Management”, Himalaya Publishing House, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-IV)

**BBA-403**  
**FINANCIAL MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Finance & Financial Management:** Meaning and nature; Financial goal-profit vs. wealth maximization; Finance functions-investment, Financing, Liquidity and dividend decisions. Theories of capitalization.

**Capital Structure Theories:** Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M.approach.

**Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, Preference capital, Equity capital and retained earnings; Combined cost of capital.

**Sources of finance:** Long term and short term.

**Part-II**

**Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria on-discounted cash flow criteria, Discounted cash flow criteria; Risk analysis in capital budgeting .

**Dividend Policies:** Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.

**Operating and Financial Leverage:** Measurement of leverages; Financial and operating leverage, combined leverage.

**Management of Working Capital:** Meaning, Significance and types of working capital; Approaches of working capital.

## Bachelor in Business Administration (Semester-IV)

### **Suggested Readings:**

1. Berk, Jonathan and DeMarzo, Peter, "Financial Management", Pearson Education Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas, "Working Capital Management: Strategies and Techniques" .Prentice Hall, New Delhi.
3. Brealey, Richard A and Stewart C. Myers, "Corporate Finance", McGraw Hill Int. Ed, New York.
4. Chandra, Prasanna, "Financial Management", Tata McGraw Hill, New Delhi.
5. Hampton, John, "Financial Decision Making", Tata McGraw Hill, New Delhi.
  
6. Pandey, I, M: "Financial Management", Vikas Publishing House, Delhi.
7. Van Horne. J.G. and J.M. Wachowicz Jr, "Fundamentals of Financial Management". Prentice-Hall, Delhi.
8. Van Horne, James G, "Financial Management and Policy", Prentice-Hall, Delhi.
9. Khan MY, Jain PK, "Financial Management", Tata McGraw Hill, New Delhi.

**Note:-Latest editions of suggested books may be followed.**



Bachelor in Business Administration (Semester-IV)

**BBA-404**

**PRODUCTION AND OPERATIONS MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Introduction:** - Concept of Production & Operations management, Market Analysis, Competitive Priorities and capabilities. New Product Design and development. Plant location and Plant layout. Scheduling for Manufacturing Systems: Production Scheduling Techniques Economic Batch Quantity with Joint Production Runs, Gantt. Charts. Network Analysis.

**Productivity:** Concept and Importance, Factors Affecting Productivity, Methods to Improve productivity. Value Analysis.

**Work study:** Methods Analysis Measurement.

Bachelor in Business Administration (Semester –IV)

**Part-II**

**Quality Issues:** Concept of Quality and Total Quality Management, Statistical Quality Control. Just in Time Manufacturing Systems.

**Inventory Management:** Concept and Classification of Inventory, Relevant Costs for Inventory Decisions Inventory Control Models, Reorder level, Lead Time and Safety Stock.

**Supply Chain Management :** Concept & Components of Supply Chain, Activities in Supply Chain Management, Logistics Management.

**Suggested Readings:**

1. B. Mahadevan “Operations Management Theory & Practice”, Pearson Education.
2. Kanishka Bedi , “Production & Operations Management”, Oxford Higher Education.
3. L.J. Krajewski & L.P. Ritzman “Operations Management Processes & Value Chains”, Pearson Education.
4. B.S. Goel “Production Operation Mangement”.
5. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal, “Operations Management- For Competitive Advantage”, Tata McGraw Hill Companies.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-IV)

**BBA-405**  
**BUSINESS ENVIRONMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

The Concept, Nature and Significance of business environment. Influence of environmental factors like economic, political, legal, social, technological and International upon business. The relationship of various environmental forces on business. The need for environmental analysis and diagnosis. Description of environmental analysis. Techniques for environmental analysis, the role of business manager in analysis and diagnosis of environment. The process of environmental scanning and its importance. Environmental Threats and Opportunity Profile (ETOP) and SWOT analysis of some important industries. Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India

**Part-II**

Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan. Analysis of Current Annual Budget. The Social responsibility of business, social audit, business ethics & corporate governance Deficit Financing and its implications for the Indian Economy; Disinvestment of Public Enterprises: Rationale; Objectives and Implications. Fiscal and Monetary Policy Changes in India, Salient Features of FEMA..

Bachelor in Business Administration (Semester-IV)

**Suggested Readings:**

1. Francis Cherunilam, "Business Environment", Himalaya Publishing House, New Delhi.
2. K Aswathappa, "Legal Environment of Business", Himalaya Publishing House New Delhi.
3. M. Adhikary, "Economic Environment for Business", Sultan Chand & Sons, New Delhi.
4. Ruddar Dutt and KPM Sundharam,"Indian Economy", S.Chand and Company Ltd., New Delhi,
5. P.K. Ghosh and G.K. Kapoor, "Business Policy and Environment", Sultan Cahnd and Sons, Delhi.
6. Paul Justin, "Business Environment-Text and Cses" Tata McGraw Hills Pvt. Ltd., New Delhi
7. Govt. of India, Five Years Plan Documents.
8. Govt. of India, Various Issues of Annual Economic Survey of India.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-IV)

**BBA-406**  
**OPERATIONS RESEARCH**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

**Operations Research:** Meaning, significance and scope. Introduction to linear programming, formation of Linear Programming Problem, Graphical method Simplex Method, Two Phase Simplex Method. Duality in Linear Programming, Definition of Dual Problem, general rules of converting primal into its dual. Transportation Problem, Assignment Problem, Inventory-Types, Nature and classification Economic lot size models, quantity discounts..

