

Jiwaji University, Gwalior
Syllabus for BBA
2017 – 2020

JIWAJI UNIVERSITY ***GWALIOR***



BACHELOR OF BUSINESS ADMINISTRATION

SYLLABUS AND EXAMINATION SCHEME

2017– 2020

BBA I AND II SEMESTER: 2017-2018
BBA III AND IV SEMESTER: 2018-2019
BBA V AND VI SEMESTER: 2019-2020

**BACHELOR OF BUSINESS ADMINISTRATION
 SYLLABUS
 AND
 EXAMINATION SCHEME
 (SIX SEMESTER PROGRAMME)**

SEMESTER: I

Paper Code	Course	Marks		Max. Marks
		Internal	External	
BBA-101	Management Principles and Practices	10	40	50
BBA-102	Financial Accounting	10	40	50
BBA-103	Business Mathematics	10	40	50
BBA-104	Business Organization	10	40	50
BBA-105	Business Communication	10	40	50
BBA-106	Personality Development	25	25	50
TOTAL				300

SEMESTER: II

Paper Code	Course	Marks		Max. Marks
		Internal	External	
BBA-201	Managerial Economics	10	40	50
BBA-202	Business Legislation for Management	10	40	50
BBA-203	Business Statistics	10	40	50
BBA-204	Cost Accounting	10	40	50
BBA-205	Computer Applications	10	40	50
BBA-206	Comprehensive Viva-Voce	25	25	50
TOTAL				300

SEMESTER: III

Paper Code	Course	Marks		Max. Marks
		Internal	External	
BBA-301	Business Environment	10	40	50
BBA-302	Company Law	10	40	50
BBA-303	Quantitative Techniques	10	40	50
BBA-304	Higher Accounting	10	40	50
BBA-305	Organisational Behaviour	10	40	50
BBA-306	Development of Management Thought	10	40	50
TOTAL			300	

SEMESTER: IV

Paper Code	Course	Marks		Max. Marks
		Internal	External	
BBA-401	Entrepreneurship and Small Business Management	10	40	50
BBA-402	Marketing Management	10	40	50
BBA-403	Financial Management	10	40	50
BBA-404	Human Resource Management	10	40	50
BBA-405	Income Tax Laws & Practices	10	40	50
BBA-406	Research Methodology	10	40	50
TOTAL			300	

SEMESTER: V

Paper Code	Course	Marks		Max. Marks
		Internal	External	

Compulsory Papers:

BBA-501	Management Information Systems	10	40	50
BBA-502	Banking Law and Practices	10	40	50
BBA-503	Insurance Management	10	40	50

Optional –Specialization areas:

Students are required to select any One Specialization out of Three specialization areas:-

- (A) **Marketing**
- (B) **Finance**
- (C) **Human Resource Management**

(A) MARKETING:

BBA-M-504	Advertising and Sales Management	10	40	50
BBA-M-505	Marketing Research	10	40	50
BBA-M-506	Consumer Behaviour	10	40	50

(B) FINANCE :

BBA-F-504	Management of Financial Institutions	10	40	50
BBA-F-505	Investment Management	10	40	50
BBA-F-506	Indian Financial System	10	40	50

(C) HUMAN RESOURCE MANAGEMENT:

BBA-HRM-504	Management Training and Development	10	40	50
BBA-HRM-505	Industrial Relations	10	40	50
BBA-HRM-506	Human Resource Planning and Development	10	40	50
BBA-507	Project Report and Viva-Voce	25	25	50
			TOTAL	350

SEMESTER: VI

Paper Code	Course	Marks		Max. Marks
		Internal	External	
<i>Compulsory Papers:</i>				
BBA-601	Business Policy	10	40	50
BBA-602	Operations Research	10	40	50
BBA-603	Accounting for Managerial Decision	10	40	50

Optional –Specialization areas:

Students are required to select ONE specialization area according to Fifth Semester out of Three:-

- (A) Marketing**
- (B) Finance**
- (C) Human Resource Management**

(A) MARKETING:

BBA-M-604	Industrial Marketing	10	40	50
BBA-M-605	Rural and Agriculture Marketing	10	40	50
BBA-M-606	Services Marketing	10	40	50

(B) FINANCE:

BBA-F-604	Financial Analysis and Decision Making	10	40	50
BBA-F-605	Business Taxation	10	40	50
BBA-F-606	Project Planning and Management	10	40	50

(C) HUMAN RESOURCE MANAGEMENT:

BBA-HRM-604	Social Security and Welfare	10	40	50
BBA-HRM-605	Organization Change and Development	10	40	50
BBA-HRM-606	Industrial Laws	10	40	50
BBA-607	Comprehensive Viva-Voce	25	25	50
			TOTAL	350
			GRAND TOTAL	1900

IMPORTANT NOTES:

1. Personality development (Course BBA-106) activities will be assessed jointly by one internal and one external examiner at the time of I Semester examination.
2. Summer Training Project Report will be based on the in-house training of the Students in IV semester (May-July) for a minimum period of six weeks.
3. The students will have to submit their Summer Training Project Report at least seven days before the commencement of their V Semester examination. One copy of such report will be submitted by them in the office of the Co-ordinator, B.B.A. Programme/ Institute/ College for evaluation.
4. Evaluation of the papers BBA-206 and BBA-607 would be conducted jointly by one internal and one external examiner.
5. The Project Report of BBA V Semester will prepared by the student himself. Institute/ College will not provide any guide for this purpose. The Project Report (BBA-507) shall be examined by one external and one internal

- examiner. They will be invited to conduct the Viva-Voce examination based on Project Report.
6. Institute/ College reserves the right not to offer those options / electives / courses to the students of BBA V Semester for which adequate teaching facilities do not exist in the institution. The decision of the Co-ordinator / Principal will be final in this matter.

SCHEME OF ASSESSMENT:

The BBA programme is based on continuous internal assessment as well as end-semester external examination. The scheme of internal assessment is as follows: -

MARKS OF SESSIONALS:

Class tests during the semester will be conducted by the teacher concerned and the sessional marks of internal assessment will be finalized by the teacher concerned. The sessional marks shall be based on: -

- (a) Marks of two best class tests out of three tests conducted during the semester will be sent to the University. (Marks 10)
- (b) Candidate is required to secure a minimum of 40% marks in individual course in order to pass the internal assessment. The students must be very punctual and attentive to tests as there is no provision for make-up test on any ground.

MINIMUM PASS MARKS:

In order to pass the semester, an examinee shall have to secure minimum 40% marks in individual papers. He/She will also be required to obtain a minimum 40% marks in sessional, separately. Beside securing 40% marks in each paper and sessional. The candidate will have to secure a minimum of 50% marks in aggregate.

DIVISION IN EXAMINATION:

A candidate having secured 60% marks or above will be awarded first division, Candidates securing 50% but less than 60% marks in aggregate will be placed in second division. There will be no third division in the programme.

SCHEME OF PROMOTION TO NEXT SEMESTER:

The student failed in more than two papers / courses in a semester (either in internal or external) will not be promoted in the next semester. Thus, in order to get promotion to the next semester, candidates will have to clear at least 4 papers /courses in first to fourth semesters and 5 papers / courses in fifth/sixth semesters.

