

SYLLABUS

SCHEME OF EXAMINATION AND COURSES OF STUDY

Faculty of Commerce and Management

BBA PART I EXAMINATION 2023

BBA PART II EXAMINATION 2024

BBA PART III EXAMINATION 2025



Maharaja Ganga Singh University

Bikaner

ADMISSION TO BBA

Admission to BBA shall be based on merit (or some appropriate criteria decided by the University). The merit will be based on marks obtained in class 12 (10+2 Pattern) or some other criteria as laid down by the University from time to time. Each candidate must have at least 45% marks at the level of qualifying examination (in the case of SC, ST and OBC-Non Creamy this limit shall be pass marks).

BBA Part I EXAM 2023

1. General Hindi
2. General English
3. Elementary Computer Application
4. Environmental Studies
- 101 Business and Management Concepts
102. Financial Accounting
103. Business Laws
104. Organizational Behavior
105. Business Communication
106. Entrepreneurship and Small Business Management
107. Statistics for Business Decisions

BBA Part II EXAM 2024

- 201 Managerial Economics
- 202 Research Methods
- 203 Financial Management
- 204 Business Ethics and Corporate Governance
- 205 Production and Operation Management
- 206 Public Relations Management
- 207 Human Resource Management
- 208 Marketing Management

BBA Part III EXAM 2025

- 301 Economic Environment of Business
- 302 Modern Practices in Management
- 303 Business Policy and Strategic Management
- 304 Summer Training Project Report and Comprehensive VIVA-VOCE

Specialization Papers (Three papers in all with at least two from one specialization)
Marketing Management (M Group)

Human Resource Management (HRM Group)

Accounting and Finance (F Group)

603 – M	Marketing of Services
604 – M	Advertising Management
605 –M	Retailing and Rural Marketing
603 – HRM	Organization Development
604 – HRM	Industrial Relations and Labour Laws
605 –HRM	Training & Development and Leadership
603 – F	Management of Working Capital
604 – F	Principles and Practices of Banking
605 –F	Security Analysis and Portfolio Management

BBA Part I Exam

SCHEME OF EXAMINATION AND RULES REGARDING PASSING

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks. 20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks. 10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc. Final Examination paper shall consist of three sections for a total 70 marks-

Section A: 10 questions of 2 marks each to be attempted in 50 words each. Two questions from each unit to be set.

Section B: 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C: Case study/Applied question from any of the unit(s) of 20 marks.

Every student must secure at least 40% marks individually in each paper and 50% in aggregate to qualify for next year.

Papers 1, 2, 3 and 4 will not be counted for calculating the aggregate marks. Candidate will have to pass (36%) in the papers 1, 2, 3 and 4 but these papers will not be considered while calculating merit of the candidate. Each candidate will have to pass in each paper individually both in internals as well as in external examination. In each of these, he / she must secure at least 40% marks.

Each examination shall be regarded as the separate unit for the purpose of Working at the results of the candidates. The candidate must secure at least 40% marks in the individual courses in at least 4 papers out of 7 courses prescribed for BBA-I Examination with 50% marks in the aggregate in such papers.

This is to be noted that the BBA-Part I Examination shall be of 70 marks consisting of three hours duration for each paper and there shall be Internal assessment for 30 marks.

No candidate shall be considered to have pursued regular courses of study unless he/she is certified by Head/Dean of the faculty to have attended the three fourth of the total number of classroom sessions conducted in each year during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the examination.

The candidate shall be admitted to BBA-II upon his/her Completing regular course of study for one academic year and after passing the BBA-I Examination. If the candidate, who has failed at BBA-I Examination but has passed in atleast in 4 out of 7 papers (Internals and Externals separately / Session work and theory papers separately), may be provisionally admitted to BBA II classes, after attending the regular course of study for one academic year. This is subject to the condition that along with the course prescribed for BBA-II Examination he/she will also reappear and pass the paper (s) of the BBA-I Examination in which he/she has failed.

Where a candidate secures the requisite percentage of marks prescribed for passing in an aggregate of all the courses, he/she shall be deemed to have passed in course in which he/she has secured at least 40% marks in BBA-I Examination.

Where the candidate fails to secure the requisite minimum percentage marks for a pass in aggregate of all the courses he/she shall be deemed to have passed in each course in which he/she has secured at least 50% marks.

Candidate who does not pass in at least 4 courses prescribed for BBA-I Examination shall not be eligible for the admission to BBA II classes for Appearing at BBA Part-II Examinations. He/she may appear for the subsequent BBA Part-I Examination in all the prescribed courses as ex-student.

A candidate who has passed in at least 4 courses of BBA I and thereby becomes eligible for admission to BBA Part-II class, but chooses not to do so and desires to appear in all the prescribed courses of die BBA - I examination will be permitted to do so on the condition that in the latter case, his/her previous performance will be treated as cancelled.

If the candidate fails to obtain at least 40% marks in the annual examination in a maximum of two of the annual courses, he / she can carry it as ATKT. A student can appear in the ATKT paper in the same annual exams next year.

The Candidates of BBA Part I who fails at the Internal Examinations will reappear in the failed internal examination papers, the next academic year.

Candidates appearing at an examination subsequently shall be examined in accordance with scheme and syllabus in force at that time.

The course can be taught / examined / evaluated in English/Hindi Medium only.

The span period of the program is four years from the date of registration in the program.

The degree shall be awarded to successful students on the basis of the combined result of the first year, second year and third year examinations as follows:

Securing 60% and above	: 1st Division
All other	: 2nd Division

सामान्य हिन्दी
इकाई - 1

गद्य भाग -

1. चरित्र शोधन - बालकृष्ण भट्ट (लेख)
2. कुटुम्ब-आचार्य हजारी प्रसाद द्विवेदी (निबंध)
3. स्वामी विवेकानंद- प्रेमचंद (जीवनी)
4. निराला भाई- महादेवी वर्मा (संस्मरण)
5. दिनकर की डायरी से - रामधारीसिंह दिनकर (डायरी)
6. आखिरी चरण - मोहन राकेश (यात्रा संस्मरण)
7. अदम्य जीवन - रागं ेय राघव (रिपोर्ताज)
8. पृथ्वीराज की आँखें - डॉ. रामकुमार वर्मा (एकांकी)
9. भैया के नाम पाती -रामविलास शर्मा (आत्मकथा)
10. ठिठुरता गणतंत्र -हरिशंकर परसाई (व्यंग्य)
11. जामुन का पेड़ - कृष्णचंदर (कहानी)
12. मथेरण कलम - श्रीलाल मोहता (सृजनात्मक गद्य) 13. मुअनजोद्दों का अंश - ओम थानवी
14. बोरुंदा डायरी- मालचंद तिवाड़ी (डायरी- अंश) सुई पिरौना , पावन आँसू , दोनों भाषाएँ समृद्ध हो जाएंगी

इकाई - 2

पद्य भाग -

1. कबीर-(पद) -
 १. दुलहनि गावहु मंगलाचार
 २. माया महाठगिनी
 ३. बहुत दिनन में प्रीतम आये
 ४. संतों भाई आई ग्यान की आँधी आई रे
 ५. मन रे जागत रहिये भाई
 ६. हम न मरे मरिहै संसारा
 ७. पांडे कौन कुमति तोहि जागी
 ८. साँई से लगन कठिन है भाई
 ९. ना हरी रीझैं , जप-तप किन्हें
 १०. हंसा करो पुरातन बात
2. मीरा (पद- भक्ति) -
 १. भजमन चरण-कँवल अविनाशी ।
 २. मन रे परसि हरी के चरण
 ३. पायौ री मैंने राम रतन धन पायौ
 ४. दरस बिन दूखण लागे नैण
 ५. बसो मेरे नैनन में नन्दलाल
 ६. राम नाम रस पीजै , मनुवा राम रस पीजै
 ७. आली म्हाने लागे ब्रिंदावन निको
 ८. कोई कहियो रै प्रभु आवन की, आवन की मन भावन की
 ९. मीरा मगन भई य हरि के गुण गाय
 १०. भेज ले रे मन गोपाल गुणा
3. मैथलीशरण गुप्त -
 १. भूलोक का गौरव,
 - २.सन्देश यहाँ मैं नहीं स्वर्ग का लाया
4. जयशंकर प्रसाद -
 १. बीती विभावरी जाग री,
 २. अरुण ये मधुमय देश हमारा
5. सूर्यकांत त्रिपाठी 'निराला' -
 १. वह तोड़ती पत्थर,
 २. स्नेह निर्झर बह गया है
6. भवानी प्रसाद मिश्र- घर की याद