**Part-II**

**CPM/PERT-**Basic concepts of Network Models, Preparation of the Network diagram, project duration and critical path, probability of Project completion.

**Games Theory:** Two persons zero sum games, pure strategies, mixed strategies, Dominance.

**Suggested Readings:**

1. V.K. Kapoor, "Operation Research".
2. N.D. Vohra, "Quantitative Techniques in Management".
3. Narinder K. Sethi, "Operation Management".
4. Gordon/Pressman, "Quantitative Decisions Making for Business".
5. C.R. Kothari, "Quantitative Methods".
6. Barry Shore, "Quantitative Method for Research".

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-IV)

**BBA- 407**  
**FUNDAMENTALS OF INSURANCE**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8marks.

**Section B:** It will consist of essay type/numerical questions up to five pages (essay type) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question up to five pages (essay type) in length. Four questions numbering 6,7,8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part -I**

Insurance- Concept of Insurance, Need, Purpose, Principles of Insurance-Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith, Principle of Proximate Cause, Principle of Contribution.

Reforms In Indian Insurance Sector-meaning, need and its Implications Legal Framework- Insurance Act 1938, LIC Act 1956, GIC Act 1972 and IRDA 1999 An overview of Insurance Industry- Types of Insurance –Life Insurance, Marine Insurance, Motor Vehicle Insurance, Health Insurance, liability Insurance

**Part- II**

Underwriting-Meaning, Purpose and Process of Underwriting Reinsurance-Meaning, Features of reinsurance, difference between reinsurance and double insurance, Essentials of Reinsurance Programs as per IRDA.

Distribution Channels in Insurance- Role and Code of Conduct by IRDA for Agents, Direct Marketing, Bancassurance and Brokers Insurance Specialists- Underwriters, Surveyors and Loss Assessors, Actuaries, Third Party Administrators.

Bachelor in Business Administration (Semester-IV)

**Suggested Readings:**

1. Sethi, Jyotsana and Bhatia, Nishwan, "Elements of Banking and Insurance".
2. Emmett J. Vaughan and Therese Vaughan "Fundamentals of Risk and Insurance".
3. Agarwal, O.P "Banking and Insurance".
4. Periasamy, P; Veeraselvam, M., "Risk and Insurance Management", Tata Mc Graw Hill
5. [www.irda.org](http://www.irda.org)

**Note:-Latest editions of suggested books may be followed.**

**BBA-408**

**SEMINAR**

**Max. Marks:50 50**

Bachelor in Business Administration (Semester-V)

**BBA- 503**  
**COMPANY LAW**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part-I**

Company – Meanings, Features, Types, Promotion and Registration, Preliminary contracts, Memorandum of Association: Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Vires. Article of Association: Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive notice of Memorandum and Article, Doctrine of Indoor Management. Prospectus: Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring Prospectus, Statement in lieu of Prospectus and Liability for Misstatement in prospectus. Share Capital: Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights. Transfer and transmission of shares

**Part II**

Board of Directors: Directors Powers, duties, appointment, removal, legal position, Borrowing Powers, Raising Public deposits and debenture Company Meetings:- Statutory, Annual general meeting, extraordinary meeting, meeting of BOD, Guidelines for managerial remuneration, Quorum for different meetings, Kinds of resolutions, dividend and bonus shares, Notes on winding up. Procedure for Conducting Meetings (including Board meetings).



Bachelor in Business Administration (Semester –V)

**Suggested Readings:**

1. Avtar Singh , “Company Law”.
2. N. D. Kapoor, “Company Law & Secretial Practice”.

***Note I:*** The latest editions of the books should be followed.

***Note II:*** The teacher will use simulation method and will hold at least one statutory meeting, one Annual General Meeting, one Extraordinary Meeting and one Board Meeting.

Bachelor in Business Administration (Semester-V)

**BBA-504**

**ENTREPRENEURSHIP AND SMALL BUSINESS**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part-I**

**Concept of Entrepreneurship :** The Entrepreneur: Definition, nature, and characteristics of entrepreneurship. Emergence of entrepreneurial class including women entrepreneurs. Theories of entrepreneurship ; Socio-economic environment and the entrepreneur. The concept of joint stock company, public company, private company, government company, partnership company, Hindu undivided family.

**Characteristics of Entrepreneur:** Leadership risk taking, decision making and business planning. Innovation and entrepreneurship, entrepreneurial behaviour and motivation.

**Entrepreneurial Development Programmes-**Their relevance and achievements, Role of government in organising such programmes. Critical Evaluation.

**Part-II**

**Small Business as a Seed Bed of Entrepreneurship:** Concept of business venture. The start-up process: Concept, Plan, Implementation, Initial Strategic Planning, Product and Marketing Scope, Legal and tax consideration, risk analysis and financial considerations.