The Back paper of students failing in I and III Semester will be conducted along with their III and V semester examinations respectively. Similarly, those failing in II and IV semester will get chance to clear their back paper along with their IV and VI semester examinations respectively. However, students failing in their final year i.e. V and VI semester will have to wait for the next concerning semester to clear their back paper.

The students having semester back will give their papers with their next concerning semester examination. There is no provision of special back / semester back after semester examinations.

An examinee who has failed in internal examination shall be required to register him/her fresh for doing the sessional work in the next concerning semester in the paper/course. He will also be required to submit his examination form for internal assessment.

The internal assessment awarded to a candidate who fails in the university end semester examination shall be carried forward to the next concerning semester.

In case a candidate fails in any internal / end semester examination (either in one paper or in all), he will be allowed two more attempts to clear that course. However, if a candidate fails to pass in semester examination even after the two additional attempts other than the original one, he will be required to leave the course.

BBA I Semester Management Principles and Practices Paper Code: BBA-101	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Introduction:

Nature and Significance of management, Process of management, Management's administration, Functions and Principles of management, Levels of management, Functional areas of management, Universality of management, Managerial roles and Managerial skills.

UNIT – II: Planning and Decision Making:

Nature of planning, Components of planning, Principles of planning, Importance and Process of planning, Planning in fast changing environment, Types of planning, Limitations of planning and Making planning effective.

Decision-Making – Nature and Process, Types of decisions, Rationality and Creativity in decision making.

UNIT – III: Organizing:

Nature, Process, Significance, and Principles of organization, Organization charts, Organization manual, Formal and Informal organizations.

Span of management, Authority and Responsibility relationships.

UNIT – IV: Directing and Communication:

Concept, Nature, Principles and Techniques of directing.

Nature and Process of communication, Communication network, Channels and Media of communication, Barriers in communication, Making communication effective.

UNIT – V: Managerial Control:

Nature, Importance, Process and Types of control, Limitations of control, Essentials of effective control system, Techniques of managerial control and Emerging horizons in management.

BBA I Semester FINANCIAL ACCOUNTING Paper Code: BBA-102	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Nature, Objectives, Concepts, Conventions and Principles of accounting, Double entry system, Journal, Ledger, Cash book and Trial balance. Preparation of bank reconciliation statement.

UNIT – II: Concept of capital and revenue, Final accounts with adjustment. Depreciation accounting.

UNIT – III: Accounts of Non-Trading Institutions – Receipts and payment accounts, Income and expenditure accounts, and Single entry system.

UNIT – IV: Accounting for Joint venture, Consignment accounts and Royalty accounts.

UNIT – V: Branch accounts and Departmental accounts.

BBA I Semester BUSINESS MATHEMATICS Paper Code: BBA-103	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Ratio and proportion, logarithms, Percentage, Average, Permutation and Combination.

UNIT – II: Commission, Brokerage and Discount, Rates and taxes, Stocks and Shares, Simple annuities, Present value and Discount, Simple and Compound interest, Profit and loss account.

UNIT – III: Matrices: Addition, Subtraction, Multiplication of matrices, Inverse of matrices, System of linear equations and its applications.

UNIT – IV: Functions, Types of functions, Applications of linear functions in business, Simple equations, Quadratic equations, Simultaneous equations and problems thereon.

UNIT – V: Differentiation of functions of single variable (excluding trigonometric functions), Break-even analysis, Simple problems of maxima and minima.

BBA I Semester BUSINESS ORGANISATION Paper Code: BBA-104	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT – I: Introduction:**
Nature and Scope of business, Objectives of business, Classification of business activities, Business system and Environment, Social responsibilities of business.
- UNIT – II: Promotion and Forms of Business Organization:**
Concept and stages of promotion, Position and functions of promoter, Promotion of new business, Forms of business organization - Sole trader, Partnership, Joint stock company and Co-operative society.
- UNIT – III: Location of Business and Business Risks:**
Theories of industrial location, Factors affecting the location of industry, Government policy towards the localization.
Concept of combination, Merits, Demerits and Types of combination.
Nature, Types and Causes of business risks.
- UNIT – IV: Stock Exchanges:**
Functions of stock exchanges, Method of trading on a stock exchange, Speculation and stock exchange, Factors affecting, Regulation and Control of stock exchanges, On-line Stock trading, Products and Services.
- UNIT – V: An Entrepreneurial Process:**
Entrepreneurial Process, Emerging trades in business, Governments support to BPO in India, Basic considerations in setting up a business enterprises, Identification of business opportunity, Entrepreneurial decisions and Outsourcing of different types of services.

BBA I Semester BUSINESS COMMUNICATION Paper Code: BBA-105	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Meaning, Importance and process of communication, Objectives of communication, Need for communication, Barriers to communication and Essentials of effective communication.

UNIT – II: Media and Types of communication, Verbal and Non-verbal communication, Formal vs. Informal channels of communication.

UNIT – III: Techniques of group decision-making.
Committees: Meaning, Essentials, Advantages and Disadvantages and Types of Committees.
Conferences: Meaning, Essentials, Importance and difference between conference and committee.

UNIT – IV: Tips for clear writing, Drafting of effective business letter, kinds of business letters (a) Enquiries and Replies (b) Order and their execution (c) Complaints and Adjustment (d) Collection letter (e) Sales letter and Memo.

UNIT – V: Drafting of Notice, Agenda, Minutes, Report writing, Effective listening, Speeches and Presentation, Interview and Modern technology of business communication.

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BBA I Semester PERSONALITY DEVELOPMENT Paper Code: BBA-106	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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Debates, Seminars, Group discussion, Presentations, Paper writing, Role playing of Business Advertisement, Management games and Library activities will conducted during this paper.

BBA II Semester MANAGERIAL ECONOMICS Paper Code: BBA-201	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT – I: Nature and Scope of Managerial Economics:**
Nature, Scope and Significance of managerial economics, Five fundamental concepts, Role and Responsibility of managerial economists.
- UNIT – II: Analysis of Individual Demand:**
Theory of demand, Measurement of utility, Consumer's equilibrium, The law of demand, Law of diminishing marginal utility, Indifference curves.
- UNIT-III: Theory of Production:**
Basic concepts of production, Laws of production, Laws of returns to scale, Laws of returns to scale through production function, Optimal input combination.
- UNIT-IV: Market Demand and Demand Elasticities:**
Meaning of market demand, Types of demand, Determinants of market demand, Demand function, Elasticity of demand.
- UNIT-V: Business and Demand Forecasting:**
Meaning of demand forecasting, Techniques of forecasting demand-Survey and Statistical methods, Demand estimation for new products.

BBA II Semester BUSINESS LEGISLATION FOR MANAGEMENT Paper Code: BBA-202	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT – I: Law of Contract:**
Major provisions of contract act with indemnity and guarantee.
Major provisions of contract act with Bailment, Pledge and Agency.
- UNIT-II: Law of Sale of Goods and Arbitration:**
Major provisions of sales of goods act.
Law of Arbitration and Conciliation.
- UNIT – III: Law of Negotiable Instruments:**
Major provisions of negotiable instruments act.
- UNIT-IV: Partnership Act, 1932:**
Major provisions of partnership act.
- UNIT-V: Law of Consumer Protection and Information Technology:**
Major provisions of Consumer protection act.
Information Technology act.