7. नागार्जुन – १. प्रेत का बयान , २. अकाल और उसके बाद
8. त्रिलोचन– चंपा काले –काले अछर नहीं चीन्हती
9. केदारनाथ अग्रवाल– १. कंकरीला मैदान , २.पत्थर
10. शिवमंगल सिंह 'सुमन' – १. पथ भूल न जाना , २. हम पंछी उन्मुक्त गगन के
11. दुष्यंत कुमार –१. कहाँ तो तय था चिरांग हरके घर के लिए , २. गांधीजी के जन्मदिन पर
12. निर्मला पुतल– आओ मिलकर बचाएँ

इकाई – 3

1. संक्षेपण
2. पल्लवन
3. शब्द युग्म
4. लोकोक्ति
5. शुद्धीकरण – शब्द , वाक्य

इकाई – 4

1. अनुवाद – अर्थ और सिद्धान्त, महत्त्व, आदर्श, अनुवाद की विशेषताएं
2. राजस्थानी एवं अंग्रेजी से हिन्दी अनुवाद (एक अनुच्छेद)

इकाई – 5

1. किसी एक विषय पर निबंध
2. पत्र–प्रारूप

सहायक ग्रन्थ –

1. हिन्दी साहित्य का इतिहास – आचार्य रामचन्द्र शुक्ल
2. हिन्दी साहित्य का इतिहास – डॉ. नगेन्द्र
3. हिन्दी में अशुद्धियाँ – रमेश चन्द्र महरोत्रा
4. अच्छी हिन्दी – रामचन्द्र वर्मा
5. हिन्दी व्याकरण – डॉ. हरदेव बाहरी
6. प्रयोजनमूलक हिन्दी – प्रो. सूर्यप्रकाश दीक्षित
7. हिन्दी शब्द मीमांसा– किशोरीदास वाजपेयी
8. व्यावहारिक हिन्दी व्याकरण – राघव प्रकाश
9. हिंदी व्याकरण – कामताप्रसाद गुरु
10. हिंदी साहित्य की विविध विधाएँ – डॉ. शबाना हबीब

General English
(Common for B.A/B.Com/B.Sc/B.B.A)

M.M.100

Duration: 3 Hours

Grammar [10 Marks]

Determiners

Tenses and Concord

Auxiliaries

Prepositions

Basic Sentence Patterns

Transformations [10 Marks]

Active to Passive Voice

Simple to Compound / Complex

Declarative into Negative/ Interrogative

Direct to Indirect Speech

Comprehension [50Marks]

Comprehension of an Unseen Passage [10 Marks]

Comprehension (from the following Texts): Comprehension based Questions of 10 Marks each will be asked from Prose, Short Stories, One Act Play and Poetry [40 Marks]

Prose

- Digital India
- A.P.J. Abdul Kalam: The Power of Prayer
- Martin Luther King: I have a Dream
- Albert Einstein: The World as I see it

Short Stories

- Leo Tolstoy: The Three Questions
- Nachiketa

One Act Play

- Cedric Mount: The Never Never Nest

Poetry

- R.N. Tagore : Heaven of Freedom
- John Donne : Death be not Proud
- Swami Vivekanand : Kali the Mother

Required Readings: Emerald (Macmillan)

Written Composition [30 Marks]

Precis Writing [5 Marks]

Paragraph Writing [10 Marks]

Letter Writing (Formal and Informal)[5 Marks]

Report Writing [10 Marks]

Suggested Readings:

Murphy, Raymond: Intermediate English Grammar (OUP)

Huddleton, Rodney: English Grammar: An Outline (OUP)

Greenbaum, Sidney: The Oxford English Grammar (OUP)

Elementary Computer Applications Examination

Max. Marks: 100

Min. Passing Marks: 36

Time: 2 Hours

Note: Passing in theory examination shall be necessary by securing at least 36% marks. The theory paper shall consist of 100 objective type questions. Each will carry 1 mark. Candidate will have to write correct answer (A) or (B) or (C) or (D) in space provided against the questions on OMR sheet. Non-Scientific Calculator is allowed to be used in examination.

Introduction to Information Technology, Generation of Computers, Types of computers: Micro, Mini, Mainframe, Super.

Architecture of Computer System: CPU, Primary Memory: RAM, ROM, Cache memory, Secondary memories, Input/output devices, pointing device.

Number System and their conversions: Binary, Octal, Decimal, Hexadecimal. Logic gates. Languages: Machine, assembly and High-Level Languages including 3GL, 4GL.

Concept of Operating System, Need and Types of Operating System: Batch, Single User, Multiprocessing, Time Sharing. Introduction to Windows.

Internet: Concept, e-mail services, WWW, Web Browsers, Search Engines, Simple programs in HTML, type of HTML Documents, Document Structures: Element, type and Character Formatting, Tables, Frames, Forms. Style Sheets.

Computer Networking: Type of networks, LAN, MAN and WAN, Concept of topology, Bridges, Routers, Gateways, Modem, ISDN Leased lines, teleconferencing and videoconferencing.

E-Commerce: Concept of E-Commerce, benefits and growth of E-Commerce, E-Commerce categories, E-Governance, EDI, Electronic Funds transfer on EDI networks, Electronic Payment System.

References:

- Computer Fundamentals by P.K. Sinha (BPB Publications)
- Computer made Easy for Beginners (in Hindi) By Niranjana Bansal, Jayshri Saragoi
- IT Tools and Application by Satish Jain, Shashank Jain, Dr. Madulika Jain (BPB Publication)
- Rapidex Computer Course by Vikas Gupta (PustakMahal)
- Internet and Web page designing by V.K. Jain (BPB Publications)
- Web Enabled Commercial Application Development using HTML, DHTML, Java Script, Perl CGI by Ivan Bayross (BPB Publications)

ENVIRONMENTAL STUDIES

Max. Marks: 100

Min. Passing Marks: 36

Note: The marks secured in this paper shall not be counted in awarding the division to a candidate. The candidate will have to clear compulsory papers in three years. Non-appearing or absent in the examination of compulsory paper will be counted a chance.

The syllabus and scheme of examination is as under:
Compulsory in First year for all streams at undergraduate level

SCHEME OF EXAMINATION

The paper will be of 100 marks. There will be no practical/Field work, instead student should be aware of ecology of local area; the question related to field work of local area can be asked by paper setter. There will be 100 questions in the paper of multiple choice, each question of 1 mark. There will be no negative marking in the assessment.

Syllabus

Unit-1: The multidisciplinary nature of environmental studies. Definition scope and awareness. Need for public awareness.

Unit-2: Natural Resources: Renewable and non-renewable resources. Natural resources and associated problems. Forest resources. Use and over-exploitation. Deforestation. Timber exploitation. Mining. Dams and their effects on forests and tribal people. Water resources. Use and over utilization of surface and ground water. Floods. Drought. Conflicts over water. Dams' benefits and problems. Mineral resources. Use and exploitation. Environmental effects of extracting and using mineral resources. Food resources. World food problems. Changes caused by agriculture and overgrazing. Effects of modern agriculture. Fertilizer, pesticide problems.

Water logging. Salinity

Energy resources: Growing energy needs. Renewable and non-renewable energy resources. Use of alternate energy resources.

Land resources: Land as a resource. Land degradation. Man induced landslides. Soil erosion & desertification.

Role of an individual in conservation of natural resources. Equitable use of resources for sustainable system.

Unit-3: Ecosystem: Concept of an ecosystem. Structure and function of an ecosystem. Producers, consumers and decomposers. Energy flow in the ecosystem. Ecological succession. Food chains, food webs and ecological pyramids. Introduction types, characteristic features, structure and function of the following ecosystems. Forest ecosystem.

Grassland ecosystem. Desert ecosystem. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans estuaries).

Unit-4 : Biodiversity and its conservation: Introduction, definition and diversity at genetic, species and ecosystem level.

Biogeographically classification of India. Value of biodiversity, consumptive use productive use, social, ethical, aesthetic and option values. Biodiversity at global, national & local levels. India as a mega-diversity nation. Hot-spots of biodiversity. Threats to biodiversity - habitat loss poaching of wild life, man-wild life conflicts.

