



RASHTRASANT TUKDOJI MAHARAJ NAGPUR UNIVERSITY, NAGPUR

Directon No. 1 of 2017

**DIRECTION GOVERNING THE EXAMINATION LEADING TO THE
DEGREE OF Bachelor of Business Administration (BBA) (CREDIT BASE
SEMISTER PATTERN) FACULTY OF COMMERCE**

WHEREAS the Maharashtra Universities Act No. XXXV of 1994 has come into force with effect from 22nd July, 1994.

AND

WHEREAS the amendment to the said Act came to be effected from 12th May, 2000.

AND

WHEREAS the Faculty of Commerce in its meeting held on 14.3.2016 have decided to restructure the syllabus for the award of the degree of **Bachelor of Business Administration (BBA)** Examination commensurate with the curricula existing in the various Universities in India and with a view to include the latest trends in the commerce stream as well as to design it to suit to the needs of the industries and corporate houses as provided under Section 38(a) of the Act.

AND

WHEREAS all the Board of Studies in Faculty of Commerce in its meeting held on 5.4.2016 restructured the existing syllabi and recommended the new scheme of examination.

AND

WHEREAS the recommendations made by the all four Board of studies under Faculty of Commerce were approved by the Academic Council, in its meeting held on 8.6.2016.

AND

WHEREAS no ordinance is in existence prescribing THE EXAMINATION LEADING TO THE DEGREE OF Bachelor of Business Administration (BBA) (CREDIT BASE SEMISTER PATTERN).

WHEREAS the Special Task Committee in its meeting on 23-11-2016 decided to prepare a draft of new direction & syllabus of BBA (CBS).

WHEREAS the Special Task Committee in its meeting on 04-01-2016 considered & approved the draft of new direction and syllabus of BBA (CBS) submitted by the sub-committee & recommended it to the Hon'ble Vice-Chancellor for his approval.

AND

WHEREAS the matter involved is required to be implemented urgently for the purpose of prescribing examinations leading to the degree of **Bachelor of Business Administration (BBA) (CBS)** in the Faculty of Commerce.

WHEREAS the preparation of ordinance to regulate the matter relating to the examinations leading to the degree of **Bachelor of Business Administration (BBA) (CBS) is time consuming process**

AND

Now, therefore, I, Dr. Siddharthvinayak P. Kane, Vice-Chancellor, Rastrasant Tukdoji Maharaj Nagpur University, Nagpur in exercise of the powers vested in me under Section 14(8) of the Maharashtra University Act of 1994 do hereby issue the following direction.

Scheme of Examination

1. This direction may be called '**Examination leading to the Degree of Bachelor of Business Administration (BBA) (CREDIT BASE SEMESTER PATTERN) in the Faculty of Commerce (Amendment)**',... Number.....
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2. This direction shall come into force with effect from the date of its approval by the Management Council & shall be applicable from academic session 2016-17.
3. There shall be Six Examinations leading to the degree of Bachelor of Business Administration (BBA) namely :
 - (1) The **Bachelor of Business Administration (BBA)** – 1st Semester Examination,
 - (2) The **Bachelor of Business Administration (BBA)** – 2nd Semester Examination,
 - (3) The **Bachelor of Business Administration (BBA)** – 3rd Semester Examination,
 - (4) The **Bachelor of Business Administration (BBA)** – 4th Semester Examination,
 - (5) The **Bachelor of Business Administration (BBA)** – 5th Semester Examination and
 - (6) The **Bachelor of Business Administration (BBA)** – 6th Semester Examination.
4. The duration of the Degree Course under this shall be of three academic years divided into six semesters with the BBA 1st and 2nd Semester Examinations during the first academic year, the BBA 3rd and 4th Semester Examinations during the second year and the BBA 5th and 6th Semester Examinations during the third year.
5. The Examinations Specified in paragraph 3 above shall be held twice a year at such places and on such dates as may be fixed by the University.
6. The details of eligibility for **BBA Sem I** examination:
 - (A) For the **BBA 1st Semester**, Examinee shall have Passed the 12th Standard Examination of the Maharashtra State Board of Secondary and Higher Secondary Education, with English at Higher or Lower level and any Modern Indian Language at higher or lower level with any combination of optional subjects;

OR

XII Standard Examination of Maharashtra State Board of Secondary and Higher Secondary Education in Vocational Stream with one language only; OR any other examination recognized as equivalent thereto; in such subjects and with such standards of attainments as may be prescribed Minimum Competition vocation course (MCVC).