BBA II Semester BUSINESS STATISTICS Paper Code: BBA-203	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Introduction:

Concept, Scope, Nature, Importance and limitations of statistics, Functions of statistics, Distrust of statistics, Misuse of statistics, Planning of statistical enquiry, Collection of data, Editing of statistical data, Classification and Tabulation of data, Census and Sample investigation.

UNIT – II: Statistical Averages:

Arithmetic average, Weighted mean, Mode, Median and Geometric mean, Weighted geometric mean, Uses of various averages and Limitations of averages.

UNIT – III: Dispersion and Skewness:

Concept of Dispersion, Methods of measuring dispersion, Quartile deviation, Mean deviation and Standard deviation, Coefficient of variation, Co-efficient of skewness - Karl Pearson's and Bowley's.

UNIT – IV: Index Numbers:

Meaning and Uses of index number, Methods of constructing index numbers- Simple, Aggregative method, Weighted aggregative methods, Fisher's ideal method.

UNIT – V: Correlation Analysis:

Concept and Importance of correlation, Types of correlation, Co-efficient of correlation method by Karl Pearson's, Spearman's and Concurrent deviation, Probable error.

BBA II Semester COST ACCOUNTING Paper Code: BBA-204	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT – I: Cost Accounting: An Overview and Material Cost:**
 Concept of cost accounting, Nature, Scope, Objectives and Functions of cost accounting, Advantages and Limitations of cost accounting, Methods and Techniques of cost accounting.
 Elements and Classification of cost, Concept of material control, Methods of pricing material issues.
- UNIT – II: Labour Cost Control and Overheads:**
 Labour cost management, Methods of remuneration, Labour turnover, Labour cost control.
 Classification of overheads, Codification of overheads, Sources of collection of overheads, Departmentalization of overhead, Allocation, Apportionment and Absorption of overheads.
- UNIT – III: Cost System:**
 Preparation of cost sheet, Statement of cost, Tender price or Quotation price.
 Cost audit and Cost reduction.
- UNIT – IV: Process Costing:**
 Process Costing- Meaning, Accounting procedure of costing, Wastage, Scrap, Defectives and Spoilage, Treatment of normal, Abnormal losses and Abnormal gain, Oil refinery process, Inter process profit.
- UNIT – V: Operating Costing:**
 Concept and Objectives of operating cost, Transport services, Power house costing, Hotel costing, Canteen costing, Cinema costing and Hospital costing.

BBA II Semester COMPUTER APPLICATIONS Paper Code: BBA-205	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT-I: Introduction to computer, History and Generation of computers, Classification of computer, Components and functioning of computers, Input – Output devices, Block diagram of computers, Types of memories.

UNIT-II: Introduction to operating system, Types of operating system, Development of operating system- Serial processing, Batch processing, Multiprogramming, Real-time, On-line, Multitasking and Multi user system.

UNIT-III: MS-office:
 Word-basics, Template, Creating and Modifying documents, Mail merge.
 MS-Excel:
 Introduction to MS-Excel, Data-sorting and functions:
 Round (), Sort (), Average (), Max (), Min (), Count (), Sum (),
 IF (), Sum if (), ABS (), Roman (), Upper (), Lower (), Cell (), Today (), Now ().
 Introduction of PowerPoint, Parts of PowerPoint window, Changing font, Inserting, Copying, Moving picture & text, Entering data graph and map, Design template, Auto context wizard and Templates.

UNIT-IV: Internet:
 Internet: Concept Types and Advantages, Types of interconnection, modems, Getting registered for email- accounts, Sending and Receiving e-mails, Websites, Search engine, Web browser.

UNIT-V: E-Commerce:
 Introduction to E-Commerce, The E-Commerce triangle, Types of business models in E-Commerce- B2B, B2C, C2B and C2C, E-Marketing.

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BBA III Semester BUSINESS ENVIRONMENT Paper Code: BBA-301	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- Unit-I: Introduction:**
Concept, Nature, Structure, Significance of business environment, Basic indicators of economic development and Performance of Indian economy.
Indian economic planning- Major objectives and Assessment of five year plans.
- UNIT-II: Social and Ethical Environment:**
Social responsibilities of business, Business ethics and Corporate Governance, Problems of regional imbalances and Economic development.
Ethical Environment.
- UNIT-III: Labour and Industrial Environment:**
Labour Environment, Industrial policy and performance, Public sectors in India-Process of privatization through disinvestment.
- UNIT-IV: Economic Environment:**
The Indian financial sector, Indian monetary and fiscal policy and its implications. Capital market in India, Process of economic reforms.
- UNIT-V: Technological and Competitive Environment:**
Technology policy and environment, Selection and transfer issues, Energy resource management.
Competitive Environment.

BBA III Semester COMPANY LAW Paper Code: BBA-302	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
Development of company law, Objectives of company law, Kinds of companies, Advantages, Management and Administration of companies.
- UNIT-II: Formation of a Company:**
Meaning of formation of a company, Stages in formation of a company – Promotion of a company, Registration and Incorporation of a company, Certificate of incorporation and Commencement of business. Promoters – Company promoters, Legal position of a promoters, Functions of promoters, Remuneration of promoters, Duties and Obligations of promoters and liabilities of promoters.
- UNIT-III: Memorandum of Association:**
Form of memorandum of association, Clauses of memorandum of association, Alteration of memorandum of association and Articles of association.
- UNIT-IV: Prospectus of a Company:**
Definition of prospectus, Legal rules relating to the issue of prospectus. Share and Share capital, Borrowing powers.
- UNIT-V: Winding up of a Company:**
Prevention of oppression and Mis-management, Provisions regarding winding up of a company.

BBA III Semester QUANTITATIVE TECHNIQUES Paper Code: BBA-303	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Regression Analysis:

Meaning and Uses of regression analysis, Regression lines, Regression co-efficient, Regression equations (a) By using mean, SD and coefficient of correlation and (b) by using method of least square.

UNIT – II: Analysis of Time Series:

Meaning and Uses of time series analysis, Components of time series, Measurement of trend by using moving average method and method of least square, Measurement of seasonal variation by using simple average method (monthly and quarterly).

UNIT – III: Probability:

Concept and Importance of the probability, Basic terminology, Calculation of probability, Addition theorem, Multiplication theorem.

UNIT – IV: Association of attributes, Chi-square test- Meaning and Uses of Chi-square measure.

UNIT – V: Tests and Hypothesis:

(A) Concept of standard error, Test of significance, Large samples – Problems relating to test of significance of means, Test of significance of proportions.

(B) Test of significance of small samples ‘t’ test for significance of means only.

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BBA III Semester HIGHER ACCOUNTING Paper Code: BBA-304	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Concept of partnership, Partnership deed, Preparation of capital account, Past adjustment, Goodwill, Change in profit sharing ratio, Admission of a partner, Retirement of a partner, Death of a partner.

UNIT – II: Amalgamation of partnership firms, Dissolution of a partnership firm, Sale of firm.