Endangered and endemic species of India.

Conservation of biodiversity – In situ and Ex-situ conservation of biodiversity.

Unit-5: Environmental Pollution: Definition, causes, effect and control measures of Air pollution. Water pollution. Soil pollution. Marine pollution. Noise pollution. Thermal pollution. Nuclear hazards.

Solid waste management: Causes, effects and control measures of urban industrial wastes. Role of an individual in prevention of pollution.

Disaster management: Flood, earthquake, cyclone and landslides.

Unit-6: Social issues and the environment: From unsustainable to sustainable development. Urban problems related to energy. Water conservation, rain water harvesting, water shed management. Settlement and rehabilitation of people, its problem of concerns. Environmental ethics-issues and possible solutions. Ozone layer depletion, nuclear accidents. Wasteland reclamation.

Consumerism and waste products. Environmental protection Act. Air prevention and control of pollution Act. Wild life protection Act. Forest conservation Act. Issues involved in enforcement of environmental legislation. Public awareness.

Unit-7: Human Population and the Environment: Population growth, variation among nations. Population explosion-Family welfare programme. Environment and Human health. Human rights. Value education. HIV/AIDS. Women & child welfare. Role of information technology in environment and human health.

Field Work

Visit to a local area to document environmental assets-river/forest/grassland/ hill/ mountain. Visit to local polluted site- Urban/rural/industrial/agricultural. Study of common plants, insects. Birds. Study of simple ecosystem-Pond, river, hill slope etc.

Books recommended:

- | | |
|-------------------------|---|
| 1 पर्यावरण अध्ययन | – वर्मा, गैना, खण्डेलवाल, रावत |
| 2 पर्यावरण विज्ञान | – पी.सी. त्रिवेदी, गरिमा गुप्ता |
| 3 पर्यावरण अध्ययन | – सुरेश आमेता, शिप्रा भारद्वाज |
| 4 Environmental studies | - Pratap Singh, N.S. Rathore, A.N. Mathur |
| 5 पर्यावरण अध्ययन | – बाकरे, बाकरे वाधवा |
| 6 पर्यावरण अध्ययन | – मनोज यादव, अनूपमा यादव |

101 BUSINESS AND MANAGEMENT CONCEPTS

UNIT-I

Fundamentals of Business. Forms and choice of Business organization.

Management concepts: features, principles, process, functions, roles and responsibilities of managers, emerging concepts in management, Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioral Perspective.

UNIT-II

Planning: Concept, purpose, principles, process, organization structure, project and matrix structure, delegation and decentralization. Decision Making.

UNIT-III

Organization: Concept, purpose, principles, process, organization structure, project and matrix structure, delegation and decentralization.

Staffing: Manpower planning, recruitment selection, induction, training and development.

UNIT-IV

Effective Directing, Supervision, Leadership- Concept, Styles and Theories- Trait Theory, Behavioral Theories, Contingency Theories.

UNIT-V

Managerial Effectiveness Control- Concept, Nature and Purpose, Control technique, Control of overall performance. Coordination- Concept, Importance, Principles and Techniques of Coordination.

Relevance of Gita in Modern day Management.

Books Recommended:

1. R. D. Agarwal Organisation and Management, Tata McGraw Hill, New Delhi.
2. Koontz "O" Donnel: Management, 8th Ed. International Student and Wehrich Edition, Kogakusha, Tokyo Newsman and Warren
3. The process of Management concept behaviour and practice "Prentice Hall of India."
4. N. C. Chatterji: The Principles of Management World Press, Calcutta Stoner: Management (Prentice Hall of India, New Delhi 1992)
5. Y.K. Bhusan: Business Organisation and Management (M/s Sultan Chand & Sons, New Delhi)
6. Management Concept and Organisational Behaviour-G.S. Sudha (RBSA Publishers, Chaura Rasta, Jaipur)
7. Management - G.S. Sudha (RBSA Publishers, Chaura Rasta, Jaipur)
8. Principles of Management - B.S. Mathur (National Publishing House, Chaura Rasta, Jaipur)
9. Management: Rajpurohit, Gupta, Ajmera Book Company, Jaipur
10. Business Management: Gupta, Mathur: Ajmera Book Company, Jaipur

102 FINANCIAL ACCOUNTING

UNIT I

Accounting; Meaning nature, functions; objectives and usefulness. Accounting as an information system in an organization. Concepts and Conventions of accounting. Concepts of business transaction, classification of accounts, rules of debit and credit.

UNIT II

Accounting process: Journal; Purpose, ruling and recording of journal and subdivision of Journal. Ledger; Purpose, ruling and posting, balancing, types and subdivisions.

UNIT III

Preparation of trial balance; Accuracy of trial balance, Accounting errors, ratification of errors, effects of errors on final accounting. Accounting for bills of exchange, Accounting for self ledger, accounting for depreciation. Inventory valuation methods

UNIT IV

Preparation of final accounts; Concept and measurement of income, matching of cost and revenue, difference between capital and revenue, balance sheet concept and purpose, assets and liabilities as preparation of trading account. Profit and loss account (only for sole proprietorship and partnership firms)

UNIT V

Accounting of consignment. Account for non-profit organisations.
Insurance claim, Departmental & Branch Accounts (Including foreign branch)

Books Recommended:

1. Book Keeping & Accountancy: Jain, Khandelwal, Pareek, Ajmera Book Co., Tripolia Bazar, Jaipur
2. Advance accountancy: by Shukla and Grewal (Latest Edition)
3. Principle and Practice of accounting by R.L Gupta & V.K. Gupta (Sultan Chand and Sons, New Delhi)
4. Accounting Theory and Practice: by Juneja, Saxena (Kalyani Publishers)
5. Modern Accounting - Volume I and II - by: A. Mukherjee and M. Hanif
6. Financial Accounting - Sharma, Choudhary, Kiradoo, Ramesh Book Depot, Jaipur

103 BUSINESS LAWS

UNIT-I

The Indian Contract Act 1872 (Section 1 to 75 & 124 to 238)

UNIT-II

The Sale of Goods Act 1930 (Sections 1 to 54 & 64 only)

UNIT-III

The Negotiable Instruments Act 1881 (Section 1 to 25, 31 to 101, 118, 138 to 142)
Consumer Protection Act

UNIT IV

Law of Insurance, LLP Act 2008

UNIT-V

Common Carriers Act, Information Technology Act 2000

Books Recommended:

1. The Indian Contract Act : Dr. Avtar Singh
2. Mercantile Law : Mulla
3. Mercantile Law : N.D. Kapoor
4. A study of Industrial Law : G.M. Kothari
5. Principles and Practice of Commercial Law - M.J. Mathew (RBSA Publishers, Chaura Rasta, Jaipur)
6. Mercantile Law - Davar
7. Elements of Mercantile Law - S.N. Kapoor
8. Business Law - Dr. R.L. Nolkha (Ramesh Book Depot, Jaipur)
9. Business Law - Arya, Sharma, Ajmera Book Company, Jaipur

104 ORGANISATIONAL BEHAVIOUR**UNIT-I**

OB: A Social Systems Approach. Determinants, Traits and Theories of Personality. OB: Emerging Challenges and Opportunities, Learning Organizations.

UNIT-II

Formation of attitudes and value systems. Perception: Meaning, perceptual process, perceptual errors.

UNIT-III

Motivation: Definition, Nature and Importance, Theories of Motivation- content and process theories. Learning: Meaning and theories of learning.

UNIT-IV

Foundations of Group Behavior: Formal and Informal Group, Types of Group, Stages of Group Development, Group Effectiveness. Leadership and team building factors affecting Group performance. Resolving Conflicts. Concept, Sources of Power, Distinction between Power, Authority and Influence.

UNIT-V

Stress and Stress Management. Management by objectives, Management of change, Research studies and case studies in organizational behaviour.

