



पाठ्यक्रम SYLLABUS

SCHEME OF EXAMINATION AND COURSES OF STUDY

FACULTY OF MANAGEMENT

Bachelor of Business Administration

(Entrepreneurship and Family Business Management)

BBA (E&FBM)

Semester-I, II, III, IV, V, VI

2011-12 से प्रभावी(w.e.f.)

सत्र 2013-14

महर्षि दयानन्द सरस्वती विश्वविद्यालय, अजमेर

NOTICE

1. Change in Statutes/Ordinances/Rules/Regulations/ Syllabus and Books may, from time to time, can be made by amendment or remaking, and a candidate shall, except in so far as the University determines otherwise, comply with any change that applies to years he has not completed at the time of change. The decision taken by the Academic Council shall be final.

सूचना

1. समय-समय पर संशोधन या पुनः निर्माण कर परिनियमों / अध्यादेशों / नियमों / विनियमों / पाठ्यक्रमों व पुस्तकों में परिवर्तन किया जा सकता है, तथा किसी भी परिवर्तन को छात्र को मानना होगा बशर्ते कि विश्वविद्यालय ने अन्यथा प्रकार से उनको छूट न दी हो और छात्र ने उस परिवर्तन के पूर्व वर्ष पाठ्यक्रम को पूरा न किया हो। विद्या परिषद द्वारा लिये गये निर्णय अन्तिम होंगे।

Bachelor of Business Administration (BBA- E&FBM) ORDINANCE FOR BBA (E&FBM) PROGRAMME

Programme of Study

BBA programme of Center for Entrepreneurship and Small Business Management, Maharshi Dayanand Saraswati University, Ajmer shall be a three year programme designed to help 1st generation entrepreneurs raise new enterprises and 2nd generations' entrepreneurs contribute to their family businesses or to join corporate world. These BBA graduates shall also be eligible for graduating into higher degree of learning. BBA (E & FBM) programme is designed as a six semester programme over a three year period.

1. Eligibility

- a. Candidate seeking admission to BBA programme shall have passed standard XII (10 + 2) of Rajasthan Board of Secondary Education or from any board of education in India or abroad recognized equivalent there to in any discipline (Science, Arts or Commerce) with at least 50% marks (45% for SC/ST/OBC) marks in aggregate
- b. Candidates who have appeared or are going to appear in class XII examination may apply for admission to BBA programme for the coming academic session. Admission of such candidates shall remain provisional until August 1 of that year, and if she/ he fails to submit her/ his marks sheet showing that she/he has passed class XII examination with at least 50% marks, in aggregate, her/his admission shall stand cancelled.
- c. There shall be upto 10 super ordinate seats for business families' candidates. There shall be a 5% point relaxation in minimum admission eligibility for business families' candidates (45% for General candidates and 40% for SC/ST/OBC candidates).
- d. **Admission Process:** Admission to BBA programme shall be determined on the basis of Merit. Admission to the programme shall be through an admission process of 100 points. A weight of 75 points shall be for the marks obtained in the qualifying exam. Another 25 points are for Personal Interview. Merit for admission to the programme shall be determined by the Center.

2. Programme

BBA (E & FBM) programme is designed as a six semester programme spread over a three year period. Each year consists of two semesters. There shall be six semesters of taught programmes. Total credits for the programmes are equivalent to 30 papers. Each paper will be of 30-40 hours instruction and equal hours of self study. There shall be an examination at the end of each semester as determined by the university.

3. Scheme of examination, evaluation and progression:

- i. Every prescribed paper shall carry a total of 100 marks. There shall be

50 marks for term end examination and 50 marks for internal examinations until and unless indicated otherwise.

- ii. A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass.
 - iii. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-11 hours of teaching. Feedback test may be a written exam, quiz, presentation and class participation, exercise, essay, personal interview, simulation etc. Each feedback test shall be of 25 marks. Two best scores shall be added to obtain the total of internal scores.
 - iv. There shall be a semester-end external examination of 50 marks. A student shall generally be required to answer any five questions out of the seven questions asked. An examiner may choose to give a case study worth 20 marks analysed. In that case the student shall answer any three questions out of five questions asked in addition to the case study.
4. Examination:
- a. Examination Result: To pass a semester a student has to score 40% marks in each course and also 50% marks in aggregate.
 - b. Division: Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the Six (06) semester examinations as follows:
 - a. First Division 60% and above
 - b. Second Division 50% and above & below 60%.
 - c. Due Papers: A student will be Allowed To Keep Term (ATKT) in two (02) papers in one (01) semester and maximum four (04) papers during one year (two semesters). Student should obtain 50% marks in aggregate of the remaining papers (other than ATKT). A student can hold at most 40% ATKTs at any point of time. A student has to clear all the papers of Semester I and II to be eligible for appearing in V semester / III year. Wherever a student appears at an ATKT examination s/he will do so according to the syllabus at that time and fulfill the requirements of the course in force at that time.
 - d. Summer training and comprehensive viva-voce will carry 100 marks; 50 marks for training project- 25 for report and 25 for presentations awarded internally. Viva-voce shall be of 50 marks.
 5. Attendance: As per prevalent university rules
 6. Course structure
Each semester shall have five courses. Each course is worth 30-40 hours on instruction and equal hours of self study.