UNIT – III: Accounts for hire purchase and installment system, Investment accounting.

UNIT – IV: Accounting for insurance companies and Accounting for banks and Accounting policies for banking sector.

UNIT – V: Double account system (including accounts of electricity companies), Hotel company's accounts.

BBA III Semester ORGANISATIONAL BEHAVIOUR Paper Code: BBA-305	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Introduction:

The emergence of organizational behaviour, Nature, Foundations and Determinants of organizational behaviour, Model of organisational behaviour, Challenges and Opportunities for organisational behaviour, Modern perspective on organisational behaviour.

UNIT – II: Individual Behavior and Behavioral Sciences:

Individual behaviour, Perception, Perceptual organization and Perceptual process.
 Components, Theoretical process and Principles of learning.
 Nature, Dimensions, Types, Factors and Measurements of attitude.

UNIT – III: Group and Interpersonal Process:

Dynamics of formal and informal work groups, Theories of group, Comparative study of formal and informal organization and functions of group.
 Leadership and its theories, Leadership styles, Likert’s management systems and Choice of a leadership style.

UNIT – IV: Motivation and Organisational Culture:

Emerging perceptives of motivation, Types of motives, Motivation approaches.
 Dynamics of conflicts and negotiation.
 Nature and Common attribute of organisational culture, Models of International culture, Dimensions and Impact of culture on International organizational behaviour.

UNIT – V: Organisational Dynamics:

Organisational change, Resistance to change, Change agent, Process of organizational development, Intervention techniques.
 Carrier dynamics, Carrier planning and Carrier management.
 Main issues of international dimensions and Emergence of international management.

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BBA III Semester DEVELOPMENT OF MANAGEMENT THOUGHT Paper Code: BBA-306	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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Unit-I: Evolution of Management Thought, Mechanistic Approach, Humanistic Approach, Contingency Approach, Early Contributors (Charles Babbage Frank Gilbreth, H.L. Gantt.)

Unit-II: Schools of Management Thought- Process School, Empirical School, Human Behavior School, Social Systems School, Decision Theory School, Mathematical School, Comparative Management School.

Unit-III: Scientific Management – Evolution and Principles, Contribution of Henri Fayol, Oliver Sheldon’s Philosophy of Management, contributions of Mary Parker Follett, Chester I. Barnard.

Unit-IV: Hawthorne Experiments, James Burnham- Theory of Managerial Revolution, Maslow’s Theory of Motivation, Herzberg’s Two-factor Theory, Mc Gregor’s Theory X and Theory Y.

Unit-V: Herbert Simons’s Decision Making Theory, Contributions of Peter F.Drucker- MBO, Chris Argyris- Immaturity-Maturity Model, William G Ouchi-Theory Z, Gary Hamel- Concept of Core Competence, Tom-Peters-Seven S Model, Henry Mintzberg- Managerial Roles.

BBA IV Semester ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT Paper Code: BBA-401	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
 Concept of entrepreneur, Distinction between entrepreneur and manager, Functions of an entrepreneur, Qualities of a successful entrepreneur and Types of entrepreneurs. Concept and Nature of entrepreneurship, Role of entrepreneurship in economic development.
- UNIT-II: Development of Entrepreneurship:**
 Emergence of entrepreneurial class in India, Environmental factors affecting entrepreneurship, Locational mobility of entrepreneurs, Entrepreneurship development programmes, Institutions for entrepreneurship development and Entrepreneurial performance in India.
- UNIT-III: Entrepreneurial Motivation:**
 Concept and Theories of motivation, Motives for starting enterprises, Testing entrepreneurial motivation, Developing achievement motivation and Entrepreneurial behaviour.
- UNIT-IV: Rural Entrepreneurship:**
 Meaning of rural entrepreneurship, Need for rural entrepreneurship, Rural industrialization in retrospect, Problems of rural entrepreneurship and Development of rural entrepreneurship.
- UNIT-V: Establishing a Small Enterprise:**
 The start up process, Project identification, Selection of the product, Project formulation, Assessment of project feasibility, Analysis of project, Preparation of project report, selection of site / location and Legal considerations.

BBA IV Semester MARKETING MANAGEMENT Paper Code: BBA-402	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Introduction:

Evaluation of marketing concept, Features of integrated marketing concept, Modern concept of marketing, Concept and Functions of marketing management, Difference between marketing, selling and retailing, Marketing mix, Marketing segmentation.

UNIT – II: Consumer Behavior:

Concept of consumer behavior, Buying motives, Buyer behavior models, Concept of motivational research and Techniques of motivational research, Ethical marketing in India.

UNIT – III: Product Planning:

Meaning of product, Importance of a product, Components of product planning, Product classification, Products mix. Product line and Product life cycle.

UNIT – IV: Product Pricing:

Role of pricing in marketing strategy, Factors influencing the product pricing decisions, Methods of price determination, Pricing policies and strategies.

UNIT – V: Distribution:

Meaning of channel of distribution, Role of marketing channels, Classification of channels, Types of intermediaries, Choice of channels of distribution, Channel policies and strategies.

BBA IV Semester FINANCIAL MANAGEMENT Paper Code: BBA-403	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Introduction:

Concept and Nature of financial management, Types of financial decisions, Importance, Objectives, Organization and Responsibilities of finance functions, Role and Status of financial executives in organization structure.

UNIT – II: Patterns of Funds Requirements:

Short-term, Medium-term and Long-term financial planning, Capitalization, Types of securities and their evaluation from income, Risk and control point of view.

UNIT – III: Capital Structure Planning:

Approaches to capital structure, Objectives and Determinants of optimum capital structure, Cost of capital, Financial and Operating leverage.

UNIT – IV: Capital Budgeting and Dividend Policy:

Nature, Importance and Principles of capital budgeting, Techniques of capital budgeting, Capital budgeting practices in India.
Dividend theories, Dividend factors, Dividend policy in India.

UNIT – V: Working Capital Management:

Concepts of working capital, Determinants of working capital, Management of cash, Management of inventory and Accounts receivable, Tools for analysis of working capital.

BBA IV Semester HUMAN RESOURCE MANAGEMENT Paper Code: BBA-404	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
Concept, Importance, Nature and Scope of human resource management, Objectives of HRM, Functions of HRM, Activities of HRM, Managerial skills and roles, Organisation and Responsibilities.
- UNIT-II: Evolution and Environment:**
Evolution of human resource management, Theories of HRM, Influence of scientific management on HRM, Influence of labour movement on HRM, Influence of government regulations on HRM and HRM: Indian perspective.
- UNIT-III: Recruitment and Selection:**
Recruitment policy, Sources of recruitment, Methods of recruitment and Effectiveness of recruitment programme.
Selection – Policy and Process, Selection tests and Interview.
- UNIT-IV: Promotion and Transfer:**
Concept of promotion, Promotion policy, Promotion plans, Promotion programmes and Problems in promotion.
Transfer- Meaning, Objectives, Types, Policy and Programmes.
- UNIT-V:** Concept of placement, Factors of demotion, Demotion policy, Types of separation.
Organisational career planning, Career choices and stages, Career management in HR.