Books Recommended:

1. Robbins S. P.: Organisational Behaviour: Concept, controversies and applications. New Delhi, 1988, 3rd Edn. Prentice Hall.
2. Pareek U. others: Behavioural Process in Organisation, Oxford & IBH, New Delhi, 1981.
3. Fundamentals of Organisation Theory and Behaviour-M.J. Mathew (RBSA Publishers, Chaura Rasta, Jaipur)
4. Organisational Behaviour - L.M. Prasad (S.Chand & Co., Delhi)
5. Fundamentals of organisational Behaviour By - Stocum (ISBN-9788131502419)
6. Human Behaviour at work - Keith Davis (Tata Mcgraw Hill, Publishing Co., New Delhi)
7. Fred Luthans-Organisational Behaviour (Mcgraw Hill, New Delhi)
8. Organisation Theory and Behaviour (Himalaya Publishing House, New Delhi)
9. Management Concept and Organisational Behaviour-G.S. Sudha (RBSA Publishers, Chaura Rasta, Jaipur)
10. Organisational Behaviour by A.K. Korman

11. Human Relation and Organisational Behaviour by R.S. Dwivedi
12. Management of organisational Behaviour by Paul Hersey and Kenneth H. Blanchard.

105 BUSINESS COMMUNICATION

Unit I

Introduction to communication: Concept and Objectives. Process and Importance of communication, Importance of Feedback in Communication, Barriers and Gateway of communication.

Unit – II

Types of Communication – Verbal, Non-verbal, written, Formal and Informal networks – Importance of Grapevine, Interpersonal and Intrapersonal Communication.

Unit – III

Written Communication - Need and functions of business letters - Planning and layout of business letters, Kinds of business letters, Essentials of effective correspondence.

Unit – IV

Report Writing - What is report, Importance of Reports, Types of reports, Characteristic of good report, Formats of reports. Presentation: elements of effective presentation, designing a presentation.

Unit – V

Application for employment and resume, Notices, Agenda and Minutes of the Meetings, Memos.

Suggested Readings:-

1. Anjane Sethi, Bhavana Adhikari (2010) *Business Communication*, Tata Macgraw hills,
2. R K Madhukar (2009) *Business Communication*, Vikas Publishing House,
3. Rajesh Viswanathan, (2010) *Business Communication*, Himalya Publishing House
4. K.C. Goyal , Singh (2011-2012) *Business Communication*, Ramesh Book Depot

106 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Unit – I

Concept of Entrepreneur and Entrepreneurship- its evolution, characteristics, role of Entrepreneurship in Economic Development, Entrepreneurship in India- Factors and Institutional framework. Theories of Entrepreneurship.

Unit – II

Relationship between small and large business, problems of small scale industries in the Indian context, growth of SSI's and Entrepreneurial Motivation, Policy support to small scale industries and Entrepreneurship.

Unit – III

Forms of Ownership- Structural patterns, Entrepreneurial Development and Training, aspects involved in the growth of Entrepreneurial Environment.

Unit – IV

Projects managements- Project idea to Project Appraisal. Issues in financing small business.

Unit – V

Production and Operation Management, issues in small business, marketing channels/ methods in small business, problem of Entrepreneurship- reasons and remedies.

Suggested Readings:-

1. Bholanath Dutta (2010) *Entrepreneurship Management,- Text and Cases*, Excel Books
2. Vasant Desai, (2010) *Fundamental of Entrepreneurship and Small & business management*, Himalya Publishing house
3. Renu Arora, SK Sood, (2010) *Entrepreneurship Development*, Kalyani Publishers
4. Lal, Sahai (2010) *Entrepreneurship, 2nd Edition*, Excel Books

107 STATISTICS FOR BUSINESS DECISIONS

Unit-I

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.

Unit-II

Measures of Central Tendency: Meaning and definition, Types of average, Median, Mode, Arithmetic mean, Geometric mean, Harmonic mean, Comparative study of different Averages.

Unit-III

Measures of Dispersion and Skewness. Correlation and Regression. Rank Correlation.

Unit-IV

Index Numbers, concept, utility, methods, simple and weighted average of relatives and aggregative index. Tests on Index Numbers. Time Series Analysis.

Unit-V

Probability: Introduction and definition. Types of events, rules of probability, types of probability including Bayesian theories and mathematical expectation. Probability Distributions: Concept and application of Binomial, Poisson, Exponential and Normal distributions

THREE-YEAR BACHELOR OF BUSINESS ADMINISTRATION
BBA PART II EXAMINATION
SCHEME OF EXAMINATION AND RULES REGARDING PASSING:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks. 20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks. 10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc. Final Examination paper shall consist of three sections for a total 70 marks-

Section A: 10 questions of 2 marks each to be attempted in 50 words each. Two questions from each unit to be set.

Section B: 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C: Case study/Applied question from any of the unit(s) of 20 marks.

Every student must secure at least 40% marks individually in each paper and 50% in aggregate to qualify for next year.

Each candidate will have to pass in each paper individually both in internals as well as in external examination. In each of these, he / she must secure at least 40% marks.

Each examination shall be regarded as the separate unit for the purpose of Working at the results of the candidates. The candidate must secure at least 40% marks in the individual courses in at least 5 papers out of 8 courses prescribed for BBA-II with 50% marks in the aggregate in such papers.

The BBA-Part II Examination 2016 shall be of 70 marks and three hours duration for each paper and there shall be Internal assessment for 30 marks.

No candidate shall be considered to have pursued regular courses of study unless he/she is certified by Head/Dean of the faculty to have attended the three fourth of the total number of classroom sessions conducted in each year during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the examination.

The candidate shall be admitted to BBA-III examination upon his/her Completing regular course of study for one academic year and after passing the BBA-II Examination. If the candidate, who has failed at BBA-II but has passed at least in 5 out of 8 papers (Internals and Externals separately / Session work and theory papers separately), may be provisionally admitted to BBA III classes, after attending the regular course of study for one academic year. This is subject to the condition that along with the course prescribed for BBA-III examination he/she will also reappear and pass the paper (s) of the BBA-II examination in which he/she has failed.

Where a candidate secures the requisite percentage of marks prescribed for passing in an aggregate of all the courses, he/she shall be deemed to have passed in course in which he/she has secured at least 40% marks in BBA-II examination.

Where the candidate fails to secure the requisite minimum percentage marks for a pass in aggregate of all the courses he/she shall be deemed to have passed in each course in which he/she has secured at least 50% marks.

Candidate who does not pass in at least 5 courses prescribed for BBA-II Examination shall not be eligible for the admission to BBA III classes for Appearing at BBA Part-III examinations. He/she may appear for the subsequent BBA Part-II Examination in all the prescribed courses as ex-student.

A candidate who has passed in at least 5 courses of BBA II and thereby becomes eligible for admission to BBA Part-III class, but chooses not to do so and desires to appear in all the prescribed courses of die BBA - II examination will be permitted to do so on the condition that in the latter case, his/her previous performance will be treated as cancelled.

The Candidates of BBA Part II who fail at the Internal examinations will reappear in the failed internal examination papers, the next academic year.

If the candidate fails to obtain at least 40% marks in the annual examination in a maximum of two of the annual courses, he / she can carry it as ATKT. A student can appear in the ATKT paper in the same annual exams next year.

Candidates appearing at an examination subsequently shall be examined in accordance with scheme and syllabus in force at that time.

The course shall be taught / examined / evaluated in English Medium only.

The span period of the BBA program is four years from the date of registration in the program.

The degree shall be awarded to successful students on the basis of the combined result of the first year, second year and third year examinations as follows:

Securing 60% and above	: 1 st Division
All other	: 2 nd Division

(Every student is required to undergo a Summer Training of 45 days in an organisation of repute after completion of BBA II Examinations.)

201 MANAGERIAL ECONOMICS

UNIT- I

The meaning, scope and methods of managerial economics. Economics concepts relevant to the business. Demand and supply, production. Distribution, consumption and consumption function, cost, price Competition, monopoly profit -Optimisations, Margin & Average Elasticity, Micro & Macro Analysis.

UNIT- II

Demand Analysis and Business forecasting. Marketing structure, Factors influencing Demand Elasticity and Demand Level, Demand analysis for various products and situations. Determinants of Demand for durable and non-durable goods, Long run & short-run, derived and autonomous Demand, Industry & firm Demand

UNIT-III

Production function Analysis. Factors of production, laws of production, Stages of production, Concepts of cost and revenue. Break Even point.

UNIT- IV

Pricing Decision: Pricing and output decision under perfect and imperfect competition, oligopoly and monopoly. Pricing methods, products line pricing, specific pricing problems, price problems; price discrimination, price forecasting.

UNIT-V

Theories of factor pricing: Wages, Rent & Interest.