**Profit Planning in Small Enterprise:** Growth Strategies and diversification. Finance Management in current operations and expansion of capital.

Role of Small Business in the national economy. National Policies for small business development. Government and Non-Governmental assistance Contribution of Commercial Banks in Promoting and servicing small business. Small business and modern technology..

Bachelor in Business Administration (Semester-V)

**Suggested Readings:**

1. Hall, B. Pricke; and Royce L. Brahamson, "Small Business Management",
2. Kenneth R., Van Voorthis, "Entrepreneurship ans Small Business Management".
3. Hans Schollhammer and Arthur H. Kuriloff,"Entrepreneurship and Small Business Management".
4. Joseph R. Mancuso, How to Start, Finance and Manage Your Own Small Business".
5. Sharma, R.A, "Entrepreneurship Change in Indain Industries".
6. Dhar, P.N. and Lydall H.F., "The Role of Small Enterprises in Indian Economic Development".

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-V)

**BBA- 505**  
**COST ACCOUNTING**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part- I**

**Introduction:-** Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and Objectives of cost Accounting, Advantages and limitations of Cost Accounting, Difference between Financial and Cost Accounting , Cost Unit & Cost Centre, Elements of cost, Material, Labour and other Expenses Classification of cost, Types of Costs and Preparation of Cost Sheet

**Methods of Costing:-** Contract Costing Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains

**Part-II**

**Marginal Costing** Contribution, P/V Ratio, Break Event Point, Margin of Safety.

**Standard Costing** - Definition and Meaning of Various Concepts , Advantages and Limitations of Standard Costing, Variance Analysis.

**Budget and Budgetary Control** - Definition, Meaning and objectives of Budgetary control Advantages and disadvantages of Budgetary Control ,Types of Budget

**Suggested Readings:**

1. Vasistha and Saxena, “Advanced Cost Accounting”.
2. Jain. S.P. and Narang, “Advanced Cost Accounting”.
3. Maheshwari,S.N. “Cost Accounting”
4. Arora, M.N “Cost Accounting Principles & Practices”, Viaks Publishing House New Delhi
5. Dev, Prabhu “Cost Accounting”, Hiamalaya Publishing, New Delhi.
6. Horngreen, Charles, T., Datar and Rajan, Madav. V, “Cost Accounting”, Kindersley (India) Pvt. Ltd, Pearson Publishers Ltd.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester –V)

**BBA-511**

**GROUP A- CONSUMER BEHAVIOUR**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part-I**

Introduction to Consumer Behavior (CB) - Importance, Scope, Need for studying CB, Consumer Research Consumer Motivation: Needs & Goals, Positive & Negative motivation, Types & Systems of Needs Hierarchy & Trio of Needs.

Personality: Nature, Theories; Freudian, Neo Freudian & Trait, Self-Concept.

Perception: Sensation, Absolute Threshold and Differential Threshold. Perception Process & elements.

Learning: Classical learning, Instrumental learning and Cognitive learning theories Attitude: Tricomponent Attitude Model, Sources of Influence, Attitude Measurement.

**Part- II**

Reference Groups: Concepts and Appeals. Social Class & its measurement Culture & Sub Culture: Definition & Influence Introduction to Opinion leadership & Consumer Innovation Consumer Decision Making

**Suggested Readings:**

1. Schiffman, I. G. and Kanuk, L. L. "Consumer Behaviour", Pearson Education, New Delhi.
2. Blackwell, Roger D., Miniard, Paul W., and Engel James F. "Consumer Behaviour", Cengage Publishing.
3. Solomon, Michael R. "Consumer Behaviour", Pearson Education, New Delhi.
4. Assael, Henry, "Consumer Behaviour and Marketing Action", Cengage Publishing.
5. Loudon, David L. and Della Bitta, Albert J., "Consumer Behaviour", Tata McGraw- Hill.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester –V)

**BBA- 512**

**GROUP A- ADVERTISING & SALES MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

#### **Part-I**

Definition, Nature and Evolution of Advertising, its functions and role and types of Advertising, Social, Economic and Legal Aspects of Advertising. Advertising and Marketing Mix, Advertising and Communication Process

Advertising Budget: Objectives, Preparation and Methods of Advertising Budget  
Advertising Agency: Function, Selection and Compensation.

Advertising Media: Different Types of Media, Function, Merits and Demerits of Media, Selection of Media and its Vehicles.

Copy Writing: Different Elements of a Copy and Layout

#### **Part-II**

Introduction to Sales Management, Nature, role and importance. Functions of Sales Manager, Sales Organization: Formal, Informal, Horizontal, Vertical, Centralized, Decentralized, Geographic, Customer, Product, Combination, Organizations.

Planning and recruitment of sales force - Job analysis specification, Job description, Sources of Recruitment, Selection of Sales Person.

Sales Training- Objective, Designing Training Programme.

Sales Force Motivation: Nature, Importance, Factors Influencing the Motivation of sales force. Compensations: Types of Compensations Plan.

Evaluation of Sales Forces Performance: Qualitative and Quantitative Basis to Evaluate Sales Force Control and Budget.