BBA IV Semester INCOME TAX LAWS AND PRACTICES Paper Code: BBA-405	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT – I: Basic concepts of income, Agriculture income, Assessee, Previous year, Assessment year, Residence and Tax liability, Exempted incomes, Income from salaries.

UNIT – II: Income from house property, Profits and gains of business or profession.

UNIT – III: Capital gains, Income from other sources, Set off and carry forward of losses, Clubbing of income.

UNIT – IV: Deduction from gross total income available to all types of assessee, Rebates and relief from tax liability, Assessment of individuals.

UNIT – V: Computation of tax liability of individuals, Procedure of assessment, Income-tax authorities.

BBA IV Semester RESEARCH METHODOLOGY Paper Code: BBA-406	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT – I: Concept of Research:**
 Concept, Assumption and Steps of scientific method, Nature and Objectives of research, Significance of research, Types of research, Steps in the research process.
- UNIT – II: Research Design:**
 Concept, Types and Stages in research design, Concept of a research problem, Selection and Formulation of a research problem.
- UNIT – III: Hypothesis: A Test of Significance:**
 (A) Hypothesis concept and Sources of hypothesis, Procedure for formulation of hypothesis. Types of hypothesis.
 (B) Test of significance in large sample, Standard error, Difference of mean test of significance in small T test, F test and Z test.
- UNIT – IV: Data Collection:**
 (A) Collection of primary data:
 Direct personal investigation, Indirect oral investigation, Local reports, Schedules and Questionnaires, Drafting and Presentation.
 (B) Collection of secondary data:
 Source of data, Editing and Sorting of secondary data.
 (C) Census, Sample and Universe:
 Concept, Methods of census sample and Types of sample and Universe.
- UNIT – V: Research Communication:**
 Techniques of scaling-Likert, Thruston and Gutman, Format of research report, Precautions in report writing, Footnoting, Bibliography and Index.

BBA V Semester MANAGEMENT INFORMATION SYSTEMS Paper Code: BBA-501 COMPULSORY PAPER	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: An Overview:**
MIS – Meaning of Management, Information and System, Meaning, Objectives and Classification of MIS, Framework for MIS organization and management, Information needs and its economics, System approach, MIS and levels of Management, MIS design, Implementation of MIS, Approaches of MIS development and Limitations of MIS.
- UNIT-II: Information Systems for Decision Making:**
Transaction processing system, Decision support systems, Executive information system, Expert system and Office automation system.
- UNIT-III: Information Systems in Business:**
Functional areas of business information system – Manufacturing, Marketing, Quality, Financial and Accounting, Research and Development and Human resource information systems.
- UNIT-IV: Systems Analysis and Design:**
Meaning of systems analysis, System development life cycle, Prototyping, Rapid application development (RAD), End – user computing, Software packages, Outsourcing, Tools for information systems development, Computer aided software engineering and Challenges in developing information systems.
- UNIT-V: Strategic Management Information System:**
Meaning, Characteristics of SMIS, Strategic planning for MIS, Development of SMIS, MIS strategy implementation and Barriers to development of SMIS.

BBA V Semester BANKING LAW AND PRACTICES Paper Code: BBA-502 COMPULSORY PAPER	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction :**
Origin, Definitions, Functions of banks, Classification of banks, Development and Organisational Structure of banks, Challenges for Indian banking industry.
Functions / Services and Principles of commercial banks.
- UNIT-II: RBI and Banking Regulation Act:**
Reserve Bank of India – Organisation, Functions and Appraisal, Powers of the Reserve bank and Nomination of deposit accounts and lockers.
Scheme of the banking regulation act, Application of the act-general provisions, management and control, loans and advances, Assets of a banking company.
- UNIT-III: Banker and Customers Satisfaction:**
Meaning of banker and customer, Relationship between banker and customer, Obligations of banker, Banker’s duty to maintain secrecy of the customer’s account and Rights of the banker.
Customers satisfaction and its practices.
- UNIT-IV: Accounts of Customers:**
Various types of deposit accounts – Opening and operation, Deposit schemes, Insurance of bank deposits and Steps for improving customer service in banks. Evaluation of customers satisfaction, Problems phased by the customers and suggestion for improvements.
- UNIT-V: Bank Credit and Policy:**
Dehejia Committee Report, 1969
Tandan Committee Report, 1975
Chore Committee Report, 1980
Marathe Committee Report, 1984
Recent RBI guidelines regarding bank credit.

BBA V Semester INSURANCE MANAGEMENT Paper Code: BBA-503 COMPULSORY PAPER	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Nature of Insurance:**
Origin and Development of insurance, Essential elements necessary for insurance, Scope of insurance, Nature of insurance, Functions of insurance, Importance of insurance and Types of insurance.
- UNIT-II: Organisation of Insurance:**
Organisation of insurance, Insurance organization in India, Role of insurance, Risk management and insurance.
- UNIT-III: Insurance Contract:**
Meaning of insurance contract, Principles of insurance contract, Over insurance and under insurance, Difference between insurance contract and general contract, Difference between contract of indemnity and life insurance contract.
- UNIT-IV: Insurance Legislation in India:**
A brief history of insurance legislation in India, The Insurance act, 1938 with important provisions, Indian insurance industry and Insurance in India.
- UNIT-V: Insurance regulatory and development authority act, 1995 and Insurance regulatory, development authority regulations, 2000 and 2002 regarding amended provisions.**

BBA V Semester ADVERTISING AND SALES MANAGEMENT Paper Code: BBA – M - 504 MARKETING GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
 Concept, Scope, Objectives and Functions of advertising. Role of advertising in marketing mix and the advertising process. Legal ethical and social aspect of advertising.
- UNIT-II: Pre - Launch Advertising Decision:**
 Determination of target audience, Advertising media and their choice. Advertising measures. Layout of advertisement and advertising appeal, Advertising copy.
- UNIT-III: Promotional Management:**
 Advertising department, Role advertising agencies and their selection, Advertising budget, Evaluation and Advertising effectiveness.
- UNIT-IV: Personal Selling:**
 Meaning and Importance of personal selling, Difference between personal selling, Advertising and sales promotion. Methods and procedure of personal selling.
- UNIT-V: Sales Management:**
 Concept of sales management, Objectives and Functions of sales management. Sales organization, Management of sales force and Sales from objectives, Sales from recruitment, selection, training, compensation and evaluation.

BBA V Semester MARKETING RESEARCH Paper Code: BBA – M - 505 MARKETING GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT - I: Concept of Marketing Research:**
 Concept, Nature, Scope of marketing research, Importance and Role of marketing research, Users of marketing research, Organisation of MR department, Limitations of marketing research, Position of marketing research in India.
- UNIT-II: Marketing Research Process:**
 Steps in marketing research, Characteristics of good marketing research, Marketing research plan, Marketing research agencies, Career opportunities in marketing research, Future of marketing research.
- UNIT-III: Product and Advertising Research:**
 Concept of product research, New product research, Research in new product development, Product life cycle research and product-mix research.
 Concept of advertising research, Media selection research, Difficulties in advertising research.
- UNIT-IV: Motivation Research:**
 Concept and Nature of motivation research, Types of motivation research, Motivation research techniques, Limitations of motivation research and Market segmentation research.
- UNIT-V: Marketing Research Report:**
 Types of research report, Guidelines for writing a report, Report format, Market research proposal, Ethical issues in marketing research.