Profit Management: Role of profit in the economy, nature and Measurement of profit, profit policies, profit maximization, profit planning.

Books Recommended

1. Managerial Economics-Saraswat, Lodha, Sharma, Kiradoo, Ajmera Book Co., Jaipur.
2. Mote V L. & Gupta G. S. Managerial Economics - Concepts and cases. Tata Mc Graw Hill, New Delhi.
3. Rangaragarn C. & Dholakia. H. : Macro economics, McGraw Hill, New Delhi.
4. Varshney R. L. & Maheshwari K. L. : Managerial Economics, Sultan Chand & Sons, New Delhi.
5. Business Economics-C.M. Choudhary (RBSA Publishers, Jaipur)
6. Principles of Economics-by M.L.Jhingar (Vikas Publishing House, New Delhi)
7. Principles of Economics-M.L.Seth (Laxmi Narain Agarwal, Agra)
8. Business Economics-N.D.Mathur (Shivam Book House P. Ltd., Jaipur)
9. Managerial Economics-D.N.Dwivedi (Vikas Publishing House, New Delhi)
10. Fundamentals of Business and Managerial Economics-by D.M. Mithani (Himalaya Publishing House, New delhi)
11. Economics by Paul A. Samuelson (Tata Mcgraw Hill, New Delhi)

202 RESEARCH METHODS

Unit-I

Concept of Business Research and Its Application in Various Functions of Management, Types of Research, Problems encountered by the Researcher, Precautions to be taken by the Researchers. Steps Involved in Research Process. Types of Business Research Design: Exploratory Research Design, Experimental Research Design, Descriptive Research Design.

Unit-II

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling. Non-Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling – Errors in sampling. Data Collection: Primary and Secondary data. Various Methods of Collection of Primary and Secondary Data.

Unit-III

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale, Likert's Scale, Semantic Differential Scale, Multi-Dimensional Scaling. Hypothesis: Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis

Statistical Analysis: Central Tendency (Mean, Median, Mode), Correlation, Regression. Rank correlation

Unit-IV

Parametric and Non-Parametric Test: T-Test, Z-Test, the rank sums test. The Mann-Whitney U test, the one sample Runs test, Bivariate Analysis: Chi-Square, Multivariate Analysis, ANOVA

Unit-V

Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation. Bibliography and References – Meaning, difference, and writing styles of bibliography and references.

Books Recommended:

1. Alan Bryman and Emma Bell (2011). *Business Research Methods*, Oxford University Press

2. C R Kothari (2002) *Research Methodology*, Vishwa Prakashan.
3. Donald R. Cooper & Pamela Schindler (2007). *Business Research Methods*. Tata McGraw Hills (9th Edition)
4. SL Gupta and Hetesh Gupta (2012). *Business Research Methods*, Tata McGraw Hills
5. Naresh K Malhotra (2007). *Marketing Research*, Pearson Education (5th Edition)
6. J K Sachdeva (2011) *Business Research Methodology*. Himalya Pyblication House (2nd Edition)

203 FINANCIAL MANAGEMENT

UNIT-I

Introduction: Meaning, scope, role and objectives of financial management, Organization of finance function, relationship of finance function with other functions. Investment Decisions: Return on investment method of evaluation of capital investment proposals, pay back accounting rate of return, discounted cash flow techniques: Rate of return, Discounted cash flow techniques NPV, profitability Index/cost benefit ratio and internal rate of return.

UNIT- II

Cost of Capital: Meaning, Significance and computation. Financing Decision, Financial Planning capitalization and capital structure, Source of finance: Equity, V/s Debt and new instrument of finance, Money markets and capitals markets.

UNIT-III

Dividend Decisions: Meaning, scope and determination of income, dividend policy: Theories and methods of dividend payment retained earnings.

UNIT-IV

Operating Funds Management - Concept, determinants and source of working capital, Inventory, receivable and cash management.

UNIT-V

Tools of financial Analysis - Ratio, fund, flow and cash flow analysis, Break even analysis.

Books Recommended

1. Financial Management : M.R. Agarwal, Garima Prakashan, Mayur Complex, Bapu Bazar, Jaipur
2. Financial Management: R. M. Srivastav, Pragati Prakashan,
3. Financial Management: I. M. Pandey, Vikas Publishing house, Delhi (Seventh Edition)
4. Financial management: Prasanna Chandra, Tata McGraw Hill (Third Edition)

204 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Unit 1

Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics and Moral standards; Ethics and Moral Decision Making.

Unit 2

Corporate Social Responsibility: Nature, Scope & Importance; Corporate Governance: Concept, Importance for Industry.

Unit 3

Ethical Issues related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of Swadhrama.

Unit 4

Gandhian approach in Management and Trusteeship: Gandhiji's doctrine of Satya and Ahinsa, Concept, importance and relevance of Trusteeship principle in modern business.

Unit 5

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient features: Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic approach for Managers in Decision Making.

Suggested Readings:

1. Business Ethics: Ferando, Pearson Publication
2. Business Ethics: Bani P Banerjee, Excel Books
3. Business Ethics: Manisha Paliwal, New Age Publishers
4. Business Ethics: Daniel Albuquerque, Oxford Publishers
5. Business Ethics: CSVMurthy, Himalaya Publishing House.
6. Business Ethics and Professional Values: AB Rao, Excel Books
7. Ethics in Management and Indian Ethos: Biswanath Ghosh, Vikas Publishing House
8. Business Ethics and Ethos: Jyotsna Mehta, Preeti Gupta, Pragati Prakashan

205 PRODUCTION AND OPERATIONS MANAGEMENT

Unit- I

Introduction to Production Management: Introduction; History of Production and Operations Management; Definitions of Production Management; Production Process; Production: The Heart of an Organization; Objectives of Production Management; Scope of Production Management. location and layout. Forecasting: Qualitative and Quantitative Techniques of Forecasting.

Unit- II

Production Planning and Control: Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Main Functions of Production Planning and Control (PPC): Master Production Schedule (MPS); MRP-I and MRP-II. Line balancing.

Unit- III

Project Analysis: PERT/CPM: Programme Evaluation Research Task (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project.

Unit- IV

Classification, role of inventory in supply chain, inventory costs, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model. Lead time, Reorder Point, concept of service level and safety stock, Selective inventory control systems. Importance of Maintenance, Breakdown, Preventive TPM (Total Productive Maintenance)

Unit-V

Work Study: Work Study as a Science, Work Study and Productivity, Outline Process Chart, Importance of Work Study; Method Study: Definition, Objectives and Procedure: Objectives of Method Study, Method Study Procedure, Therbligs; Work Measurement: Objectives of Work Measurement, Techniques of Work Measurement, Time Study, Work Sampling.

Books Recommended

1. Khandelwal, Gupta, Agarwal: Production and Operations Management, Ajmera Book Depot, Jaipur
2. Adam and Ebert: Production and operational Management, PHI (EEE Edition)
3. Stevenson: Production and operation Management
4. Monks J. G.: Production and operation Management, McGraw Hill

206 PUBLIC RELATIONS MANAGEMENT**Unit – I**

Public Relation : Definition , Meaning, Importance, Objectives ,scope and Functions, Organization of Public Relations of Corporate Bodies, Qualities of Good Public Relations Personnel, Selection, Training and Development of Public Relations Staff, Importance of Mannerisms and Body Languages in Public Relations.

Unit – II

Public Relations Strategy: Meaning, Importance, Strategy for Marketing, Tangible & Service Products, Marketing Strategy for Creating Corporate Image , Case Study of Corporate in India , Public Relation Activities Before, During & After General Meetings of Corporate Bodies, Public Meetings, Event Management.

Unit – III

Public Relations Communications: Meaning, Importance, Process for Customer Care & Complaint Handling, Process to Collect Dues & Keep the customer, Communication with Aids to Trade, Bankers, Insurance Agents and Local Bodies, Information Management- Sources- Importance in Public Relations Management.

Unit – IV

Public Relations Materials and its Importance: Organizing Press Conferences, Electronic Media Coverage, Sales Promotion Campaign, Participation in Trade Fairs & Trade Exhibitions, Essentials in Presentations in Seminars / Conferences, Dress code, Audio Visual Aids Communication Skills, Contents of Presentation, Time Management, Feedback Analysis.