Bachelor of Business Administration - Entrepreneurship and Small Business Management (BBA - E&FBM) Examination (Semester Examination Scheme)

Regulation 22E

- i. There shall be 30 Papers (05 papers in Semester I and 05 papers in Semester II of Part I, 05 papers in Semester III and 05 papers in Semester IV of Part II, 05 papers in Semester V and 05 papers in Semester VI of Part III). Every prescribed course shall carry a total of 100 marks. There shall be 50 marks for term end examination and 50 marks for internal examination until and unless indicated otherwise.
- ii. A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass.
- iii. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-11 hours of teaching. Feedback test may be a written exam, quiz, presentation and class participation, exercise, essay, personal interview, simulation etc. Each feedback test shall be of 25 marks. Two best scores shall be added to obtain the total of internal scores.
- iv. There shall be a semester-end external examination of 50 marks. A student shall generally be required to answer any five questions out of the seven questions asked. An examiner may choose to give a case study worth 20 marks analysed. In that case the student shall answer any three questions out of five questions asked in addition to the case study.
- v. The medium of instruction will exclusively be in English and student has to answer all the question papers in the prescribed course in English only in both internal and external examinations.
- vi. At the end of fourth semester, student is expected to learn on the job by way of association with a business organization. The student will undergo a part-time on the job training under the close supervision of a supervisor in the business organization. This training should help him develop a perspective of wholesome management of business activities. This would enable him to appreciate the importance of different business activities and see how different business activities are interrelated. He will have to submit a report on the organization he has undergone training and make a presentation before a panel of faculty members. There are 25 marks for report, 25 marks for presentation and 50 marks for viva-voce.
- vii. In Sixth semester, student is expected to opt from Business Plan Development (604A) or New Venture Creation (604B). Whosoever opts for New Venture Creation will have to appear for the internal and

external exam. Those who opt for Business Plan Development will have to submit a Business Plan based on survey and research. The student has to make a presentation, which will be evaluated by experts including invitee from financial institution and an internal examiner. There are 100 marks for the Business Plan (50 marks for report and 50 marks for the evaluation of the presentation).

- viii. The number of courses and the maximum marks for each course (internal and external separately) shall be shown in the syllabus for the subject concerned. In order to pass a semester a student shall have to score 40 % marks in each course in internal as well as external examination and also 50% marks in aggregate in remaining papers except ATKT (Allowed To Keep Terms) papers.
- ix. A student will be Allowed To Keep Terms (ATKT) to next semester if he/she obtains 50% marks in aggregate excluding ATKT papers and fails in not more than two courses in a semester examination a student can hold at most four ATKT at any point of time. A student can move to fifth semester/ Part-III only if he/ she passes all Part-I paper (Semester-I & semester-II papers). Whenever a student appears at an ATKT examination he/she will do so according to the syllabus at that time and fulfills the requirements of the course enforced at that time.
- x. A student shall be required to successfully complete the programme within a continuous span of six year from the date of admission. During this period if there is any ATKT in any course/s, the same has to pass with a maximum of next three chances within a span of six year from the date of admission.
- xi. A student shall be eligible for the award of BBA degree only if he/ she fulfills the following conditions:
- Passes all the six semesters/ three year as laid down in the syllabus as well as all the viva-voce examination and also secures minimum prescribed pass marks in the Summer Training Project.
 - Fulfills all other requirements prescribed by the competent authority from time to time for satisfactory completion of each course of study in each of the three year.
 - Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the six semesters/ three year examinations as follows:
- | | |
|-------------------------|---|
| Passed with I Division | Aggregate marks taken together of the Part-I, Part-II & Part-III of BBA examinations should be 60% and above. |
| Passed with II Division | Aggregate marks taken together of the Part-I, Part-II & Part-III of BBA examinations should be more than 50% and less than 60%. |