BBA V Semester CONSUMER BEHAVIOUR Paper Code: BBA – M - 506 MARKETING GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
Meaning and Significance of consumer behaviour, Determinants of consumer behaviour, Consumer behaviour vs. buyer's behaviour, Consumer buying process and Consumer movements in India.
- UNIT-II: Organisational Buying Behaviour and Consumer Research:**
Characteristics and Process of organizational buying behaviour, Determinants of organizational buying behaviour, History of consumer research and Consumer research process.
- UNIT-III: Consumer Needs and Motivations:**
Meaning of motivation, Needs and Goals, Dynamic nature of consumer motivation, Types and systems of consumer needs, Measurement of motives and Development of motivational research.
- UNIT-IV: Personality and Consumer Behaviour:**
Concept of personality, Theories of personality, Personality and understanding consumer diversity, Self and self- images.
- UNIT-V: Social Class and Consumer Behaviour:**
Meaning of social class, Measurement of social class, Lifestyle profiles of the social class, Social-class mobility, Affluent and Non-affluent consumer, Selected consumer behaviour applications of social class.

BBA V Semester MANAGEMENT OF FINANCIAL INSTITUTIONS Paper Code: BBA – F - 504 FINANCE GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT- I: Working of Financial Institutions:
Financial assistance of institutions, Financing policies and Norms of institutions promotional activities.

UNIT- II: Major Financial Institutions:
IFCI - Industrial Finance Corporation of India
IDBI - Industrial Development Bank of India
ICICI - Industrial Credit and Investment Corporation of India
UTI - Unit Trust of India

UNIT- III: Banking Institutions:
Reserve Bank of India: Introduction, Organization, Management, Role and its functions.
Commercial Banks : Concepts, Source of funds, Investment of funds.
Co-operative Banks : Features, Types, Structure and Growth.

UNIT - IV: Non-Banking Financial Intermediaries:
HUDC : Housing and Urban Development Corporation.
SHFSs : State Housing Finance Societies.
HDFC : Housing Development Financing Corporation.
Investment Companies and Merchant Bank.

UNIT - V: Insurance Companies:
Nature of insurance company, Life Insurance Corporation.
LIC: Organization, Types and Structure of insurance plans, Investment pattern and policy.
GIC: General insurance corporation: Organization, Types and Structure of business.

BBA V Semester INVESTMENT MANAGEMENT Paper Code: BBA – F - 505 FINANCE GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
Types of investments, Objectives of investment, Types of Investors, Nature and Scope of investment management, Investment v/s Speculation, Investment process, Investment categories, Investment alternatives.
- UNIT-II: Stock Exchange in India:**
Organization and Functions of stock exchange, Primary v/s Secondary market, Regulation of stock market in India, Functions and Operation of Security Exchange Board of India (SEBI), Present scenario of capital markets.
- UNIT-III:** Economic analysis, Industrial analysis, Company analysis, Technical analysis and Efficient market theory.
- UNIT-IV: Portfolio Analysis:**
Portfolio analysis, Portfolio selection and Techniques of portfolio revision.
- UNIT-V:** Classification of investment companies, Performance measurement of portfolios, New directions in investment management.

BBA V Semester INDIAN FINANCIAL SYSTEM Paper Code: BBA – F - 506 FINANCE GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
Formal and informal financial systems, Functions of financial system, Nature and Role of financial institutions and financial markets, Financial system and the economy.
- UNIT-II: Reforms in the Financial System:**
Objectives of financial system reforms and Indian financial system in the pre-reforms period. Meaning of new financial instrument and Types of new financial instruments.
- UNIT-III: Disinvestment of Public Sector Undertakings:**
Meaning of public sector undertakings, Meaning and Objectives of disinvestment, History of disinvestment, Disinvestment machinery, PSU Sell-off methods, Evaluating the disinvestment programme and disinvestment of PSU's.
- UNIT-IV: Mutual Funds:**
Benefits of mutual funds, Mutual funds in India, Role of mutual funds, Types of mutual funds, Organization of mutual fund, SEBI (Mutual funds) Regulations, 1996 and SEBI guidelines (2001-2002) relating to mutual funds, Association of mutual funds in India and Performance of mutual funds in India.
- UNIT-V: Financial Regulation:**
Profile of SEBI, Management of SEBI under the SEBI Act, 1992, Power and Functions of SEBI, Achievements of SEBI, Joint parliamentary committee on SEBI and Future plans of SEBI.

BBA V Semester MANAGEMENT TRAINING AND DEVELOPMENT Paper Code: BBA – HRM - 504 HRM GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
 Concept, Need and Objectives of training, Principles of training, Methods of training and Training policy.
- UNIT-II: Employees Training:**
 Training process, Identification of training needs, Planning of training programme, Selection of trainees, Implementation of training, Performance evaluation of training and follow-up training.
- UNIT-III: Management Executive Development:**
 Importance of training and development, Objectives of training and development, Executive training and development process, Methods of training and development and its selection, Evaluation of training and development, Management training and development practices in India.
- UNIT-IV: Performance Appraisal:**
 Basic concepts of performance appraisal, Factors affecting performance appraisal, Criteria of performance appraisal, Performance appraisal methods, Limitations of performance appraisal, Methods and Performance appraisal in Indian organizations.
- UNIT-V: Career Development:**
 Basic concepts, Stages of career development, Importance and limitations, Various career development programmes and Career dynamics.

BBA V Semester INDUSTRIAL RELATIONS Paper Code: BBA – HRM - 505 HRM GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
Meaning, Nature and Significance of industrial relations, Approaches to Industrial relations, Conditions for good industrial relations, Suggestions to improve industrial relations and Industrial relations in India.
- UNIT-II: Industrial Disputes:**
Meaning, Forms, Causes and Results of disputes, Methods for the prevention and Settlement of Industrial disputes, Authorities for the settlement of disputes and Industrial disputes in India.
- UNIT-III: Human Relations:**
Meaning and approaches, Difference between HR and IR. Importance of HR in maintaining good industrial relations, and Theories of human relations.
- UNIT-IV: Employee Discipline:**
Concept, Importance and Types of discipline, Arguments against negative discipline, Essentials of a good disciplinary system, Kinds of punishment, Procedure for taking disciplinary action.
- UNIT-V: Grievance:**
Meaning and Causes of grievance, Grievance procedure, Settlement of grievance in Indian industry, Employees counseling.

BBA V Semester HUMAN RESOURCE PLANNING AND DEVELOPMENT Paper Code: BBA – HRM - 506 HRM GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
Dimensions, Importance and Necessity of human resource planning, Strategies and Policies of HRP, Nature and Scope of HR plans, Classification of HR Plans and Human resources inventory. Human resource development in India.
- UNIT-II: Job Analysis and Evaluation:**
Meaning, Objectives and Hierarchy of job analysis, Techniques of job analysis, Job evaluation and its techniques.
- UNIT-III: Job Description and Specification:**
Meaning and Objectives of job description and Specification, Format for job description and Job specification, Techniques of job evaluation and employment stability.
- UNIT-IV: Human Resource Development:**
Meaning, Methods, Process and Outcomes of human resource development, Tasks of the HRD department, Designing a human resource development system, Suggestions to make HRD effective in Indian organizations.
- UNIT-V: HRD Research:**
Profile of HRD research, HRD research process, HRD research in India, HRD in Indian industry.