Unit – V

Public Relations Management: Ethics , Do's & Don'ts in Public Relations Management , Customers & Investors Education , Selection & Importance of Brand Ambassadors, Public Relations Functions in the light of Right to information consumerism , NGO activism , Code of Conduct in Advertisement , Outsourcing of Public Relations , Importance Selection, Control.

Books Recommended

1. Guth, D.W., & Marsh, C. (2009), Public Relations: A values-driven approach (4th ed.), Boston, Pearson.
2. J. Lordan, Edward, 'Essentials of Public Relations Management', A Burnham Publishers, 2003, Chicago

3. Li, C., & Bernoff, J. (2008). Groundswell: Winning in a world transformed by social technologies. Boston: Harvard Business Press.
4. Fraser P. Seitel, The Practice of Public Relations. Upper Saddle River, New Jersey: Prentice Hall, 1998.

207 HUMAN RESOURCE MANAGEMENT

UNIT-I

HRM: Concepts, importance of human factor, functions of HRM, objectives, Qualities of human resource Manager. Socioeconomic milieu of Indian worker.

UNIT- II

Evolution and future of HRM in India, Organisation structures of H.R. Department. Process of human resources planning: job analysis, job description, and job specification.

UNIT-III

HR Planning, Recruitment, Selections, Placements, Induction. Employee Exit and Exit Interview.

UNIT-IV

Training and Development Concepts: purpose, process, method, responsibility for training and development. Performance appraisal, Promotions and transfers, Career planning and development.

UNIT-V

Compensation: Concepts, principles of Good wage, Factors affecting wage system, Incentives and fringe benefits. Monetary and Non-Monetary incentives.

Reference Books

- 1 Personnel Management: Mamoria C.B.
- 2 Personnel Management and Industrial Relations: Daver R. S.
- 3 Personnel Management: Manoppa and Saiyadain..
- 4 Performance Appraisal: S. C. Jain and Mathur.
- 5 Rao and Da "Cases in Human resource management "
- 6 Personnel Management by Fillipo Edwin B.(Mcgraw Hill International Book Co.)
7. Personnel Management and Industrial Relations by Yodder Dale.
8. Personnel Management-by Scott Clotheir and spriegal (Mcgraw Hill)
9. Indian Institute of Personnel Management: Personnel Management in India.
10. Personnel Administration and Labour Relation in India by Jakaria.
11. Human Resources Management: G.S. Sudha, Ramesh Book Depot, Jaipur

208 MARKETING MANAGEMENT

UNIT- I

Marketing Concepts and its evolution. Meaning and definition of marketing and marketing mix variables. Marketing Planning: Importance of marketing planning, marketing planning process, scanning the marketing environment and identifying business opportunities.

UNIT-II

Basic understanding of Consumer Behaviour. Market Segmentation and Market Targeting, Importance of market segmentation, Methods and process of market segmentation.

UNIT-III

Market targeting, Positioning. Product Mix Strategies: Meaning and types of product, new product development.

UNIT-IV

Managing product lines, Branding and Packaging Decisions. Product life cycle concept and strategies to be used in different strategies of P.L.C

UNIT-V

Pricing Objectives, Policies, Methods of Setting Price, Pricing Strategies, Basic understanding of Channels of Distribution. Promotion-mix.

Suggested Readings

1. Philip Kotler : Marketing Management (Prentice Hall of India)
2. Philip Kotler: Principles of Marketing (Prentice Hall of India)
3. Stanton W. J. Fundamentals of Marketing (Mc Graw Hill New York)
4. Cundiff, Still, Govani - Fundamentals of Modern Marketing
5. Ramaswamy-VS. and S. Namakumari, Marketing Management (Macmillan India Ltd.)
6. Modern Marketing Principles and Principles and Practices (R.S.N. Pillai, Baggawati)
7. Modern Marketing-Davar R.S.
8. Marketing Management by - S.A. Sherleker (Himalaya Publishing House, Mumbai)
9. Marketing Management - Phelps, D.M. and Westing, J.H.
10. Sales and Marketing Management Text and Cases by Johnson Lewis K.
11. Principles of Marketing – Rajpurohit, Saxena, Ajmera Book Company, Jaipur
12. Marketing Management – Gupta, Mathur, Ajmera Book Company, Jaipur

BBA PART III EXAM

SCHEME OF EXAMINATION AND RULES REGARDING PASSING

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks. 20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks. 10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc. Final Examination paper shall consist of three sections for a total 70 marks-

Section A: 10 questions of 2 marks each to be attempted in 50 words each. Two questions from each unit to be set.

Section B: 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C: Case study/Applied question from any of the unit(s) of 20 marks.

Every student must secure at least 40% marks individually in each paper and 50% in aggregate to pass BBA Part III Examinations

Each candidate will have to pass in each paper individually both in internals as well as in external examination. In each of these, he / she must secure at least 40% marks.

Each examination shall be regarded as the separate unit for the purpose of Working at the results of the candidates.

The BBA-Part III Examination shall be of 70 marks and three hours duration for each paper and there shall be Internal assessment for 30 marks.

No candidate shall be considered to have pursued regular courses of study unless he/she is certified by Head/Dean of the faculty to have attended the three fourth of the total number of classroom sessions conducted in each year during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the examination.

The candidate shall be admitted to BBA-III examination upon his/her Completing regular course of study for one academic year and after passing the BBA-II examination. If the candidate, who has failed at BBA-II but has passed at least in 5 out of 8 papers (Internals and Externals separately / Session work and theory papers separately), may be provisionally admitted to BBA III classes, after attending the regular course of study for one academic year. This is subject to the condition that along with the course prescribed for BBA-III examination he/she will also reappear and pass the paper (s) of the BBA-II examination in which he/she has failed.

A candidate who does not pass in at least 5 courses prescribed for BBA-III Examination shall have to reappear at BBA Part-III examinations. He/she will have to appear for the subsequent BBA Part-III Examination in all the prescribed courses as ex-student.

A candidate who has failed at the BBA-III examination but has passed in 5 Courses prescribed shall be exempted from reappearing in the subsequent Year's examination in the courses in which he/she has passed in accordance with the provisions:

If the candidate fails to obtain at least 40% marks in the annual examination in a maximum of three of the annual courses, he / she can reappear in the subsequent Year's examination in the courses in which he/she

has failed. The candidate must have cleared all the ATKT papers of previous years to avail the reappearance in maximum of three courses of BBA Part III.

In case where the candidate does not pass the ATKT papers of the previous year with BBA Part III Examinations, he / she will have to reappear in all the courses of BBA Part III in the subsequent year.

The Candidates of BBA Part III who fail at the Internal examinations will reappear in the failed internal examination papers, the next academic year.

A candidate who has passed in at least 5 courses of BBA III and desires to appear in all the prescribed courses of die BBA-III examination, will be permitted to do so on the condition that in the latter case, his/her Previous performance will be treated as cancelled.

Candidates appearing at an examination subsequently shall be examined in accordance with scheme and syllabus in force at that time.

The span period of the BBA program is four years from the date of registration in the program.

The course shall be taught / examined / evaluated in English/Hindi Medium only.

The degree shall be awarded to successful students on the basis of the combined result of the first year, second year and third year examinations as follows:

Securing 60% and above : 1st Division

All other : 2nd Division

301 ECONOMIC ENVIRONMENT OF BUSINESS

UNIT - I

Economic Environment: Meaning, nature, contents and factors affecting economic environment. Significance of economic environment. Micro and Macro environment of business. Structure of Banking and Financial Institutions: Present structure of Banking and Financial institutions in India, Difference between commercial Banking and Development Banking.

UNIT - II

Economic planning and Policies: Meaning, objectives and importance of Economic Planning. Techniques of Indian Planning, Role & Importance of planning in India under the present changed Economic Scenario. Main characteristics of Indian planning.

UNIT - III

Economy: Role and present position of Public, private, non-resident Indians and MNCs in Indian Economy. Emerging trend and structure of Indian Economy, Population growth and problems in India and its effects on Economic development: HRD Policy in India.

UNIT-IV

Government Policies and Business: Industrial Policy including the policy for foreign capital and collaboration and NRI investment. Causes of industrial sickness and its remedies and Government rehabilitation policy. Elementary study of Indian Monetary policy, Fiscal policy and budgetary policy for small scale sector.

UNIT-V

Foreign Trade and Policies: Volume, composition and direction of foreign trade of India. Export promoting measures in India, present EXIM policy of Government of India.