Course structure for BBA (E&FBM) programme

Course	Internal	External	Total
Semester I			
bba101 Principles of Business Management	50	50	100
bba102 English for Business	50	50	100
bba103 Business Mathematics	50	50	100
bba104 Basics of Accounting	50	50	100
bba105 Micro Economics	50	50	100
Total			500
Semester II			
bba201 Organisation Behaviour	50	50	100
bba202 Business Statistics I	50	50	100
bba203 Computers for Management	50	50	100
bba204 Cost Accounting	50	50	100
bba205 Environmental Science and Management	50	50	100
Total			500
Semester III			
bba301 Macro Economics	50	50	100
bba302 Management Accounting	50	50	100
bba303 Business Communication	50	50	100
bba304 Functional Management	50	50	100
bba305 Company Law	50	50	100
Total			500
Semester IV			
bba401 Office Management	50	50	100
bba402 Business Statistics II	50	50	100
bba403 Purchase Management	50	50	100
bba404 Business Information System	50	50	100
bba405 Regulatory Framework for Small Busin.	50	50	100
Total			500
Semester V			
bba501 Computerized Financial Accounting	100	-	100
bba502 Quality Management	50	50	100
bba503 Business Environment	50	50	100
bba504 Industrial Relations and Industrial Law	50	50	100
bba505 Summer Training and Viva Voce	50	50	100
Total			500
Semester VI			
bba601 Entrepreneurship	50	50	100
bba602 Small Business Management	50	50	100
bba603 Family Business Management	50	50	100
bba604 bba604 A Business Plan Development	100	-	100
Or			
bba604 B New Venture Creation	50	50	100
bba605 Business Research	50	50	100
Total			500
Grand Total			3000

Courses of study

Semester I

bba101 Principles of Business Management

Unit 1 Introduction: Concept, nature, process, and significance of management; Development of management thought; Planning: Concept, process, and types. Decision making – concept and process; Management by Objectives.

Unit 2 Organizing: Concept, nature, process, and significance, Authority and responsibility relationships; Centralization and decentralization.

Unit 3 Managerial Control; Concept and process; Effective control system; Techniques of control-traditional and modern.

Suggested Readings **Text Book:**
Reddy and Tripathi, Principles of Management, Tata McGraw-Hill.

Reference Books:
Bhushan Y.K, Business Organisation and Management, Sultan Chand & Sons.

L M Prasad, Principles and Practices of Management, Sultan Chand & Sons, New Delhi

J S Chandan, Management Theory and Practice, Vikas Publishing House Pvt Ltd, New Delhi

Foontz "O" Donnell. Management, 8th Ed. International Student and Wehrich Edition, Kogakusha, Tokyo

Newsman and Warren. The process of Management concept behaviour and practice, Prentice Hall of India, New Delhi

Stoner, Management, Prentice Hall of India, New Delhi, 1992

bba102 English for Business

Unit 1 Grammar and usage: Basic sentence patterns, simple complex and compound sentences; writing titles, slogans, notices, announcements, circulars, report writing, summaries for business purposes; vocabulary building, phrasal verbs; parts of sentences.

Unit 2 Situational writing; dialogue; making announcements; resume writing; comprehension, composition; business letters

Unit 3 Modals; determiners; tenses and their sequence; passive voice; punctuations.

Suggested Readings **Text Book:**
Sharma L.K. and Singh V.D., A Practical Course in English, Jaipur Publishing House, Jaipur.

Reference Books:
Wren and Martin, High School English Grammar and Composition, Sultan Chand & Sons, New Delhi
Hornby, A.S. Advanced Learner's Dictionary of Current Usage, Oxford University Press.

bba103 Business Mathematics

Unit 1 Theory of Numbers, Permutation, Combination, Probability, Progressions, Mensuration – Area, Volume & Surface Area, Data Sufficiency, Data Interpretation.

Unit 2 Arithmetic – Percentage, Average, Profit & Loss, Time & Work, Time &

Unit 3**Suggested Readings**

Distance, Simple Interest, Compound Interest, Logarithms, Ratio & Proportion, Partnership, Stocks & Shares.
Vedic Mathematics – Squaring & Cubing Numbers, Square Roots, Cube Roots, Dates & Calendars, Arithmetical computations, Base Method for Multiplication & Division, Divisibility Tests, General Equations, Simultaneous Linear Equations, Quadratic Equations, Factorization, Pythagoras Theorem.

Text Book:

Agarwal R S, Quantitative Aptitude, S Chand & Company Ltd., New Delhi

Reference Books:

Bathia Dhaval, Vedic Mathematics Made Easy, Jaico Books, New Delhi

Zameeruddin Q., Khanna V K, Bhambari S K, Business Mathematics, Vikas Publishing House Pvt Ltd, New Delhi

Sri Bharti Krishna – Vedic Mathematics

bba104**Unit 1**

Meaning and Scope of Accounting; Need, development, and definition of accounting, Book-keeping and accounting, Objectives of accounting, Accounting Transactions, Journal ; ledger; Trial balance; Capital and Revenue

Unit 2

Accounting concepts & Convention, Final accounts; Trading account; profits and loss account; Balance sheet; Adjustment entries

Unit 3

Depreciation accounting; Provisions and reserves, Sectional & Self balancing, Accounts of Non- Trading Institutions

Suggested Readings**Text Book:**

Maheshwari, S. N., An Introduction to Accountancy, Sultan Chand & Sons, New Delhi.