OR

Any other Equivalent Examination of any State in (10+2) pattern with any combination of subjects.
7. A collegiate candidate shall have pursued a regular course of study for not less than 90 days of the academic session before being examined for any semester examination of **BBA** in any recognized institution and or college affiliated to Rastrasant Tukdoji Maharaj Nagpur University where the course is conducted.

8. An applicant for the Bachelor of Business Administration 1st, 2nd, 3rd, 4th, 5th or 6th Semester Examination shall have passed an examination specified in Clauses (A), (B), (C), (D), (E) and (F) of paragraph 6 respectively, not less than one academic year prior to his admission to the respective examination.

9. Without prejudice to the other provisions of Ordinance No. 6 relating to the Examinations in General, the provisions of Paragraphs 5, 7, 8, 10, 26 and 31 of the said Ordinance shall apply to every collegiate candidate.

10. The fees for the examination shall be as prescribed by the University from time to time and whenever any change is made in the fees prescribed for any particular examination that shall be notified through a notification for information of the examinees concerned.

11. With the issuance of this Direction, The Direction No 15 of 2014 and 47 of 2016 shall stand repealed.

Nagpur
Date : 7.1.2017

Sd/-
Dr. S. P. Kane
Vice-Chancellor

12. Teaching and Examination Scheme for examinees of Bachelor of Business Administration 1st, 2nd, 3rd, 4th, 5th and 6th Semester Examinations shall be as mentioned below:

Teaching and Examination Scheme
Bachelor of Business Administration (BBA)
Three Year Degree Course (Semester Pattern)
With effect from 2016-17

(A)

BBA 1st Semester Examination

Sr. No.	Subjects	Course Code	Teaching Scheme	Examination Scheme				Total Marks	Credits
				Total Periods per Week	Max. Marks(TH)	Max. Marks (IM)	Total Marks		
1	English	BB 1	5	80	20	100	40	100	4
2	Fundamentals of Business Management	BB 2	5	80	20	100	40	100	4
3	Computer Applications for Business	BB 3	5	80	20	100	40	100	4
4	Cost Accounting	BB 4	5	80	20	100	40	100	4
	Total		20	320	80	400	160	400	16

- Note :
1. Duration of each theory class should be minimum 48 minutes.
 2. TH = Theory, IM = Internal Marks.
 3. Minimum marks for passing the subject will be 40.
 4. There would be combined passing for theory and internal assessment taken together.
 5. One credit is equivalent to one hour of Teaching, that is to say,
For each subject, 48 Minutes * 5 = 240 Minutes = 4 Hours i.e. 4 Credits.
 6. Each semester will consist of 15 to 18 weeks of Academic Work equivalent to 90 actual teaching days.

(B)

BBA 2nd Semester Examination

Sr. No.	Subjects	Course Code	Teaching Scheme	Examination Scheme				Total Marks	Credits
				Total Periods per Week	Max. Marks(TH)	Max. Marks (IM)	Total Marks		
1	Principles of Marketing Management	BB 5	5	80	20	100	40	100	4
2	Financial & Management Accounting	BB 6	5	80	20	100	40	100	4
3	Micro-Economic Fundamentals	BB 7	5	80	20	100	40	100	4
4	English	BB 8	5	80	20	100	40	100	4
	Total		20	320	80	400	160	400	16

- Note :
1. Duration of each theory class should be minimum 48 minutes.
 2. TH = Theory, IM = Internal Marks.
 3. Minimum marks for passing the subject will be 40.
 4. There would be combined passing for theory and internal assessment taken together.
 5. One credit is equivalent to one hour of Teaching, that is to say,
For each subject, 48 Minutes * 5 = 240 Minutes = 4 Hours i.e. 4 Credits.
 6. Each semester will consist of 15 to 18 weeks of Academic Work equivalent to 90 actual teaching days.

(C)

BBA 3rd Semester Examination

Sr. No.	Subjects	Course Code	Teaching Scheme	Examination Scheme				Total Marks	Credits
			Total Periods per Week	Max. Marks(TH)	Max. Marks (IM)	Total Marks	Min. Passing Marks		
1	Principles of Financial Management	BB 9	5	80	20	100	40	100	4
2	Basic Statistical Techniques	BB 10	5	80	20	100	40	100	4
3	Evolution of Business & Commercial Geography	BB 11	5	80	20	100	40	100	4
4	Environment Management	BB 12	5	80	20	100	40	100	4
	Total		20	320	80	400	160	400	16

- Note :
1. Duration of each theory class should be minimum 48 minutes.
 2. TH = Theory, IM = Internal Marks.
 3. Minimum marks for passing the subject will be 40.
 4. There would be combined passing for theory and internal assessment taken together.
 5. One credit is equivalent to one hour of Teaching, that is to say,
For each subject, 48 Minutes * 5 = 240 Minutes = 4 Hours i.e. 4 Credits.
 6. Each semester will consist of 15 to 18 weeks of Academic Work equivalent to 90 actual teaching days.