## Bachelor in Business Administration (Semester-V)

### **Suggested Readings:**

1. Belch, George E. and Belch, Michael A. "Advertising and Promotion", Tata McGraw Hill.
2. Guinn, Allen, Chris T., Semenik, Richard J. "Advertising & Integrated Brand Promotion", Thomson-South Western.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. "Advertising Management", Pearson Education, New Delhi.
4. Spiro, Stanton and Rich "Management of a Salesforce", Tata McGraw Hill.
5. Richard R Still, Cundiff W Edward Govoni A P Norman, "Sales Management Decision Strategy and Cases", Pearson Education.
6. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, "Marketing Managemen", South Asian Perspective, Pearson Education, New Delhi.
7. Aaker, David A and Myera John G., "Advertising Management", Prectice Hall of India, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester –V)

**BBA-521**

**GROUP B- INDUSTRIAL RELATIONS & LABOUR LEGISLATIONS**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part – I**

Concept of Industrial Relations : Factors affecting industrial relations. Importance of Industrial Relations, Collective Bargaining and Labour Management Co-Operation in India including Works Committee.

Discipline and Grievance Management; Negotiation and Collective Settlements; Workers Participation in Industry, Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change

**Part – II**

Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws-Laws Relating to Industrial Disputes, Trade Unions, and Standing Order; Social Security.

Workmen's Compensation Act,, Employees' State Insurance Act. Wages and Bonus Laws-The Law of Minimum Wages, Payment of Wages, Payment of Bonus; Laws relating to working conditions: The Law Relating to Factories.

**Suggested Readings:**

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, Seema Priyadarshani , “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
2. Sarma, A.M, “Industrial Relations and Labour Laws”, Himalaya Publishing House, Mumbai.

**Note:-Latest editions of suggested books may be followed.**



**BBA- 522**

**GROUP B -ORGANISATION CHANGE AND DEVELOPMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part – I**

Organisation Change: - Introduction, importance, forces of change and types of change. Models of change: - systems model of change, Lewin's Force Field Analysis Model, the Continuous change Process Model, Change and Transition Management.

Change & its impact: - effects of change on people, operational effects, psychological effects, social effects, people's reaction to change:- Acceptance of change, indifference, organized resistance, frustration & aggression, Reasons for resistance and Methods of minimizing resistance.

**Part – II**

Organisation Development: - Meaning, features, objectives, History of OD in India and abroad, organizational problems and process of organizational development.

OD interventions: - concept, characteristics, classification of intervention, OD interventions as tool to improve effectiveness of organization. Process of OD interventions, Team building.

**Suggested Readings:**

1. Bhatia, S.K, "Management of Change & Organisation Development- Innovative Approaches", Deep & Deep Publications, New Delhi.
2. Bhattacharya, Dipak Kumar, "Organization Change & Development", Oxford University Press.
3. Singh, Kavita, "Organisation Change & Development, Excel Books.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester –V)

**BBA-531**

**GROUP C - MANAGEMENT OF BANKING OPERATIONS**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part – I**

Management of banks: Regulatory role of RBI, Monetary Policy-meaning and its implications  
Laws in banking-RBI Act 1934, Negotiable Act 1881, The Banking Regulation Act 1949.

Types of Bank Accounts- Fixed or time deposit account, Savings bank deposit account, Current deposit account, Recurring deposit account.

Lending- Features of bank credit, types of lending, terms and conditions of lending, different types of loans and their features

**Part – II**

Risk management in banks- types of risks, Capital Adequacy- the Basel Accord implications for bank, CRAR and Prudential Norms for asset classification, income recognition and provisioning, Anti- money laundering and KYC norms.

Introduction to Asset Liability Management, Customer Relationship Management, Corporate Governance in Commercial Banks Innovations in Banking with special reference to Fee Based Services

**Suggested Readings:**

1. Padmalatha, Suresh and Justin Paul, “Management of Banking and Financial Services”, Pearson Education, New Delhi.
2. Sharma, R.K., Gupta, Shashi K, Jagwant Singh, “Banking and Insurance”
3. Agarwal O.P, “Banking and Insurance”
4. Sethi, Jyotsana and Bhatia, Nishwan, “Elements of Banking and Insurance”

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester –V)

**BBA-532**

**GROUP C -INSURANCE & RISK MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part – I**

Definition, nature, Role and Importance of Insurance, Salient Feature of IRDA Act 1999, Rationale for opening up of the Insurance Sector to the private sector. Nature of Life Insurance Contract.

Annuities, Surrender Value, Calculation of Premium and measurement of risk. Progress of Life Insurance Business in India, Fire Insurance – Nature and Use, Policy Condition, Rate Fixation, Payment of Claims, Reinsurance, Marine Insurance: Nature. Premium Calculation, Payment of Claims

Motor Insurance Policy and Covers, Comprehensive Policy, Third Party Act Policies, Extra Benefits cover Motor Insurance Claims.

**Part – II**

Concept of Risk, Corporate and Personal Risk Management. Identification of Risk: Tools/Techniques for perception of risk; Methods for determining the operative causes of peril; Safety audit.