Reference Books:

Grewal T. S., Double Entry Book Keeping System, Tata McGraw Hill Publication, New Delhi.

bba105**Unit 1**

The meaning, scope and methods of micro-economics, Basic problems of an economy, Demand and Supply, Marginal Analysis, Indifference Curve Analysis.

Unit 2

Production function Analysis, Factors of production, laws of production, Stages of production, Concepts of cost and revenue

Unit 3

Pricing Decision: Pricing and output decision under perfect and imperfect competition, oligopoly and monopoly

Suggested Readings**Text Book:**

Jhingan M. L., Advanced Economic Theory, Vrinda Publications.

Reference Book:

Dhingra I C and Garg V K, Micro Economics and Indian Economic Environment, Sultan Chand and Sons, New Delhi

Jain T R, Khanna O P, and Tiwari Ajay, Micro Economics, V K Enterprises, New Delhi

Ahuja H. L. Micro Economics, Himalaya Publishing House, New Delhi

Semester II**bba201 Organizational Behaviour**

Unit 1 Understanding and Managing Individual behaviour - Personality, Perceptions, values, Attitudes.

Unit 2 Foundation of Group behaviour, Communication and group decision making, Leadership

Unit 3 Conflict Management, Organisation Design, Organisational culture and change.

Suggested Readings **Text Book:**

Robbins, S. P, Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India

Reference Books:

Chandan Jit S., Organisational Behavior, Vikas Publication.

Khanka S. S., Organizational Behaviour, S Chand and Company, New Delhi

Luthans F., Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995

bba202 Business Statistics I

Unit 1 Introduction to Statistics: Definition, Functions of statistics, scope and importance of statistics limitations and distrust of statistics types of statistical methods, Data Collection and Analysis, Types of data, primary and secondary, Methods of data collection, classification of data, characteristics of a graph, Types of graph and their merits and demerits

Unit 2 Measures of Central Tendency: Meaning and definition, Types of average, Median, Mode, Arithmetic mean, Advantage and disadvantage of Mean, Median, Mode, Comparative Study of different Averages. Measures of Dispersion.

Unit 3 Measures of Correlation and Regression: Meaning and definition of Correlation, Uses of Correlation, Types of correlation, problems of correlation. Meanings, definitions of regression difference between correlation and regression.

Suggested Readings **Text Book:**

Gupta S.P, Statistical Methods, Sultan Chand & Sons.

Reference Books:

Bhagwati and Pillai, Statistics, S. Chand & Sons

Sharma J. K., Business Statistics, Pearson Education.

J S Chandan, Business Statistics, Vikas Publishing House Pvt Ltd, New Delhi

Levin and Rubin. Statistics for management, Prentice Hall of India Ltd., New Delhi

bba203 Computers for Management

Unit 1 Computer System Concept: Characteristics, Evolution, Generations, Basic computer organization, Computer Memory- Primary and secondary memory, Input and output devices, Secondary storage devices.

Unit 2 Computer software: application and system software, operating systems, computer languages, Basics of internet

Unit 3 Introduction to word processor: Toolbars and Menus, Editing Text-

Selecting, Inserting, Deleting, Moving Text, Previewing documents, Printing documents, Formatting Documents: Paragraph formats, Aligning Text and Paragraph, Borders and Shading, Headers and Footers, Advanced Features of MS Word: Find and Replace, Checking the Grammar and Spelling, Using the Thesaurus, Using Auto Correct, Word Count, Hyphenating, Mail Merge, Mailing Labels Wizards and Templates, Creating tables.

Introduction to Worksheet: Toolbars and menus, creating worksheet, entering data into worksheet: text, dates, alphanumeric, values, saving & quitting worksheet, coping entries and moving between workbooks, working with formulas, Auto sum, Working with ranges-creating, editing and selecting ranges. Formatting of worksheet- Auto format, changing - alignment, character styles, column width, date format, borders and colors, currency sign, Previewing & printing worksheet, Graphs and charts-using wizards, various charts type, formatting grid lines & legends, previewing & printing charts, Functions- Date and Time, Maths, Statistical, Text and logical functions, Basics of Power point, Preparation of power point presentations.

Suggested Readings

Text Book:

Sanjay Saxena, MS Office 2000 for Everyone, Vikas Publishing House Pvt Ltd., New Delhi

Reference Books:

Sinha P.K., Computer Fundamentals, BPB Publications, New Delhi

Taxali R. K., PC Software for Windows, Tata McGraw Hill, New Delhi

Goel R., Kakkar D. N., Computer Application in Management, New Age International Publishers

bba204**Cost Accounting**

Unit 1

Cost Accounting: Nature and scope, Concept of different costs, Installation of costing system, Materials control: Concept and techniques, Store Ledger.