(D)

BBA 4th Semester Examination

Sr. No.	Subjects	Course Code	Teaching Scheme	Examination Scheme				Total Marks	Credits
			Total Periods per Week	Max. Marks(TH)	Max. Marks (IM)	Total Marks	Min. Passing Marks		
1	Principles of Human Resource Management	BB 13	5	80	20	100	40	100	4
2	Money, Banking & Finance	BB 14	5	80	20	100	40	100	4
3	Introduction to Sociology & Psychology	BB 15	5	80	20	100	40	100	4
4	Business Legislations	BB 16	5	80	20	100	40	100	4
	Total		20	320	80	400	160	400	16

- Note :
1. Duration of each theory class should be minimum 48 minutes.
 2. TH = Theory, IM = Internal Marks.

3. Minimum marks for passing the subject will be 40.
4. There would be combined passing for theory and internal assessment taken together.
5. One credit is equivalent to one hour of Teaching, that is to say,
For each subject, 48 Minutes * 5 = 240 Minutes = 4 Hours i.e. 4 Credits.
6. Each semester will consist of 15 to 18 weeks of Academic Work equivalent to 90 actual teaching days.

(E)

BBA 5th Semester Examination

Sr. No.	Subjects	Course Code	Teaching Scheme	Examination Scheme				Total Marks	Credits
			Total Periods per Week	Max. Marks (TH)	Max. Marks (IM)	Total Marks	Min. Passing Marks		
1	Entrepreneurship Development	BB 17	5	80	20	100	40	100	4
2	Principles of Operations Management	BB 18	5	80	20	100	40	100	4
3	International Business Environment	BB 19	5	80	20	100	40	100	4
4	Research Methodology	BB 20	5	80	20	100	40	100	4
	Total		20	320	80	400	160	400	16

- Note :
1. Duration of each theory class should be minimum 48 minutes.
 2. TH = Theory, IM = Internal Marks.
 3. Minimum marks for passing the subject will be 40.
 4. There would be combined passing for theory and internal assessment taken together.
 5. One credit is equivalent to one hour of Teaching, that is to say,
For each subject, 48 Minutes * 5 = 240 Minutes = 4 Hours i.e. 4 Credits.
 6. Each semester will consist of 15 to 18 weeks of Academic Work equivalent to 90 actual teaching days.

(F)

BBA 6th Semester Examination

Sr. No.	Subjects	Course Code	Teaching Scheme	Examination Scheme				Total Marks	Credits
			Total Periods per Week	Max. Marks (TH)	Max. Marks (IM)	Total Marks	Min. Passing Marks		
1	Elective Paper – 1	BBEL 1	5	80	20	100	40	100	4
2	Elective Paper – 2	BBEL 2	5	80	20	100	40	100	4
3	Project Work	BBPW	10	150	50	200	80	200	8
	Total		20	310	90	400	160	400	16

- Note :
1. Duration of each theory class should be minimum 48 minutes.
 2. TH = Theory, IM = Internal Marks.
 3. Minimum marks for passing the subject will be 40 and for Project Work it will be 80.
 4. There would be combined passing for theory and internal assessment taken together.
 5. One credit is equivalent to one hour of Teaching, that is to say,
For each subject, 48 Minutes * 5 = 240 Minutes = 4 Hours i.e. 4 Credits.

6. Each semester will consist of 15 to 18 weeks of Academic Work equivalent to 90 actual teaching days.

Elective Subjects (Any one of the following to be selected by the student):

Every student appearing for BBA – 6th Semester Examination has to select any one of the specialization as elective subject before commencement of the academic session:

- a) **Elective A - Financial Management**
 - a. Paper 1 – Fundamentals of Business Finance
 - b. Paper 2 – Advanced Financial Management
- b) **Elective B - Human Resource Management**
 - a. Paper 1 – Fundamentals of Human Resource Management
 - b. Paper 2 – Advanced Human Resource Management
- c) **Elective C - Marketing Management**
 - a. Paper 1 – Fundamentals of Marketing Management
 - b. Paper 2 – Advanced Marketing Management

12. Assessment

- The final total assessment of the candidates is made in terms of an internal assessment (Sessional) and an external assessment for each course/subject taken together.
- For each paper, 20 marks will be based on internal assessment and 80 marks for semester end examination (external assessment) to be conducted by the R T M Nagpur University, unless otherwise stated.