Books Recommended :

1. Economic & Business Environment : Swami, Gupta, Vashnav
2. Government and Business: D.Amarchand, TME .
3. Business & Government : Cherunilam. F. Himalaya
4. Economic Environment of Businesses : M. Adhakari, Sultan Chand & Sons

302 Modern Practices in Management**Unit-I**

Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Costs of quality.

Unit-II

Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen. Bench marking - Reason to bench mark, Bench marking process. Types of Benchmarking

Unit-III

Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR. Major issues in process redesign: Business vision and process objectives, Processes to be redesigned. Measuring existing processes, Role of information technology (IT) and identifying IT levers. BPR phases, Relationship between BPR phases. Implementation of BPR, Stages of implementation and critical aspects.

Unit-IV

The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS. Planning, Implementation and Controlling of Management Information System. SDLC.

Unit-V

Six Sigma, ISO 9000, ISO 14000, Flexible Manufacturing System, Lean Manufacturing, Computer Aided Design, Computer Aided Manufacturing

Books Recommended:

1. Juran: Quality Planning and Assurance. McGraw Hill. NewYork
2. Durmmond: The TOM Movement, USPSD. New Delhi.
3. Steve Smith; The Quality Revolution, Jaico New Delhi.
4. Jayaraman and Natrajan: Business Process Re-Engineering, TataMcGraw Hill,New Delhi.
5. Wachawan Deepak: Re-Engineering Indian Industry, Vergo Publicaiton, New Delhi.
6. Kapur Rajnesh; Business Process Redesign, Global Business Press, New Delhi.
7. Henry. J. Johnson, Patrick Mohush, John Pendlebury and Willam.A. Wheeler III.
8. Business Process Re-Engineering, John Wiley & Sons, Singapore.
9. Davis G.B. and Olson M.H. "Management Information Systems "2nd Ed. McGraw- Hill. New York
10. Kanter J "Management Information System" 3rd Ed- Prentice-Hall of India New Delhi,
11. Hodge B Fleck Jr. RA and Honess C.B. "Management Information System. Reston Virginia
12. Murd and Ross "Management Information Systems" Prentice Hall of India.

303 BUSINESS POLICY AND STRATEGIC MANAGEMENT

UNIT I

Strategic Management: Concept of Business policy, strategy purpose, strategic management process, Strategy Formulation: Mission and purpose.

UNIT-II

SWOT Analysis and Environmental Analysis, Organizational analysis, SAP analysis, Value Chain Analysis.

UNIT-III

Strategic Alternatives and Choice. Types of Strategies, M. Porter's Five Forces Model, Strategic choice process, factors affecting choice, techniques for choice making.

UNIT-IV

Strategic Implementation: Project and procedural Resource allocation, structural functional and behavioural implementation.

UNIT-V

Strategic Evaluation and Control: Process, Role of strategist, Techniques, criteria for evaluation, feedback. International Entry Modes, Competitive Outcomes and Risks.

Books Recommended :

1. Ansoff "Corporate Strategy" McGraw -hill, New York.
2. Glueck : Business Policy & Strategic Management, McGraw Hill
3. A. Kazmi : Business Policy & Strategic Management, McGraw Hill
4. Rao and Jain: Strategic Management, Deep and Deep Publications, New Delhi
5. P. K. Ghosh : Business Policy Strategic Planning Management
6. McCarthy : Business Policy & Strategic Management

304 SUMMER TRAINING PROJECT REPORT AND VIVA VOCE

Objectives: To enable the student to undertake a practical or theoretical Project in order to study, analyze, interpret and report on one or more management problems and situations. Viva will also judge the understanding of the students of all the courses learnt in BBA III year.

Methodology : The project study will be based on the theoretical or practical work done by the candidate under the supervision of a faculty member appointed by the Head of the College and will be **hand written** on the basis of primary and/or secondary data collection. The subject matter should reflect an in-depth analysis and interpretation of any managerial problem(s) or situation(s).The project study should be based on the standard research methodology adopted from management research. Its size should not ordinarily exceed 50 pages. Copy of the project study will be submitted on or before the date announced. Questions will also be asked regarding subjects studied in BBA III year. This Viva-Voce, will include questions on the basis of the project study. The viva-voce will be conducted by a Board of Examiners recommended by the Board of Studies in Management Studies and will ordinarily consist of External Examiner and an Internal Examiner.

**603 SPECIALISATION PAPERS
(THREE PAPERS WITH AT LEAST TWO FROM ONE AREA)**

MARKETING MANAGEMENT (M) AREA

603 M MARKETING OF SERVICES

UNIT I

Introduction: Services v/s goods, characteristics of services, classification of services. The role of marketing in service organizations.

UNIT II

Consumer behaviour in Services: consumer purchase behaviour, service alternatives, satisfaction and post purchase evaluation.

UNIT III

Segmenting, targeting and positioning of Services. Traditional Marketing Mix: Product; Place, Promotion and Pricing.

UNIT IV

Elements of Extended Marketing Mix: Process, People, Physical evidence. Quality gaps, ISO 9004(2).

UNIT V

Management of Services: Banks, tourism, health care, financial services education etc. Trends in services marketing. Analysis, cases and current developments.

Suggested Readings.

1. Helen Woodruffe: Services Marketing, MacMillan India Ltd. New Delhi.
2. Nimit Choudhary and Monika Choudhary: Marketing of Services: A text Book, Macmillan, New Delhi
3. Harsh V Verma; Marketing of services, Global Business Press, New Delhi.
4. Adrian Payne: Services Marketing, PHI, New Delhi.
5. Ronald T Rust, Anthony J Zahorik and Timothy L. Koninghani : Service Marketing, Harper Collins, New York.
6. Valario A, Zeithami, A Parsurwan and Leonard L. Berry : Delivering Quality Service, The Free Press, New York
7. Rao A.V.S. Service Sector Management in India, Allied, New Delhi.
8. Philip Kotler: Marketing Non-Profit Organisations, PHI, New Delhi, 1990.
9. Christopher H. Lovelock Managing Services, Prentice Hall, International, London.
10. James L, Heskett: Managing in the Service Economy, Harvard Business School Press, Boston.
11. Stephen W. Brown Evert Cummeson, Bo Edvardsson and Bengtove Gustavasson: Service Quality, D.C. Heath and Company. Lexington.

604 M ADVERTISING MANAGEMENT

Unit I

Advertising: Introduction, Scope, importance in business: Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.

Unit II

Integrated Communication Mix (IMC)-meaning, importance; Communication meaning, importance, process, communication mix-components, role in marketing, Branding-meaning, importance in advertising.

Unit III

Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget approaches allocation of budget.

Unit IV

Advertising Copy-meaning components types of advertising copy, importance of creativity in advertising; Media planning-importance, strategies, media mix.

Unit V

Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising-importance, international Vs local advertising.

Suggested Readings

1. Jethwani and Jaishree, first Edition (2006) *Advertising Management* Oxford university Press, New delhi
2. Batra Rajeev, (2005) *Advertising management*, 3rd Edition, Pragati Prakashan.
3. chunawala and Sethia (2005) *foundation of Advertstising Management*, Himalya Publishing House
4. Agarwal P.K. (2003) First edition, *Advertising Management*, Pragati Prakashan

605 M RETAILING AND RURAL MARKETING

UNIT I

Retailing: definition, characteristics and functions. Retail Industry and the economy. Retail industry in India. Classifications of retail units. Trends in retail formats. Rural Retailing.

UNIT II

Retail marketing planning, location, strategies and decisions, management of retail brand, applications of IT to retail marketing.

UNIT III

Retail Pricing, Atmospherics and retail space management. Rural Marketing environments.

UNIT IV

Structure and characteristics of rural market. Segmentation and product identification in rural markets. Forecasting rural problems, Tapping the rural markets - Managing physical distribution channel management.

UNIT V

Sales forces management, product management in rural markets. Agricultural marketing, cooperative marketing.