Unit 2

Labour cost control, Labour turnover, Methods of wage payment -time and piece rates; Incentive schemes, overhead control: Classification and departmentalization, Absorption of overheads.

Unit 3

Cost Ascertainment: Cost sheet, contract costing, Operating costing, Process costing -excluding inter-process profits, Reconciliation of cost and financial accounts

Suggested Readings

Text Book:

Jain Khandelwal Pareek, Cost & Management Accounting

Reference Books:

Arora M N, Cost Accounting-Principles and Practice, Vikas Publishing House Pvt Ltd., New Delhi

Jain S P and Narang K L, Cost Accounting, Kalyani, New Delhi

Agarwal N.P., Cost Accounting, Adinath Book International

bba205**Environmental Science and Management**

Unit 1

The multidisciplinary nature of environmental studies definition, scope and importance, Need for public awareness

Natural Resources :

Renewable and non- renewable resources

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Natural resources and associated problems

- Forest resources: Use and over-exploitation, deforestation, Timber extraction mining, dams and their effects on forests and tribal people.
- Water resources: Use and over-utilization of surface and groundwater, floods, drought, conflicts over water, dams- benefits and problems.
- Mineral resources: Use and exploitation, environmental effects of extracting and using minerals resources
- Food resources: World food problems, changes caused by agriculture and over grazing, effects of modern agriculture, fertilizer- pesticide problems, water logging, salinity, case studies.
- Energy resources: Growing energy needs, renewal and non-renewable energy sources, use of alternative energy sources. Case Studies.
- Land resources: lands as a resource, land degradation man induce landslides, Soil erosion and desertification.

Unit 2

Biodiversity and its conservation

- Introduction- definition : Genetic, species and ecosystem diversity
- Bio-geographical classification of India
- Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.
- Biodiversity at global, National and local levels
- India as a mega- biodiversity nation
- Hot- spots of biodiversity
- Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts
- Endangered and endemic species of India
- Conservation of biodiversity: In situ and Ex- Situ conservation biodiversity.
- Environmental Pollution: Definition, Causes, Effects and control measures of -
 - Air pollution
 - Water pollution
 - Soil pollution
 - Marine pollution
 - Noise pollution
 - Thermal pollution
 - Nuclear hazards

Unit 3

Social Issues and the environment :

- From unsustainable to sustainable development
- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems & concerns
- Environmental ethics : Issues and possible solutions
- Climate change, global warming, acid rain, ozone layer depletion and land reclamation
- Consumerism and waste products
- Environmental protection Act.
- Prevention and control of pollution Act
- Pre life protection act
- Past conservation act

Suggested Readings

Text Book:

Bharucha Erach, Textbook of Environmental Studies, Universities

Press, Hyderabad

Reference Books:

Uberoi, N.K., Environmental Management, Excel Books, New Delhi
 Pandey, G.N., Environmental Management, Vikas Publishing, New Delhi
 Graham and Chandler, Environmental Heroes, Macmillan.

Semester III

bba301

Macro Economics

Unit 1

Nature of Macro Economics, Basics of Macro economics concepts, Macroeconomic policy objectives and their contradictory nature, Development and types of Macroeconomics, Output and expenditure flow in a simple economy, The Basic concepts of National Income and Product; GNP, NNP, GDP, NDP, NI etc. Calculation of National Income and its problems

Unit 2

Classical model of determination of level of output, employment, price, rate of interest and wage rates and its criticism, Keynes model of determination of income, employment and rate of interest.

Unit 3

Central Bank functions, Monetary and Fiscal Policy, Basic concepts of Economic growth & development, Basic concepts of Trade Cycle, Basic concepts of Balance of Payments, Inflation: Definition, measures and effects, Demand and Supply Side inflation, Inflation and unemployment, Philips Curve.

Suggested Readings

Text Book:

Jain T. R., Khanna O. P., and Tiwari Ajay, Macro Economics, V K Enterprises, New Delhi

Reference Books:

Vaish M.C., Macroeconomic Theory, Vikas Publishing House.
 Jhingan M.L., Macro Economics Theory, Vrinda Publications.
 Ahuja H.L., Macro Economics Theory and Applications, S. Chand & Sons

bba 302

Management Accounting

Unit 1

Meaning, Scope and limitation of management accounting, distinction between financial accounting, management accounting and cost accounting; role of management accountant in decision-making; Cost analysis: understanding about cost behaviour i.e., fixed, variable and semi-variable cost

Unit 2

Cost-volume profit analysis: Concept of break-even point, profit-volume relation, margin of safety, angle of incidence; Business budget: Concept and use budget in planning and control, types of budget-fixed and flexible and cash budget.

Unit 3

Variance analysis using standard costing system; Management reporting system: Reporting system in management types of reports.

Suggested Readings

Text Book:

Maheshwari, S.N., Principles of Management Accounting, Sultan Chand and Sons, New Delhi.