Evaluation of Risk: Risk Avoidance & Reduction of Risk: methods of loss prevention and risk reduction; Role of surveyors in loss prevention/ risk reduction. Techniques of Risk Financing: Retention of risk; Captive insurance companies,

Transfer of Risk: Types of risk transfer; Benefits and limitation of Insurance:- Partial insurance arrangements.

Bachelor in Business Administration (Semester –V)

**Suggested Readings:**

1. Insurance Regulation and Development Act.
2. Gopal Krishan, G, “Insurance Principles and Practice”, Sterling Publishers, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester –V)

**BBA- 541**

**Group D- INTERNATIONAL BUSINESS ENVIRONMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

#### **Part – I**

Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business.

Environmental Context of International Business: Framework for analyzing International business environment – Domestic, foreign and global environments and their impact on international business decisions.

International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on Trade and investment flows.

#### **Part – II**

International Economic Institutions and Agreements: WTO, IMF, World Bank, UNCTAD, and Other International agreements; International commodity trading and agreements.

Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

Globalisation & Society:- Emerging Developments and Other Issues: Growing concern for ecology; IT and international business.

#### **Suggested Readings:**

1. Bennet, Roger, “International Business”, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., “Going International: Respon se Strategies of the Indian Sector”, Wheeler Publishing, New Delhi.
3. Griffin, Ricky W. and Pustay, Michael W, “International Business: A Managerial Perspective”, Addison Wesley Readings.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester –V)

**BBA- 542**

**GROUP D– MANAGEMENT OF INTERNATIONAL BUSINESS ORGANISATIONS**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

### **Part – I**

Globalization and International Business: - Meaning, Forces Driving Globalization, Reasons for Globalization of Business, Modes of Operation of International Business, International Business vs. Domestic Business. Dealing of international Business with Cultural Differences.

Globalisation and Society: - Impact of FDI, Economic Impact of MNE, Foundations of Ethical Behaviour, Ethics & Corporate Bribery, Ethicals Dilemmas and Business Practices. Multinational Corporations and their Involvement in International Business, Issues in Foreign Investments, Technology Transfer, Pricing and Regulations.

### **Part – II**

Export Import Strategies: - Introduction, Export Strategy, Import Strategy, Export Import Process and Documentation. Direct Investment and Collaborative Strategies: - Types of Collaborative Arrangements, Problems with Collaborative Arrangements, Managing Foreign Arrangements.

Organization of International Business: - Introduction, Organization Structure, Coordination and Control System, Organization Culture. Managing International Operations, Global Manufacturing and Supply Chain Management, International Accounting Issues.

### **Suggested Readings:**

1. Daniels, John D and Radebaugh, Lee.H, “International Business –Environments and Operations, Pearson Publishing House Ltd, New Delhi.
2. Bennet, Roger, “International Business”, Financial Times, Pitman Publishing, London.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-VI)

**BBA-603**  
**INCOME TAX**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part – A**

Basic concepts: Income, Agricultural Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income. Residential Status Tax Incidence and Residential Status Exempted income under section 10(1), 10(2), 10(2A), 10(5), 10(7), 10(10), 10(10A), 10(10AA), 10(10B), 10(10D), 10(11), 10(12), 10(13), 10(13A), 10(14), 10(16), 10(32), 10(34), 10(35), 10(36), 10(37), 10(38).

Computation of income under different heads Salaries, Income from house property Profits and gains of business or profession. Sections to be covered are: Sec-28, 29, 30, 31, 32, 35, 36, 37, 40(a), 40(b), 40A, 43B, 44AA, 44AB, 44AD and 44AE.

**Part-B**

Capital Gains: Basis of Charge. Meaning of capital assets. Classification of capital assets and their tax implication. Meaning of Transfer; Elementary Knowledge of Transactions not to be Treated as Transaction of Transfer. Computation of Capital Gains( Depreciable and Non Depreciable Assets) Special cases to be covered - Conversion of Capital assets into stock in Trade; Compulsory acquisition of assets; Self generated assets; Transfer of bonus shares.

Exemptions to be covered: Sec 54, 54B, 54EC, 54F, 54H. Computation of tax liability under section 111A and 112 Capital gain provisions related to Individual and Firm need to be covered. Income from other sources [excluding Sec-2(22)] Computation of Total Income and Tax Liability of an individual. Clubbing of income and Aggregation of income and set-off and carry forward of losses (excluding Sec-94(7) and 94(8))

Deductions from Gross Total Income; Section 80A, 80AB, 80AC, 80C, 80CCC, 80CCD, 80CCG, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGA, 80GGC, 80TTA and 80U.

Computation of total income and tax liability of individuals and firms.