1a	Attendance of the student during a particular semester	05 marks
1b	An assignment based on curriculum to be assessed by the teacher concerned	05 marks
1c	Subject wise class test conducted by the teacher concerned	05 marks
1d	Subject presentation/viva-voce seminar conducted during the semester	05 marks
1	Internal assessment Total marks	20
2	Semester wise End Examination marks	80
Total Marks Per Course		100

- There shall be no separate / extra allotment of workload to the concerned teacher. He/ She shall conduct the internal assessment activity during the regular teaching days / periods as a part of regular teaching activity.
- The internal marks will be communicated to the University at the end of each semester, but before the semester end examinations / as instructed by University. These marks will be considered for the declaration of the results.
- The record of internal marks, evaluation & result should be maintained for a period of one year by respective institute/college for verification by competent authority.
- The maximum and minimum marks which each subject carries in BBA Semester - I, Semester - II, Semester – III, Semester – IV, Semester - V & Semester - VI Examination are as indicated in Paragraph 11. A, B, C, D, E & F respectively.

13. (A) The scope of the subjects and pattern of examination shall be as indicated in the Syllabus.

(B) The Medium of instructions and examinations shall be in ENGLISH only.

(C) The Maximum/minimum marks which each subject carries & workload in BBA 1st, 2nd, 3rd, 4th, 5th and 6th Semester Examination shall be as indicated in Examination & Teaching Scheme (item no 11) “A”, “B”, “C”, “D”, “E” and “F” respectively.

14. Evaluation of Project

- Project Work shall carry 200 marks
- Evaluation Pattern

	Max. Marks
Project Report Evaluation by External Examiner appointed by the University	100
Presentation and Open Defense Seminar (External Examiner)	50
Presentation and Open Defense Seminar (Internal Examiner)	50
Total	200

- (i) For Project work a batch of Maximum **TWENTY** students per guide /supervisor has to be allotted by the Institute. The Guide/Supervisor shall act as an internal examiner for project Examination.
- (ii) The guide or the supervisor shall be appointed by the institute and should be full time approved faculty to BBA / MBA Programme or PhD supervisor in Business Management.
- (iii) **The External examiner shall be appointed from the list of full time approved teaching faculty of the BBA/ MBA program by the University.**
- (iv) **Each such External examiner shall examine a maximum of TWENTY students.**
- (v) One copy of Project work (Printed or Type Written) shall be submitted to the University through the supervisor of the candidate and the Principal/ Director / Head of the Institute, at least **One Month** prior to the date of commencement of Semester-VI Examination **or** following the instructions issued by University at that time and one copy will be retained by the college/Department for internal evaluation purpose.
- (vi) A Candidate shall submit with his/her project work, a certificate from the Supervisor to the effect-
- That the candidate has satisfactorily completed the Project work for not less than one session and
 - That the Project work is the result of the candidates own work and is of sufficiently high standard to warrant its presentation for examination.
- (vii) Candidate shall submit his declaration that the Project is the result of his own research work and the same has not been previously submitted to any examination of this University or any other University. The Project shall be liable to be rejected and /or cancelled if found otherwise.
- (viii) The Project work shall be evaluated through seminar and open defense and Viva-voce at the College/ Department by internal and external examiners appointed by university **before Semester-VI Examination.**

A student appearing for BBA Semester VI Examination will have to pay additional fees as prescribed by the University from time to time.

15. Standard of Passing

The scope of the subject, percentage of passing in Theory and Project and Internal Assessment will be governed as per following rules:

(i) In order to pass at the Bachelor of Business Administration (B.B.A.) 1st, 2nd, 3rd, 4th, 5th and 6th Semester Examinations, **an examinee shall obtain not less than 40 % marks in each paper, that is to say combined in the written Examination conducted by the University and in internal assessment put together.**

(ii) An examinee who is unsuccessful at the examination shall be eligible for admission to the subsequent examinations on payment of a fresh fee prescribed for the examination together with the conditions of the ordinance in force from time to time.