Reference Books:

Arora M N, A textbook of Cost and Management Accounting, Vikas Publishing House Pvt Ltd, New Delhi
 Khan and Jain, Managerial Accounting, Tata McGraw Hill, New Delhi

Agarwal M. R, Management Accounting, Garima Publication House

bba303 Business Communication

Unit 1 Business Communication: Nature, scope, processing role of Business Communication, listening, qualities of a good listener essentials of good communication. Barriers of Business communication and management of barriers,

Unit 2 Types of communication: Formal - informal, inter personal Intra personal, Verbal; non-verbal; individual and group Communication network.

Unit 3 Communication Media: Individual oriented: Letters memo, reports, presentations, legal oriented; proposals, agreements, directives; organisation oriented; manuals, forms, brochures, notices, Telecommunication, Negotiations

Suggested Readings

Text Book:

Adler and Rodman, Understanding Human Communication, Oxford Publication

Reference Books:

Meenakshi Raman and Singh Prakash, Business Communication, Oxford University Press, New Delhi

Sharma R.C. and Mohan K. Business Report, Writing & Correspondence, Tata McGraw Hill, New Delhi.

Peance C.G. Principles of Business Communications.

Pareek and Pandey, Business Communication, RBD Professional Publication

Turner Paul, Organizational Communication, Jaico Publishing House.

bba304 Functional Management

Unit 1 Marketing and sales management: marketing organisation and administration, product, distribution, advertising and publicity, sales management, pricing.

Unit 2 Production and operations management: types of production, factory layout and location, production organisation, materials handling, automation.

Unit 3 Human resource management: manpower planning, recruitment, selection, induction and training, promotion and transfer, wage and salary administration, job restructuring

Suggested Readings

Text Book:

Nakkiran and Ravichandaran, Functional Management, Himalaya Publishing House.

Reference Books:

Mathew M, Functional Management, RBSA Publishers, Jaipur

Robert C Appleby, Business Administration, Macmillan

bba305 Company Law

Unit 1 Company Act 1956: Nature and type of companies, Promoters and Incorporation of companies, Memorandum of Association, Articles of Association, Prospectus.

Unit 2 Members of the company, Share capital, transfer and transmission, borrowing powers, Mortgages and charges, debentures, Directors and Managing Director, whole time director, company secretary.

Unit 3 Company meetings: kinds, quorum, voting, resolution, minutes, Majority powers and minority rights, Prevention of oppression and

mismanagement, Winding up: kinds and conduct.

Suggested Readings

Text Book:

Bagrial A K, Company Law, Vikas Publishing House, New Delhi

Reference Books:

Ramaiya A, Guide to the Companies Act, Wadhwa & Co, Nagpur

Avtar Singh, Company Law, Eastern Book Co., Lucknow

Semester IV

bba401 Office Management

Unit 1 Office management: objectives, responsibility for office work, planning and organising the office, centralisation and decentralisation, selection of office site, layout.

Unit 2 Organisation and method, office machinery and equipment, communication, other office services, data processing systems, the future offices, SOHO,

Unit 3 Human aspect of computer usage, security data protection and audit Management services, Electronic data interchange

Suggested Readings

Text Book:

Chopra R K and Chopra Ankita, Office Management, Himalaya Publishing House, New Delhi

Reference Books:

Arora S.P, Office Organisation and Management, Vikas Publications.

Pillai and Bhagavathi, Office Management, S.Chand & Sons.

bba402 Business Statistics II

Unit 1 Index Number, Meaning types, and uses, Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain-base index numbers; Base shifting, splicing and deflating; Problems in constructing index numbers; Consumer price index, Analysis of Time Series; Causes of variations in time series data; Components of a time series; Decomposition - Additive and multiplicative models; Determination of trend - Moving averages method and method of least squares (including linear second degree, parabolic and exponential trend); Computation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving averages, and link relative methods

Unit 2 Forecasting and Methods; Forecasting-concept, types, and importance; General approach to forecasting; Methods of forecasting; Forecasting demand; Industry Vs Company sales forecasts; Factors affecting company sales, Theory of Probability; Probability as a concept; The three approaches to defining probability; Addition and multiplication laws of probability; Conditional probability; Bayes' Theory; Probability Distribution; Probability distribution as a concept; Binomial, Poisson, and Normal distributions - their properties and parameters. Empirical distribution- generating; Applications to business, Basic concept of sampling distribution, sampling distribution of means and proportion for large samples.

Suggested Readings

Text Book:

Gupta S.P, Statistical Methods, Sultan Chand & Sons.

Reference Books:

Sharma J K, Business Statistics, Pearson Education

Hooda R P, Statistics for Business and Economic, Macmillan, New

Delhi
Levin and Rubin, Statistics for Management; Prentice-Hall of India, New Delhi

bba403 Purchase Management

Unit 1 Role of purchasing and material management :Objectives and organization of MRP, Determination and description of purchasing quality, Supply Chain Management.