Bachelor in Business Administration (Semester-VI)

**Suggested Readings:**

1. Ahuja, Girish and Ravi Gupta, “Systematic Approach to Income Tax”, Bharat Law House, Delhi.
2. Singhanian, Vinod K., and Kapil Singhanian, “TDS Computation and E- filing of TDS Returns”, Taxmann Publications Pvt. Ltd., New Delhi.
3. Singhanian, Vinod K., “Tax Computation and E-filing of Income Tax Returns”, Taxmann Publications Pvt. Ltd., New Delhi

**Note:-Latest editions of suggested books may be followed.**



Bachelor in Business Administration (Semester-VI)

**BBA- 604**

**FUNDAMENTALS OF CAPITAL MARKET**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part-I**

Introduction:-evolution, structure, functions, objectives and importance of capital market in India.  
Components of capital market- introduction to New issue market, stock market, financial institutions  
Instruments in capital market:-Shares (Equity and Preference), Warrants, Bonds and its types, GDRs, ADRs, ETFs, Mutual Funds, Derivatives (forwards, futures and options).  
Participants in Capital Market Difference between Capital Market and Money Market.

**Part-II**

Stock Exchanges-Stock Exchanges in India, Organization, Management, Membership, rules of stock exchange, operators at stock exchanges SEBI guidelines on Stock Exchange, weaknesses of stock exchange in India Listing of securities-requirement for listing, objectives of listing, advantages of listing, Security Market Indices-Uses of Security Market Indices, Types of Indices, Differentiating Factors in constructing Market Indices.

Bachelor in Business Administration (Semester-VI)

**Suggested Readings:**

1. V.A Avadhani, "Security Analysis and Portfolio Management", Himalaya Publishers, New Delhi.
2. Singh, Preeti, "Investment Management", Himalaya Publishers, New Delhi.
3. Brown, Reilly, "Investment Analysis and Portfolio Management", Thomson Publishers.

**Note:-Latest editions of suggested books may be followed.**

**BBA-605**

**VIVA-  
VOCE**

**Max. Marks: 50**

Bachelor in Business Administration (Semester-VI)

**BBA -611**

**Group A- SERVICES MARKETING**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

### **Part – I**

Evolution and Understanding of Services Marketing: Conceptual Framework, Service Defined, Nature of services; Characteristics of services- Intangibility, Inconsistency, Inseparability and inventory. Classification of Services; Consumer versus Industrial Services, Importance of Services Marketing in Indian Economy & Global Scenario Service Marketing Mix: Introduction to the 7Ps ( 4 Ps + Extended 3 Ps)of Services Marketing Mix.

Services Marketing Mix (4Ps):- Product Service Mix:- introduction, Transition from Product Marketing from Service Marketing, Differentiating goods from service, categories of service mix. Goods- Services marketing continuum.

Price: Factors involved in pricing a service product, capacity planning, measures to respond to change in demand, Reshaping demand using effective pricing.

Place: Distribution Strategies, Challenges in distribution of services, Role of internet in distribution.

Promotion: Objectives, Personal Selling, Advertising & Sales Promotion.

### **Part – II**

Extended 3 Ps of Service Marketing Mix People: Role of service employees in service business, training & development of employees, Motivation and Empowerment. Process: Services as process or system- different process aspects and managerial challenges, strategies for managing inconsistency, customer service in service marketing. Physical Evidence: nature, importance, service scapes.

Services Marketing Implementation: Services Marketing Triangle, Servqual Model Rater, PZB Gap Model.

## Bachelor in Business Administration (Semester-VI)

### **Suggested Readings:**

1. Zeithaml, V.A., Bitner, Mary Jo, Pandit, “Services Marketing”, Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher, Wirtz Jochen, Chatterjee, “Services Marketing: People,Technology, Strategy”, Pearson Education, New Delhi.
3. Payne, Adrian, “The Essence of Services Marketing”, Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra, “Services Marketing”, Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P., “Services Marketing-A Strategic Approach”, Prentice Hall International, New Jersey.
6. Jauhari, Vinnie, Dutta, “Services- Marketing, Operations Management”, Oxford University Press, New Delhi.
7. Srinivasan, R., “Services Marketing- The Indian Context”, Prentice Hall of India, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-VI)

**BBA -612**  
**Group A - E-MARKETING**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part – I**

Introduction: Concept, nature and importance of e-marketing; E-marketing versus traditional marketing; Issues, challenges and opportunities for e-marketing; Reasons for growth of e-marketing; Tools and techniques of e-marketing–advantages and disadvantages; e-marketing situations. E-Marketing Management: Segmentation, targeting and positioning; E-marketing mix; E-marketing and customer relationship management – concept and scope; E-customers and their buying process; E-marketing and customer loyalty and satisfaction; Communities and social networks.

**Part-II**

Internet Marketing: Concept and role of internet marketing; Search engine optimization – functions, type of traffic, keywords and steps in search engine optimization; Internet advertising – types and tracking ROI; Online PR, News and Reputation Management; Direct marketing –scope and growth; E-mail marketing; Social Media Marketing: Concept and tools; Blogging – benefits, types; Video-marketing for business purpose – tools and techniques; Pay per click marketing; Issues and challenges. E-payment systems: Payment gateways; use of Debit and credit cards; Mobile Marketing Trends and terminologies; Benefits and applications of mobile and smart phone applications; M-commerce.