16. Credit and Grade Point System:

Conversion of Marks to Grades and Calculations of SGPA (Grade Point Average) and CGPA (Cumulative Grade Point Average): In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be on the basis of marks only, but the marks shall later be converted into Grades by some mechanism wherein the overall performance of the Learners can be reflected after considering the Credit Points for

any given course. However, the overall evaluation shall be designated in terms of Grade. There are some abbreviations used here that need understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulae used are as follows:-

Abbreviations and Formulae Used

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

SGPA = ΣCG : Sum of Product of Credits & Grades points / ΣC : Sum of Credits points

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade in the Grade Point table as per the ten (10) Points Grading System and expressed as a single designated GRADE such as O, A+, A, B+, B, etc.

Marks	Grade	Grade Points
80 and above	O (Outstanding)	10
70 -79	A+ (Excellent)	9
60 -69	A (Very Good)	8
55 -59	B+ (Good)	7
50 -54	B(Above Average)	6
45 -49	C (Average)	5
40 -44	P (Pass)	4
00 -39	F (Fail)	0
	AB (Absent)	0

A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.

(A) There shall be no classification of examinees successful at the Bachelor of Business Administration (BBA) Semester - I, Semester - II, Semester - III, Semester - IV, Semester - V and Semester - VI Examinations whereas SGPA will be notified.

(B) Division at the Bachelor of Business Administration (BBA) Semester - VI Examination shall be declared on the basis of the aggregate marks at the BBA Semester - I, Semester - II, Semester - III, Semester - IV, Semester - V and Semester - VI Examination taken together and the CGPA will be calculated and notified.

(C) Successful examinees at the Bachelor of Business Administration (BBA) Semester - VI Examination shall be awarded division based on CGPA as follows :

CGPA	Grade	Division
8.5 - 10	O	Distinction (Outstanding)
7.5 - 8.4	A	Distinction
6.0 - 7.4	B	First
4.5 - 5.9	C	Second
4.0 - 4.4	D	Pass
00 - 3.9	F (Fail)	Fail

17. The percentage of passing marks in each subjects shall be as indicated in Examination Scheme (item no 11) "A", "B", "C", "D", "E" and "F" respectively.
18. Unsuccessful examinees at the above examinations can be readmitted to the same examination on payment of a fresh fee and such other fees as may be prescribed.
19. Provisions of Ordinance No. 3 of 2007 relating to the award of Grace Marks for passing an examination, securing higher division / class and for securing distinction in subject(s) shall be applicable.
20. Notwithstanding anything to the contrary in this Direction, no person shall be admitted to an examination under this Ordinance, if he/ she has already passed the same examination or an equivalent examination of any other University.
21. Examinees passing all the **Bachelor of Business Administration (BBA)** Examination shall on payment of the prescribed fees shall receive a Degree in the prescribed form signed by the Vice-Chancellor.
22. The aforesaid Amendment shall come into force from the date of its issuance and shall remain in force till the relevant Ordinance come into being in accordance with the provisions of the Maharashtra University Act, 1994.
23. The marks for internal assessment should be communicated to University within time limit as per University norms. The record of conduct of such examination, evaluation and marks for internal assessment should be maintained for a period of at least **one** year by the respective college / Department for the verification by the competent authority.
24. **Promotion to Higher Semester (A.T.K.T.):** The unsuccessful candidate of any semester examination shall be ALLOWED TO KEEP THE TERM (ATKT) in accordance with the following table: (Theory and Internal assessment of that theory subject shall be jointly considered as single passing head).

Admission to academic year	Candidate should have passed All Subjects of the following examination	Candidate should have filled the examination form for the following examinations	Candidate should have passed in Minimum 50% passing heads of the following examination
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1 st Semester	H.S.S.C/equivalent	-----	-----
2 nd Semester	-----	1st Semester	-----
3 rd Semester	-----	2nd Semester	4 subjects/ passing heads of 1st and 2nd Semesters taken together
4 th Semester	-----	3rd Semester	-----
5 th Semester	1st and 2nd Semesters	4th Semester	4 subjects/ passing heads of 3rd and 4th Semesters taken together
6 th Semester*	-----	5th Semester	----

Note: (*) A candidate admitted to Final Semester can appear for Final Semester examination however the result of the Final Semester examination will be withheld unless the candidate clears all the lower examinations of the **BBA Course**.