Unit 2 Purchasing research; vendor rating development, price Determination and negotiation, public purchasing.

Unit 3 Warehousing Management: Classification and codification; material handling, traffic and transportation management

Suggested Readings

Text Book:
Gopalkrishnan and Sundershan, Materials Management: An integrated approach, Prentice Hall of India, New Delhi.

Reference Books:

Sharma Anand Kumar, Purchase Management, D. K. Publishers Distributors (P) Ltd.

Amner D. S. Material Management and purchasing, Richard D. Irwin
Dobler, Lee & Burt. Purchasing and Materials Management, TMH, New Delhi

bba404 Business Information System

Unit 1 Business information Systems; basic concept, role, impact and characteristics of BIS, Information quality, classification, value, importance of BIS in managing various functions in organisation and in managerial decision making, types of information system, personal and shared information systems.

Unit 2 Systems concept, types of system, system control, system development; Database management systems

Unit 3 Technology of information systems, hardware and software resources, networks, security aspects

Suggested Readings

Text Book:
Munnesh Kumar, Business Information System, Vikas Publishing House Pvt Ltd, New Delhi

Reference Books:

Dekar W. Jawa., Management information System, Tata McGraw Hill, New Delhi

Goyal D. P., Management Information System, Macmillan Publishers.

Bruch and Grudnitski, Information Systems - Theory & Practice

Jerme Kanter, Management Information Systems.

bba405 Regulatory Framework for Small Businesses

Unit 1 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 breach of contract

Unit 2 Special Contracts; Indemnity; Guarantee; Bailment and pledge; agency, Sale of Goods Act 1930; Formation of contracts of sale; Goods and their classification, price; Conditions and warranties

Unit 3 Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; hire purchase agreement,

Negotiable Instrument Act 1986: Salient features; Definition of consumer; Grievance redressal machinery; Foreign Exchange Management Act 2000: Definitions and main provisions

Suggested Readings

Text Book:

Kuchhal M.C, Business Legislation for Management, Vikas Publications.

Semester V**bba501 Computerized Financial Accounting**

Unit 1 Computerised Financial Accounting: Meaning, Need, Importance Objective, Basic Concepts of Accounting, Journalising the transactions, Trial Balance & final Accounts (Trading, Profit & Loss and Balance Sheet), Adjustment entries, Display and reporting of accounting statements

Unit 2 Inventory Management :Need and Importance of Inventory Management, Vouchers for Inventory transactions, maintaining store ledger, Display and reporting of Inventory statements

Unit 3 Accounting with Inventory: Need and importance of updating inventory with accounting entries, Vouchers for combined entries, creation of stock and ledger items, precautions of inventory reports in different styles.

Suggested Readings

To be suggested by the instructor.

bba502**Quality Management**

Unit 1 Quality management: Meaning, concept and importance, Evolution of Quality Management, Cost of quality.

Unit 2 Kaizen continuous improvement, Quality circles, Statistical Process Control, Just in Time (JIT)

Unit 3 Benchmarking, Overview of Business Process Reengineering, Quality System Standards- ISO 9000: 2000, Environmental Management Standards: ISO 14000

Suggested Readings

Text Book:

Sharma D. D.; Total Quality Management- Principles, practice and cases, Sultan Chand & Sons, New Delhi.

Reference Book:

Sharma A. K., Total Quality Management, Adinath Book International.

bba503**Business Environment**

Unit 1 Business Environment: Concept, Components and importance, Factors affecting business environment: Internal and External.

Unit 2 Business and government policies: Fiscal policy, Monetary policy, industrial policy, policy for small scale sector, NRI investment, industrial sickness

Unit 3 Planning: current five year plan, FEMA, MRTP, role and function of SEBI, Competition Act.

Suggested Readings

Text Book:

Francis Cherunilam, Business Environment: Text and Cases, Himalaya Publishing House

Reference Books:

Mishra and Puri, Economic Environment of Business, Himalaya Publication House.

Vaishnavy Swami Gupta, Business Environment, Swami Book Depot.
Chidambaram and Alagappan, Business Environment, Vikas Publishing House.

bba504 Industrial Relations and Industrial Law

Unit 1 Industrial Relations Perspectives; Industrial Relations and the Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations, Role and Future of Trade Unions

Unit 2 Discipline and Grievance Management; Negotiation and Collective Settlements, Participative Management and Go-ownership; Productive Bargaining and Gain Sharing" Employee Empowerment and Quality Management; Industrial Relations and Technological Change, Industrial Relations Laws - Laws Relating to Industrial Disputes, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action

Unit 3 Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws - The Law Of Minimum Wages, Payment of Wages, Payment Of Bonus, Laws Relating to Working Conditions - The Laws Relating to Factories, Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry

Suggested Readings

Text Book:

Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas Publishing House Pvt Ltd, New Delhi

Reference Books:

Virmani, B R., Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.