BBA VI Semester BUSINESS POLICY Paper Code: BBA - 601 COMPULSORY PAPER	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Business Policy – An Introduction:**
Nature, Importance, Purpose and Objectives of business policy,
Various terms in business policy, Levels of strategy, Business policy and
corporate strategy.
- UNIT-II: Policy Formulation and Implementation:**
Policy formulation and implementation, Administration and control
policy, Strategy and policy in functional areas.
- UNIT-III: Strategy Formulation:**
Environmental Appraisal – Components, Environmental scanning,
Environmental appraisal.
Organizational Appraisal – Organisation capability factors, Organisation
appraisal.
Strategic Alternatives, Strategic choice and SWOT analysis.
- UNIT-IV: Strategy Implementation:**
Project and procedural implementation.
Structural Implementation – Structural considerations, structures,
Organisation design and change.
Functional Implementation – Financial / Marketing / Operations /
Personnel plans and Policy.
Behavioral Implementation – Leadership, Corporate culture, Personal
values and Business ethics.
- UNIT-V: Strategy Evaluation:**
Strategic Control – Basic types of control, Operational Control – Process
of evaluation. Techniques of evaluation and control, Role of
Organisation system.

BBA VI Semester OPERATIONS RESEARCH Paper Code: BBA - 602 COMPULSORY PAPER	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT-I: Introduction:

Nature, Scope and Role of operations research, Models in operations research, Phases of operations research, Techniques of operations research, Application of operations research techniques, Significance and Limitations of operations research.

UNIT-II: Linear Programming:

Meaning of linear programming, Advantages and Limitations of linear programming, Application areas of linear programming, Formulation of linear programming problems, Graphical method of linear programming.

UNIT-III: Transportations Problems:

Introduction, Balanced or Unbalanced transport problems, Applications and Transport problems, North-west corner method, Least cost method and Vogel's approximation Method, Test of optimality by stepping stone method and modi method.

UNIT-IV: Decision Theory:

Introduction and Structure of decision making problems, Types of decision making criteria, Decision making under certainty, Decision making under risk, Expected monetary value, Expected opportunity loss, Decision making under uncertainty, Maximin , Maximax , Minimax retreat criterion.

UNIT-V: Statistical Quality Control:

Meaning of quality control, Statistical quality control, Basis of statistical quality control, Chance causes and assignable causes, Objectives of statistical quality control. Benefits of statistical quality control. Control chart for variable mean chart, R- chart, Control chart for attributes: c-chart, np - chart and p - chart.

BBA VI Semester ACCOUNTING FOR MANAGERIAL DECISION Paper Code: BBA - 603 COMPULSORY PAPER	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT –I: Nature and Function of Accounting:**
 Concept, Nature and Scope of management accounting, Significance and Tools of management accounting. Limitations of management accounting, Management accountant and its functions, Organization for management accounting.
- UNIT – II: Financial Statements:**
 Ratio analysis, Cash flow and Fund flow statement.
- UNIT – III: Costing for Management Decision:**
 Marginal costing, Break-even charts, Cost volume profit analysis, Various uses of marginal costing in managerial decisions.
- UNIT – IV: Budgetary Control:**
 Concept, Objective and Functions of budgetary control, Preparation of various functional budgets, Sales budget, Cash budget and Flexible budget, Zero based budgeting, Performance budgeting.
- UNIT – V: Standard Costing:**
 Concept of standard costing, Importance and Limitations of standard costing, Computation of material and labour variances.

BBA VI Semester INDUSTRIAL MARKETING Paper Code: BBA – M - 604 MARKETING GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Nature of Industrial Marketing:**
Concept of industrial marketing, Nature of industrial marketing, Industrial v/s Consumer marketing, Industrial marketing environment, Levels of industrial marketing environment, Government influence on industrial marketing environment, The Reseller's market.
- UNIT-II: Organizational Buying Behavior:**
Industrial customer and its characteristics. Classification of industrial product. Organizational buying activities and buying process, Industrial market segmentation, Basis for segmentation, Macro and Micro variables, Target marketing and product positioning.
- UNIT-III: Strategic Planning and Marketing Research:**
Strategic planning in industrial marketing, The strategic planning process of industrial marketing, Role of marketing research and Difference between industrial marketing research and consumer research, Process of industrial marketing research.
- UNIT-IV: Product and Price Management:**
Industrial product management, Industrial product life cycle and New product development process, Pricing strategy and Pricing policy, Factors influencing pricing strategy.
- UNIT-V: Promotion and Distribution Management:**
Advertising in industrial market, Industrial advertising media, Sales, promotion and publicity in industrial market, Industrial sales force – selecting, recruiting, training, development, motivating and directing, Need of distributor and choosing the right distributor, Physical distribution and marketing strategy.

BBA VI Semester RURAL AND AGRICULTURAL MARKETING Paper Code: BBA – M - 605 MARKETING GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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UNIT-I: Rural Marketing:

Image of Indian rural marketing and Approach to rural markets of India, Rural consumer and demand dimensions and Market segmentations, Channels of distribution and physical distribution, Product management, Marketing communication and sales force tasks, Rural marketing challenges in 21st century.

UNIT-II: Agricultural Marketing:

Concept, Nature, Scope and Subject matter, Classification of agricultural products and their difference with manufactured goods.
 Agriculture market – Meaning, Components, Dimensions and Classification.
 Market structure – Dynamics of market structure, Components of market structure and Market forces.

UNIT-III: Market Management and Channel Strategy:

Modern marketing management and agricultural products, Structured organized markets – commodity exchange and produce exchange, Cash market, Forward dealing, Exchange market, Speculative market, Channels of distribution for consumer goods, Agricultural consumer goods and Agricultural raw materials.

UNIT-IV: Regulated Market in India:

Regulated market, Genesis of regulated market, Limitations in present marketing regulations, Advantages and Limitations of regulated market, Organization of regulated market, Future of regulated market and Regulated market in India.

UNIT-V: Marketing of Farm Products:

Packaging – Packing and Packaging, Packing material.
 Transportation-Advantages, Means of transport and Transportation cost.
 Grading and Standardization – Meaning, Type, Criteria, Labeling and Specification, Storage, Warehousing, Processing and Selling.

BBA VI Semester SERVICES MARKETING Paper Code: BBA – M - 606 MARKETING GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Foundation of Services Marketing:**
 Concept of services, Salient features of marketing services, Concept and Significance of services marketing, Marketing information system, Emerging key services.
- UNIT-II: Bank Marketing:**
 Concept of Bank Marketing- Justifications for marketing the banking services, Factors influencing the behavioural profile of users, Marketing information system for banks, Significance of MIS to the banking organizations, Market segmentation and Marketing mix for banking services, Bank marketing in the Indian perspective.
- UNIT-III: Insurance Marketing:**
 Concept of insurance marketing, Users of insurance services, Market segmentation in the insurance organizations, Marketing information system for insurance organizations, Insurance product, Insurance marketing in the Indian environment.
- UNIT-IV: Consultancy Marketing:**
 Concept and Users of consultancy marketing, Market segmentation for consultancy organizations, Marketing information system for the consultancy organizations, Marketing mix for the consultancy organizations, Study of Indian consultancy organizations.
- UNIT-V: Personal Care Marketing:**
 Concept and Users of personal care marketing, Market segmentation and Market mix for personal care organizations, Marketing information system for the personal care organizations, Personal care marketing in the Indian perspective.