Bachelor in Business Administration (Semester-VI)

**Suggested Readings:**

1. Joseph, P.T. "E-Commerce – An Indian Perspective", Prentice Hall of India
2. Schneider, Gary P. "E-Commerce: Strategy, Technology and Implementations", Cengage Learning India Private Limited.
3. Murthy, C.S.V. "E-Commerce; Concepts, Models, Strategies", Himalaya Publishing House.
4. Brahm Canzer, "E-Business and Commerce: Strategic Thinking & Practice", Biztantra Publishers.
5. Kotler, Philip. "Marketing Management".

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-VI)

**BBA -621**  
**Group B - TRAINING & DEVELOPMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part – I**

Training:- Conceptual aspects, Training and Learning, Training objectives, Identification of training needs, Training Process, Policies, Plans designing training programmes, Methods of Training, Evaluation of Training Effectiveness and Significance of Training. Wages and Salary Administration.

**Part – II**

Development:- Concept, Difference between training and development, Objectives of development, Development Process, Development needs evolving development policies, Preparing development plans, Designing development programmes. Development Methods, Case studies, Role play and Sensitivity Training.

Business Games, Transaction Analysis, Behavior Modelling and Evaluation of Development Effectiveness.

**Suggested Readings:**

1. Armstrong M.A. “Handbook of Human Resource Management Practice”, Cogan Page, London
2. Dayal ,I “Manpower Training in organizations” Prentice Hall of India, New Delhi.
3. Craig ,Robert “Training and Development Handbook” McGraw Hill, New York
4. Brahm Canzer, “E-Business and Commerce: Strategic Thinking & Practice”, Biztantra Publishers.
5. Kotler, Philip. “Marketing Management”. Prentice Hall of India, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-VI)

**BBA-622**

**GROUP B- CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

#### **Part – I**

Human Resources and the Competitive advantage, ethical issues and challenges in HRM Job stress and work family conflict, Gender issues in workplace, Performance Management and Organizational Reward System:-,definition, purpose , principles, concerns Ethical considerations , scope and background , Performance Management as a Business strategy , Theoretical framework ; Goal setting theory, Expectancy theory ; Designing of Performance management systems ; setting goals ,measuring performance , Rewarding performance; Concept and significance , Foundation of the reward system , Economic Theories relating to pay , Psychological and Motivational theories affecting reward.

#### **Part – II**

Managing Diversity: Meaning, Challenges in managing diversity, Diversity in organizations, improving the management of Diversity.

The nature of work: Meaning of work; Theories about work; Organizational factors affecting work; Changing patterns of work; Unemployment; Attitudes to work;

HRM in Electronic Era, Human Resource Accounting & Auditing, The role of HRM in 21 St century and future directions of HRM.

#### **Suggested Readings:**

1. Michael Armstrong, ‘A Handbook of Human Resource Management Practices’, Kogan Page London.
2. Luis R. Gomez –Mejia, David B Balkin and Robert L Cardy, “Managing Human Resources”, PHI, New Delhi.
3. Tanuja Agarwal, “Strategic Human Resource Management”, Oxford University Press, New Delhi.

**Note:-Latest editions of suggested books may be followed.**



Bachelor in Business Administration (Semester-VI)

**BBA-631**

**GROUP C- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

#### **Part-I**

Security Analysis- Concept of Risk and Return and their types, Risk Return Trade Off, Valuation of Equity Shares, Preference Shares, Debentures, Factors affecting Share Prices, Classification of security buyers , methods of marketing of securities

Regulation of securities- Securities Contracts (Regulation) Amendment Rules,1996 Investment Analysis- concept of Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis, Capital Asset Pricing Model, Arbitrage Pricing Theory.

#### **Part-II**

Portfolio Management- Definition Of Investment, Defining Investment Objectives, The Investment Process, Investment Categories, difference between Portfolio management and mutual funds

Portfolio Selection: - Risk and Investor Preferences - Investment Constraints.

Brief Introduction to Portfolio Management Schemes-features of PMS SEBI Guidelines on Portfolio Management

Bachelor in Business Administration (Semester-VI)

**Suggested Readings:**

1. Chandra, Prasanna, “Investment Analysis and Portfolio Management”, Tata McGraw Hill
2. Chandra, Prasanna, “Financial Management”, Tata McGraw Hill
3. Avadhani, V.A, “Security Analysis and Portfolio Management”, Himalaya Publishing House, New Delhi
4. Bodie, Zvi; Kane, Alex;J Marcus, Alan; Mohanty, Pitabas, “Investments” Tata McGraw Hill.
5. Brown, Reilly, “Investment Analysis and Portfolio Management”, Thomson Publication.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-VI)

**BBA- 632**

**GROUP C -CONTEMPORARY ISSUES IN ACCOUNTING**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part-I**

Emergence of Contemporary Issues in Accounting – Influence of other disciplines on Accounting and Changing Environment.

Human Resource Accounting: Meaning , Objectives and Scope, Methods of Human Resource Accounting- Human Resource Cost Accounting ( Historical cost Approach, Replacement Cost approach and Opportunity Cost approach), Human Resource Value Accounting (Lev & Schwartz Model, Flamholtz Model and Hermanson’s Model), Objections against Human resource accounting, Use of Human resource Accounting in Managerial Decisions. Human Resource Accounting in India. Price Level Accounting – introduction, Methods (Current Purchasing Power, Current Cost Accounting, Current Value Accounting Technique, and Replacement Cost Accounting Techniques), Utility and Corporate Practices Corporate Social Reporting: Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting, Corporate Social Reporting in India.