Books Recommended:

1. Raja Gopal Rural Marketing in India, Renaissance Delhi.
2. Barkar J W "Agricultural Marketing" Oxford University Press, NY 1981
3. Jha SM in LP Marketing Management in indian perspective, Himalaya Publications, Mumbai, 1988.
4. Fundamentals of Retailing" - Butchev, Me Aneity, MacMillan Publishing Co Inc., New York.
5. "Retailing: New Perspectives." Dorothy S Rogers, Merci-T.Grassi, The Drydei Press, New York.
6. "The American Department Store 1920-1960". Harvard University Bureau Business Research. Boston. 196
7. Significant Trends and Developments in the Post-war Period" in competitive distribution, A Free High Level Economic" Prof. Malcolm P. Mc Nair, University of Pittsburg Press, Pittsburg. USA.
8. "Modern Retailing Principles and Practices" Morgenstein and Streagin, New York Wiley 1983.
9. Designing to sell: "A strategic approach" Darry Berman, Jeel Evans, 1991 Prentice Hall.
10. Retail Management : "A Strategic Approach" Parry Birman, Jeel Evans 1995 Prentice Hall.
11. Retail : Bir Jay Diamond Gerald Pintel, Prentice Hall.
12. "Retailing" Jay Diamons. Gerald Pintel Prentice Hall.
13. Retailing "Dale Lawson, Prentice Hall.

**HUMAN RESOURCE MANAGEMENT AREA - SPECIALISATION PAPERS
603 HRM ORGANISATIONAL DEVELOPMENT**

UNIT - I

Introduction, Meaning and definition - objectives of OD. Characteristics features of OD, Value and Ethos in OD, futures of OD. Models of OD- OD action research process- salient issues in O.D.

UNIT - II

Mechanistic and organic systems and the contingency approach. An Overview OD Interventions. Life and career planning - role analysis techniques, sensitivity Training (T. Group) Transactional Analysis.

UNIT - III

Survey Feed Back - MBO-Grid OD- Third party peace making confrontation meeting- organisational mirror-QWL Process consultation- Team Building.

UNIT - IV

Consultant Client Relationship - Change agent - External Vs. Internal consultant - role and functions of internal and external change agents - Characteristics of successful change agent- skills of change agents.

UNIT-V

Consulting Styles of India- Consultants (Ishwar Dayal, B. L. Maheshwari, D.P.Sinha, Nilesh De).
Institutional Building: Organisation Vs. Institution - factors influencing institution building process. Self renewal and innovation role of Chief Executive.

Books Recommended :

1. De. N.R., Alternative Designs of Human organisations, Sage
2. French & Bell: Organisational Development- Behavioural Science intervention for organisational improvements, PHI

604 HRM INDUSTRIAL RELATIONS AND LABOUR LAW

Unit I:

Industrial Relations: Concepts and Approaches, Bipartite and Tripartite bodies; Functions of IR Manager; Contemporary Issues in Industrial relations, Industrial Relations in the emerging scenario

Unit II:

Industrial Dispute: Types and Causes, Strikes and Lockouts, Prevention and Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.

Unit III:

Trade Union: concept and functions of Trade Unions; Trade Unionism in India: Emergence, History and Growth; Trade Union as an Organization: Future Trends in IR Role and Future of Trade Unions

Unit IV:

Discipline and Grievance Management; Negotiation and Collective Bargaining, Participative Management; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality management; Industrial Relations and Technological Change, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

Unit V:

Social Security Laws – Workmen’s Compensation Act, 1923; Payment of Gratuity Act, 1972; Employee’s State Insurance Act, 1948; Employee’s Provident Fund and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Wages Act, 1936; Minimum Wages Act, 1948 and Payment of Bonus Act, 1965

Suggested Readings:-

1. S.C. Srivastava, (2005) 5th Edition, Industrial relation, Vikas Publishing
2. Venkata Ratnam, (2006) Industrial Relations, Oxford University Press.

605 HRM TRAINING & DEVELOPMENT AND LEADERSHIP

UNIT I

Training process an overview; Training and development; Learning and skill acquisition; Role, responsibilities and challenges to training managers- Relationship between HRD and business strategies; Skill inventory; Scanning the environment for training areas; Organizational analysis for training.

UNIT II

Organisation and management of training function; Learning process; Learning and Knowledge management; Various tools and models.

UNIT III

Training climate and pedagogy – developing training modules – training methods and techniques- facilities planning and training aids.

UNIT IV

Leadership : Concept, Evolution of Leadership Theories, Attributes of effective leaders Different styles of leadership, the impact of leadership styles on work climate; leadership skills and tactics

Unit V

Learning Organisation : Leading a learning organization, the leader as a coach, understanding teams and teamwork, Principles of great teams, Leadership approaches that foster team performance.

Suggested Readings:-

1. Naik G Panda (2010) Training And Development, Excel Books, First Edition
2. Ford J Kevin (2009) 4th Edition, Training and Development, Cengage Learning
3. Ready, B Ratnah, (2009) Effective Human Resource Training and Development, Himalya Publishing House.
4. Hughes, Ginnett & Curphy (2005) *Leadership*, Tata Macgraw Hill, Special Indian Edition
5. Richard L Daft (2005) *Leadership, Cengage Learning*,

FINANCIAL MANAGEMENT AREA - SPECIALISATION PAPERS

603 FM MANAGEMENT OF WORKING CAPITAL

UNIT- I

Theories and Techniques of Working Capital Management: Theories and approach of working capital management. Techniques of working capital analysis

UNIT - II

Ratio Analysis, Fund Flow and cash flow analysis.

UNIT- III

Planning of working Capital: Forecasting of working capital need component and methods, Estimation of working capital.

UNIT - IV

Financing of Working Capital: Sources of working capital and bank credit - preparation of application, documentation securities.

UNIT- V

Money market and working capital finance. Finance for working capital Management of components of Working Capital: Receivables Management (Including the credit policy of a firm), Cash management and inventory management, creditors management.

Reference Books

1. Working capital Management : Ramamoorthy V. E. Institute of financial Management and Research', Madras- (1978)
2. Working Capital Management: Mehta D. R., Englewood Cliff N. J., Prentice Hall. Inc. (1974)
3. Management of working capital: Smith K.V., Network West Publishing (1974) J
4. Student may also consult books recommended for financial management.

604 FM PRINCIPLES AND PRACTICES OF BANKING

UNIT I

Banking system and structure in India- Evolution of Indian Banks-Types of banks –Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act. Retail Banking, Rural Banking, Corporate Banking, and Micro Finance

UNIT II

Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters

Customers' accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims

Banking Technology- Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR-Cheque Truncation-ECS- EFT – NEFT-RTGS

UNIT III

International banking – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank

UNIT IV

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment.

UNIT V

Asset Liability Management(ALM) in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO)- Activities of ALCO

Follow up and recovery: NPAs, classification, securitization, SARFAESI Act etc. **Securitization**: meaning of securitization, process of securitization.

Recommended Books

1. Jyothsna Sethi & Nishwan Bhatia (2009) *Elements of Banking & Insurance*, Prentice Hall of India (PHI).
2. Koch W, Timothy, & S. Scott, *Bank Management* -, Cengage Learning, New Delhi.
3. Padmalatha Suresh and Justin Paul (2011) *Management of Banking and Financial Services*, Pearson Education (2nd Edition)
4. K.C. Shekhar and Lekshmy Shekhar (2011) *Banking Theory and Practice*, Vikas Publishing House
5. Muraleedharan D (2013) *Modern Banking: Theory and Practice*. Prentice Hall of India (PHI).

605 FM SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT I

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process.

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market,

Stock Exchange: Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

UNIT II

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with two assets, Portfolio with more than two assets. Valuation of securities: Bonds, Equity and Preference shares

UNIT III

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. **Company Analysis-** Financial Statement Analysis, Ratio Analysis. **Technical Analysis** – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, Market Indicators. (Problems in company analysis & Technical analysis)

UNIT IV

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model **Capital Asset pricing model:** Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

UNIT V

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification.

Mutual Funds:, Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Portfolio Management Strategies: Active and Passive Portfolio Management strategy.

Recommended Books

1. Prasanna Chandra (2010) *Investment Analysis and Portfolio management*. Tata McGraw Hill
2. V. K. Bhalla (2011) *Investment Management*. Sultan chand (17th Edition)
3. Fisher and Jordan (2011) *Security Analysis & Portfolio Management*. Pearson Education (6th Edition)
4. Punithavathy Pandian (2005) *Security Analysis & Portfolio Management*. Vikas Publishing House (2nd Edition)
5. Preethi Singh (2010) *Investment Management*. Himalaya Publishing House (17th Edition)
6. S. Kevin (2011) *Security Analysis & Portfolio Management*. Prentice Hall of India (2nd Edition)