25. Pattern of Question Papers of BBA year end Examination:

- The question paper should be set in such a manner so as to cover the complete syllabus as prescribed by the University.
- The Semester End examination shall be held as per the schedule notified by the University.
- The question paper shall be of 80 marks & the time duration of the Semester End examination would be 3 hours.
- The question paper shall have 4 long answers questions corresponding to Four Units of each course. Each long answer question shall carry 8 marks. There will be internal choice for each question for these long answer questions which means that the student has to mandatorily attempt one question from each unit of the syllabus. Hence, there would be 8 long answer questions in the question paper but the student has to attempt 4 questions with an internal choice for each question from each unit of the syllabus. The students shall get due credit for precise answers as per Marking Scheme given by the paper setters/ moderators.
- Question no. Five shall include Four compulsory questions from any of the six units carrying 4 marks each.
- The paper setters /moderators shall submit the proposed marking scheme (Memorandum of Instructions) along with question paper so that the students can be given due credit for precise answers.

Illustrative Question Paper for BBA Program*

Question No.	Unit	Nature	Max. Marks
1	I	a. Long Answer Question b. Long Answer Question OR c. Long Answer Question d. Long Answer Question	8 Marks each
2	II	a. Long Answer Question b. Long Answer Question OR c. Long Answer Question d. Long Answer Question	8 Marks each
3	III	a. Long Answer Question b. Long Answer Question OR c. Long Answer Question d. Long Answer Question	8 Marks each

4	IV	a. Long Answer Question b. Long Answer Question OR c. Long Answer Question d. Long Answer Question	8 Marks each
5	I II III IV	a. Short Answer Question b. Short Answer Question c. Short Answer Question d. Short Answer Question	4 Marks each
TOTAL MARKS			80

(*) This pattern of question paper is not applicable for the following papers for which the question paper patterns are prescribed separately along with the detailed syllabus of respective subjects.

- BBA 1st Semester Examination – Cost Accounting
- BBA 1st Semester Examination – English
- BBA 2nd Semester Examination - English
- BBA 2nd Semester Examination – Financial & Management Accounting
- BBA 3rd Semester Examination – Basic Statistical Techniques
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26. Absorption Scheme for Examinees of BBA Old Course (Introduced in 2014):

1. The students of the BBA Course (Introduced in 2014) immediately preceding the new course under this direction shall be given chance to appear for three more consecutive examinations according to old syllabus (Introduced in 2014). The University shall conduct the examination of old course for three more consecutive examinations after the new scheme of examination is introduced as per following table:

BBA Examination	Attempt 1	Attempt 2	Attempt 3
BBA Part I	Winter 2016	Summer 2017	Winter 2017
BBA Part II	Winter 2017	Summer 2018	Winter 2018
BBA Part III	Winter 2018	Summer 2019	Winter 2019

The students are required to clear all their papers within the stipulated time. The students clearing all the papers of old scheme of Examination (Introduced in 2014) shall be awarded Degree according to old scheme of Examination. But, the students who failed to clear their course in three consecutive attempts as per this clause, will be required to appear afresh for BBA (CBS) examination provided under this direction.

2. The absorption of students of old course (Introduced in 2014) referred above shall be made to the new course in the following manner:

Status of Student in Old Course	Absorption Scheme
A student who has failed in one or more subjects of BBA Part I examination of old course (Introduced in 2014).	Shall be required to appear a fresh in BBA 1 st and 2 nd Semester Examination of this direction and shall be eligible for the exemptions in the subjects he/she had passed in old course subject to the equivalence mentioned hereinafter.
A student who has failed in one or more subjects of BBA Part II examination of old course (Introduced in 2014).	Shall be required to appear a fresh in BBA 3 rd and 4 th Semester Examination of this direction and shall be eligible for the exemptions in the subjects he/she had passed in old course subject to the equivalence mentioned hereinafter.
A student who has failed in	Shall be required to appear a fresh in BBA 5 th and 6 th

one or more subjects of BBA Part III examination of old course (Introduced in 2014).	Semester Examination of this direction and shall be eligible for the exemptions in the subjects he/she had passed in old course subject to the equivalence mentioned hereinafter.
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3. The equivalence & exemption of subjects for the students absorbed in the new course shall be as follows:

BBA New Course Examination (Semester Pattern)	Name of Subject in New Course Examination (Semester Pattern)	BBA Old Course Examination (2014)	Equivalent Subject in Old Course	Status of Exemption
Semester I	English	BBA Part I	English & Business Communication	Yes
	Fundamentals of Business Management	BBA Part I	Principles of Management	Yes
	Computer Applications for Business	BBA Part I	Computer Applications for Business	Yes
	Cost Accounting	BBA Part I	Financial & Cost Accounting	Yes
Semester II	Principles of Marketing Management	BBA Part II	Principles of Marketing Management	Yes
	Financial & Management Accounting	BBA Part I	Financial & Cost Accounting	Yes
	Micro-Economic Fundamentals	BBA Part I	Business Economics	Yes
	English	BBA Part I	English & Business Communication	Yes
Semester III	Principles of Financial Management	BBA Part II	Management Accounting & Financial Management	Yes
	Basic Statistical Techniques	BBA Part II	Statistical Methods for Business	Yes
	Evolution of Business & Commercial Geography		----	No*
	Environment Management	BBA Part II	Environment Management	Yes
Semester IV	Principles of Human Resource Management	BBA Part II	Human Resource Management	Yes
	Money, Banking & Finance	BBA Part I	Business Economics	Yes
	Introduction to Sociology & Psychology		----	No*
	Business Legislations	BBA Part II	Business & Industrial Laws	Yes
Semester V	Entrepreneurship Development	BBA Part III	Entrepreneurship Development	Yes
	Principles of Operations Management	BBA Part III	Production & Operations Management	Yes
	International Business Environment		---	No*
	Research Methodology	BBA Part II	Research Methodology	Yes
Semester VI	Financial Management – Paper 1	BBA Part III	Financial Management – Paper 1	Yes
	Financial Management – Paper 2	BBA Part III	Financial Management – Paper 2	Yes
	Human Resource	BBA Part III	Human Resource	Yes

	Management – Paper 1		Management – Paper 1	
	Human Resource Management – Paper 2	BBA Part III	Human Resource Management – Paper 2	Yes
	Marketing Management - Paper 1	BBA Part III	Marketing Management -Paper 1	Yes
	Marketing Management - Paper 2	BBA Part III	Marketing Management -Paper 2	Yes

() All these subjects have no equivalent subjects in the BBA Old Course Examination (introduced in 2014). Hence, students desiring for absorption in New Course under this Direction are mandatorily required to appear for these subjects in respective semesters.*

4. The University examination & Internal examination marks awarded in the equivalent subjects of the BBA old course shall be carried in the mark sheet of the BBA new semester scheme of examination.
5. As stated above, a student failing in one or more subjects & could not pass it in three attempts of any year exam of old annual pattern syllabus (2014), is required to appear a fresh in the corresponding semester exam subject to exemptions as mentioned above. The final Mark lists of such students are to be prepared on the basis of semester pattern by presenting the marks against equivalent papers.
6. If a student who had opted for final year „Service Sector Management“ specialization papers of old syllabus (2014) & could not pass it in three attempts, he shall appear for a new specialization subject as per semester pattern scheme.
7. The above absorption scheme of B.B.A. shall be effective till the introduction of new Syllabus.

27. Guidelines for Project Work :

Objective

Every student will be assigned a project in 6th Semester of BBA and it will be pursued by him/her under the supervision of an internal supervisor. The objective of the Project Work is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work.

Type of Project

The Project may take any one of the following forms:

- i) Comprehensive case study (covering single organization/multifunctional area problem, formulation, analysis and recommendations)
- ii) Inter-organizational study aimed at inter-organizational comparison/ validation of theory/survey of management services.
- iii) Evolution of any new conceptual / theoretical framework.
- iv) Field study (Empirical study).
- v) Software analysis, Design and solutions for organizational achievement (Applicable to IT)

Selection of Project Topic:

- Project topic has to be selected with respect to the programme of study and area elected by the student.
- Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. The topics should be designed meticulously. It can be designed like “Employee Welfare Measures” – A case study of XYZ Ltd.
- Project selection has to be made in consultation with the supervisor who will act as a Project guide for the student.

Scope of Work

The student is expected to carry out following activities in the project:

1. Prepare a synopsis and get it approved by the supervisor as assigned by the respective Institutes.
2. Undertake a detailed literature survey on the subject matter.
3. Make relevant data collection/observation.
4. Consult experts of the field.
5. Visit related organizations/institutions/industries.
6. Compile data in proper format.
7. Make proper conclusion/recommendations.
8. Prepare a Project Report.
9. The volume of the project-report should be ranging from 60-80 pages.
10. Obtain approval of Project Report by project supervisor.
11. Submit two hard bound copies of the Project Report at the Institute.
12. Submission of the Project Report shall be one month prior to the date of the commencement of the 6th Semester Examinations for BBA.