BBA VI Semester FINANCIAL ANALYSIS AND DECISION MAKING Paper Code: BBA – F - 604 FINANCE GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Techniques of Financial Analysis:**
Ratio analysis, Funds flow analysis, Cash flow analysis, Marginal costing, and Budgeting control.
- UNIT-II: Management of Receivables:**
Nature of receivables, Cost of maintaining receivables, Factors affecting, Size of receivables, Policies for managing accounts receivables, Determination of optimum credit policy and Credit standards.
- UNIT-III: Management of Inventories:**
E.O.Q. Model, Order points, Monitoring and control of inventories (ABC analysis), Criteria for educing inventory system.
- UNIT-IV: Capital Budgeting, Process and Methods:**
Analysis of risk and uncertainty, Risk evaluation approaches, Decision tree analysis, Leverage analysis with numerical problems.
- UNIT-V: Management of Earnings:**
Nature and Scope of management of earnings, Dividend policy, Dividend models- Waltor’s model, Gordon’s model, MM hypothesis, Pattern’s of dividend policies.

BBA VI Semester BUSINESS TAXATION Paper Code: BBA – F - 605 FINANCE GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Assessment of Firms:**
Computation of income of the firm, Computation of tax, Association of persons or Body of individuals.
- UNIT-II: Assessment of HUF:**
Concept of Hindu coparcenaries, Difference between a Hindu undivided family and a firm, Assessment of HUF, Partition of the Hindu undivided family, Incomes which are not treated as family income.
- UNIT-III: Assessment of Companies:**
Types of companies, Amalgamation of companies and its tax implications, Minimum Alternative Tax (MAT) on certain companies, Computation of total income and Tax liabilities.
- UNIT-IV: Tax Payment:**
Return of income and assessment, Penalties and Prosecutions, Appeals and Revisions, Tax deduction and collection at source, Advance payment of tax and Refund of tax.
- UNIT-V: Special Tax Provisions:**
Tax provisions relating to free trade zones, Infrastructure sector and backward areas, Tax incentives for exporters and Tax planning.

BBA VI Semester PROJECT PLANNING AND MANAGEMENT Paper Code: BBA – F - 606 FINANCE GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Introduction:**
Meaning of project management, Forms of project organization, Project planning, Project control, Human aspects of project management and Pre-requisites for successful project implementation.
- UNIT-II: Generation and Screening of Project Ideas:**
Generation of ideas, Monitoring the environment, Corporate appraisal, Scouting for project ideas, Preliminary screening, Project rating index and Sources of positive net present value.
- UNIT-III: Network Techniques for Project Management:**
Development of project network, Time estimation, Determination of the critical path, PERT model, CPM model and Network cost system.
- UNIT-IV: Project Review and Administrative Aspects:**
Initial Review, Performance evaluation, Administrative aspects of capital budgeting, Evaluating the capital budgeting system of an organization and Economic life of projects.
- UNIT-V: Financial Analysis:**
Cost of project, Means of finance, Working capital requirement and its financing, Profitability projections, Projected cash flow statement and Balance sheet.

BBA VI Semester SOCIAL SECURITY AND WELFARE Paper Code: BBA – HRM - 604 HRM GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Social Security:**
Definition, Components, Evolution and International standard of social security, Social security in India, Drawbacks of our social security schemes and Major recommendations of the second NCL on social security.
- UNIT-II: Wages and Salaries:**
Basic concepts, Theory of wages, Process of wages payment, Wage (pay) structure, Wage fixation, Wages incentives plans and National wage policy.
- UNIT-III: Labour Welfare:**
Concept, Classification and Significance of labour welfare, Principles of labour welfare, Evaluation and growth of labour welfare measures in India, Labour welfare schemes and Constitutional provisions regarding labour welfare.
- UNIT-IV: Collective Bargaining:**
Concept, Evaluation, Nature, Scope and Types of collective bargaining, Process of collective bargaining, Policies of collective bargaining, Benefits of collective bargaining, Conditions essential for successful collective bargaining, Laws of collective bargaining and Collective bargaining regarding public and private sectors.
- UNIT-V: Workers Participation:**
Meaning, Origin / Growth and Objectives of worker participation, Factors influencing participation, Schemes of workers participation and Worker participation in management in India with special reference to Indian industries.

BBA VI Semester ORGANISATION CHANGE AND DEVELOPMENT Paper Code: BBA – HRM - 605 HRM GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT-I: Organization Change and Development:**
Meaning, Characteristics and Scope of change, Response to change, Change cycles, Theories of organization change and Managing organization changes.
- UNIT-II: Resistance to change:**
Nature, Types and Benefits of resistance, Reasons for resistance, Overcoming resistance, Models for change and Role of change agent, Managing resistance to change.
- UNIT-III: Organizational Development:**
Concept, Objective, Nature, Significance and Assumptions of organizational development, Process of O.D., Implementation of O.D., Intervention techniques, Sensitivity training and O.D. approach in India.
- UNIT-IV: Organisational Culture:**
Meaning, Characteristics and Nature of organizational culture, Evolution of a culture, Types of culture, Various aspects of culture, System analysis concept of organization culture, Maintaining an uniform culture, Formulation with organizational culture.
- UNIT-V: Organizational Climate:**
Concept, Factors affecting organizational climate, Measurement of organization climate and Present position of organizational climate in Indian organizations.

BBA VI Semester INDUSTRIAL LAWS Paper Code: BBA – HRM - 606 HRM GROUP	Max. Marks : 50 Min. Marks : 20 External 40 Internal 10
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- UNIT –I: Working Conditions:**
 Major Provisions of Factories Act with Licensing, Registration, Health and Safety.
 Major Provisions of Factories Act with Labour Welfare, Wages, Penalties and Procedure.
- UNIT-II: Industrial Relations:**
 The Industrial Dispute Act, 1947-Concept of industrial disputes, Settlement of industrial disputes, Procedure, Power and Duties of authorities, Strikes and Lock-outs, Retrenchment and log-off.
 The Industrial Employment (Standing orders) Act, 1946.
- UNIT-III: Industrial Relations (Contd.):**
 The trade Union Act, 1926 -Definition of a trade union, Registration of trade unions, Regulation, Penalties and Other provision.
 The Payment of Bonus Act, 1965.
- UNIT-IV: Wages Administration:**
 The Payment of Wages Act, 1936
 The Minimum Wages Act, 1948
- UNIT-V: Miscellaneous:**
 The Apprentices Act, 1961.
 The Contract Labour (Regulation and Abolition) Act, 1970.
 The Equal Remuneration Act, 1976.