**Part-II**

Corporate Reporting: Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting.

Recent Trends in the Presentation of Published Accounts. Economic Value Added, EVA Disclosure in India. Corporate Reporting through Web. Accounting Standards in India: - Significance and formulation of Accounting Standards.

Bachelor in Business Administration (Semester-VI)

**Suggested Readings:**

1. Lal, Jawahar and Lele, R.K., “Contemporary Accounting Issues”, Himalaya Publishers, New Delhi.
2. Porwal, L.S., “Accounting Theory”, Tata McGraw Hill.
3. Lal, Jawahar, “Corporate Financial Reporting”, Taxman Arora, J.S., “Price Level Accounting”, Deep and Deep Publishers, New Delhi.
4. Chander, Subhash, “Corporate Reporting Practices”, Deep and Deep Publishers

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-VI)

**BBA- 641**

**GROUP D - EXPORT IMPORT MANAGEMENT & DOCUMENTATION**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

#### **Part – I**

International Commercial Terms – Need, Groups, Ex-works, FOB, FAS, CFR, CIF. Documents for starting up a new export venture; aligned documentation system: meaning, Rationale, various documents, EDI initiative; methods of payment: advance payment, open Account, consignment sales, and documents against acceptance (D/A), documents against payment (D/P), letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed.

#### **Part – II**

Export Credit and Guarantee Corporation (ECGC): Export Credit Insurance, Insurance Policies, Bank Guarantees and Special Schemes, Role of ECGC; Theories and Practice of Foreign Exchange Rate Determination, Floating and Fixed Exchange Rates; Exchange Control Regulations and Procedures in India, FEMA.

Marine Insurance: Types of Marine Insurance, Marine Losses, Procedure and Documents Needed for Claim.

#### **Suggested Readings:**

1. Current Foreign Trade Policy
2. Handbook of procedures Volume I & II.
3. Jain, S.C., Export Procedures and Documents
4. Kumar, A., “Export and Import Management”, Excel Books.
5. Lall, G. S., “Finance of Foreign Trade and Foreign Exchange”
6. Manual on Export Documentation, Nabhi publication.
7. Ram, P., “Export, What, Where and How”, Anupam Publishers.
8. Varshney, R.L. and Bhattacharya, B., “International Marketing Management”, S. Chand Publishers Pvt. Ltd, New Delhi.

**Note:-Latest editions of suggested books may be followed.**

Bachelor in Business Administration (Semester-VI)

**BBA- 642**

**GROUP D - GLOBAL STRATEGIC MANAGEMENT**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**Internal Assessment: 10**

**Note: The question paper covering the entire course shall be divided into three sections.**

**Section–A:** It will have question No.1 consisting of 10 very short answer questions from the entire syllabus with answer to each question up to five lines in length. Students will attempt 8 questions. Each question will carry one mark; the total weightage being 8 marks.

**Section–B:** It will consist of essay type/numerical questions up to five pages(essay type questions) in length. Four questions numbering 2, 3, 4 and 5 will be set by the examiner from Part-I of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of this section shall be 16 marks.

**Section–C:** It will consist of essay type/numerical questions with answer to each question up to five pages(essay type questions) in length. Four questions numbering 6, 7, 8 and 9 will be set by the examiner from Part-II of the syllabus. The candidates will be required to attempt any two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks

**Part – I**

Concept of strategy including global strategy, An overview of formulation and implementation of global strategy, analysing the external environment especially the tools of analysis, culture and global strategy, analysing company resources and capabilities, personal goals of top management, corporate level strategy including vertical integration, diversification, strategic alliance and acquisition.

**Part – II**

Entering foreign markets, business level strategies, functional level strategies, strategy and Technology, evaluation of strategy, implementation of strategy, organization structure and Strategy, management of political risk and negotiation, governing the corporation around the World.

**Suggested Readings:**

1. Deresky, H., “International Management: Managing Across Borders and Cultures, Pearson Education.
2. Hill, C. W. L. and Jones, G. R., “Strategic Management, An Integrated Approach”, Biztantra.
3. Hill, C. W. L. and Jain, A. K. , “ International Business Competing in the Global Market Place”, McGraw Hill Co., New Delhi.
4. Hitt, M. A., Duance, R. and Hoskisson, R. E., “Strategic Management: Competitiveness and Globalization”, Thomson, South Western.
5. Peng, M. W., “Global Strategy”, Thomson Publishers.
6. Rugman, A. M., Richard, M. H., “International Business: A Strategic Management Approach”, Pearson Education, New Delhi.
7. Taggar, J. H. and Mc Dermot, M. C., “The Essence of International Business”, Prentice Hall.
8. Thakur, M., Burton, G. E. and Srivastava, B.N., “International Management: Concept and Cases”, Tata McGraw Hill Company.

**Note:-Latest editions of suggested books may be followed.**