Mallik, P L., Handbook of Industrial Law. Lucknow, Eastern Book, 1995.

Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.

Ramaswamy, E A., "The Rayon Spinners," The Strategic Management of Industrial Relations", Oxford University Press.

Varshney G.K, Elements of Business Law, S.Chand

bba505 Summer Training and Viva-Voce

Student is expected to learn on-the-job by way of association with a business organization. The student will undergo a part-time on-the job training under the close supervision of a supervisor in the business organisation. This training should help her/ him develop a perspective of wholesome management of business activities. This would enable her/ him to appreciate the importance of different business activities and see how different business activities are interrelated. She/-he will have to submit a report on the organisation she/ he has under gone training and make a presentation before a panel of experts. There are 25 points for report, 25 points for presentation and 50 points for Viva-Voce.

Semester VI

bba601 Entrepreneurship

Unit 1 Nature and development of entrepreneurship; role, importance and characteristics of an entrepreneur, creativity and business opportunity; Types of entrepreneurs

Unit 2 Business plan-resource requirements and legal aspects, enterprise startup, government schemes and support for starting new businesses;

Unit 3 Buying a franchising, buying out an existing business; intrapreneurship

Suggested Readings

Text Book:
Kaulgud, A. (2003). *Entrepreneurship Management*, Thomson-Vikas Publishing House, New Delhi.

Reference Books:

Sudha, G.S. (2005), *Fundamentals of Entrepreneurship*, Ramesh Book Depot, Jaipur.

Sharma Sudhir, *Entrepreneurship*, Wisdom Publications

bba602 Small Business Management

Unit 1 Role and importance of small business; definitions, and definitions of small business in different countries. Support for small businesses.

Unit 2 Marketing for small businesses. Product, price, promotion, place and protection; Marketing support for small businesses.

Unit 3 Finance Management for Small Business: Sources for small business finance, Fixed Capital Management, Sources of fixed capital, financing for small business enterprises, Inventory Management Operations management issues for small businesses, Value creation and quality, PPC; Human resource management for small businesses,

Suggested Readings

Text Book:

Khanka and Jain, *Small Business Management*

Reference Books:

Gupta C.B., *Small Business Management*, S. Chand & Sons.

Ramachandaran, K. (1993). *Managing a New Business Successfully*, Global Business Press, New Delhi.

Shukla, M.B. (2003). *Entrepreneurship and Small Business Management*, Kitab Mahal, New Delhi.

bba603 Family Business Management

Unit 1 Family business- concept and nature; advantages of family business; challenges before family business; players in family business; Managing family and non-family members;

Unit 2 Organizing a family business; three circle model; Estate and succession planning- managing continuity, planning for continuity, development of the next generation;

Unit 3 Family governance in family business; Family council; retreat; protocol or family constitution; family office.

Suggested Readings

Text Book:

Leach Peter, *Family Business - The Essentials*, Profile Books

Reference Book:

Jain Rajesh, Chains That Liberate, Macmillan India Ltd.

bba604 A Business Plan Development

This course expects learner to develop a business plan around a chosen business idea. Business plan is a must for entrepreneurs and learners must submit a hard and soft copy of their business plan and make a presentation.

There are 50 points by the panel evaluating the presentations and another 50 for report.

Suggested
Readings

Reference Books:

Business Plan Development, Unit 6, Entrepreneurship Development Institute Publication.

Timmons Jeffery A., New Venture Creation, Tata McGraw-Hill

Sahay A., Entrepreneurship and New Venture Creation, Excel Books.

bba604 B New Venture Creation

Unit 1 Entrepreneurial revolution and entrepreneurial process, Analyzing and Evaluating Business Opportunities, Structural analysis of industries, Criteria for New Venture Screening

Unit 2 Resources one needs to start a new business, Forms of Business Ventures: Retail, Franchising, Manufacturing, Service Enterprise

Unit 3 Financial issues & resources in New Venture Development, New Venture Team: The role of teams in entrepreneurial process

Suggested
Readings

Text Book:

Sahay A., Entrepreneurship and New Venture Creation, Excel Books.
Reference Books:

Timmons Jeffery A., New Venture Creation, Tata McGraw-Hill

bba605 Business Research

Unit 1 Definition, types of business research: Descriptive and Exploratory, nature and scope of research methodology, research process

Unit 2 Methods of Data Collection – Primary and Secondary Data Collection, Survey Method & Questionnaire Design, Sampling type & Sample Size determination

Unit 3 Use of Computers in research, Report writing and presentation.

Suggested
Readings

Text Book:

Kothari C. R., Research Methodology, New Age International.

Reference Book:

Sharma K. R., Business Research Methods, National Publishing House, New Delhi