General Format of the Report

The project report should preferably be written in the following format:

- a) Executive Summary
- b) Introduction to topic
- c) Research Methodology
- d) Analysis and Findings of the study
- e) Conclusions and Recommendations of the study
- f) Bibliography
- g) Appendices – to include questionnaire, if any

Examination and Evaluation

The Project is to be treated as a paper of study of the BBA-6th Semester comprising of 200 marks. The external assessment shall be done on the basis of the project report and Viva Voce. The Project shall be evaluated by an External faculty for 150 marks and of which 100 marks will be allocated to the Written Report Content and Presentation and 50 marks for Viva Voce. The Project work shall be evaluated by internal and external examiners for 100 marks (as mentioned above) at the respective institute / college as per the scheduled fixed by the university. One such External Examiner shall not examine more than 20 students in one academic year.

28. This direction shall come into force phase wise from the academic session 2016-17.

Appendix A

Subject/Paper Summary for BBA Program

Semester	Subject Code	Name of Subject
I	BB1	English
	BB2	Fundamentals of Business Management
	BB3	Computer Applications for Business
	BB4	Cost Accounting
II	BB5	Principles of Marketing Management
	BB6	Financial & Management Accounting
	BB7	Micro-Economic Fundamentals
	BB8	English
III	BB9	Principles of Financial Management

	BB10	Basic Statistical Techniques
	BB11	Evolution of Business & Commercial Geography
	BB12	Environment Management
IV	BB13	Principles of Human Resource Management
	BB14	Money, Banking & Finance
	BB15	Introduction to Sociology & Psychology
	BB16	Business Legislations
V	BB17	Entrepreneurship Development
	BB18	Principles of Operations Management
	BB19	International Business Environment
	BB20	Research Methodology
VI	BBEL1	Elective - Paper 1
	BBEL2	Elective - Paper 2
	BBPW	Project Work

Appendix B

List of Elective Subjects

Group Area	Paper	Name of Subject
Financial Management	1	Fundamentals of Business Finance
	2	Advanced Financial Management
Human Resource Management	1	Fundamentals of Human Resource Management
	2	Advanced Human Resource Management
Marketing Management	1	Fundamentals of Marketing Management
	2	Advanced Marketing Management

Appendix C

Detailed Syllabus

Bachelor of Business Administration (BBA) Examination

Semester - I

BB 1 - English

Unit I: Basic Grammar – Tense, Forms of the Verb, Preposition, Articles, Punctuation, Single Word for a Group of Words, Sentence Construction, Comprehension.

Unit II: Business Letter Writing- Enquiries and replies, Placing and fulfilling orders , Complaints and follow-up letters , Sales letters, Circular letters, Application for employment and Resume.

Unit III: Business Manners- Body Language, Gestures, Telephone etiquette, E-mail etiquette.

Textbook:

- 1) The Bet – Anton Chekov
- 2) Socrates and the Schoolmaster – F. L. Brayne

Unit IV: Textbook:

- 1) An Astrologer's Day – R. K. Narayan
- 2) The Gift of the Magi – O' Henry
- 3) With the Photographer – Stephen Leacock

Reference Books:

1. Textbook entitled „Prism: Spoken and Written Communication, Prose & Poetry“ published by Orient Longman
2. Orient Longman, Raj N Bakshi 2003-2007.
3. The grammar Tree, MridulaKaul, BeenaSugathan, ArchanaGilani- Oxford university press 2011
4. Grammar for All, N Ramlingam, Himalaya Publishing House, 2nd Edition 2014.
5. John Eastwood, Oxford Practice Grammar with answers
6. High School English Grammar & Composition, Wren & Martin Revised by NDV Prasad Rao, S Chand Publication
7. Business Correspondence & Report Writing, R C Sharma &Krisha Mohan, 3rd Edition, Tata Mcgrall Hill
8. Communication, C S Rayudu, Himalaya Publication July 2008
9. Business Communication, UrmilaRai, S M Rai, Himalaya Publication 9th Edition.

BB 1- ENGLISH

QUESTION PAPER PATTERN

[Maximum Marks - 80

1. (A) Comprehension of Unseen Passage (**UNIT-I**)
(Four Very Short Answer Questions based on the given Passage)
4 X 2 Marks= 8 Marks

(B) Four items out of Six based on any one of the Grammar/Vocabulary items prescribed in **UNIT-I**

4 X 1 Mark = 4 Marks

(C) Four items out of Six based on any one of the Grammar/Vocabulary items prescribed in **UNIT-I**

4 X 1 Mark = 4 Marks

2. (A) ONE out of TWO Questions from **UNIT-II** (Business Letter Writing)
1 X 8 Marks = 8 Marks

(B) ONE out of TWO Questions from **UNIT-II** (Business Letter Writing)
1 X 8 Marks = 8 Marks

3. (A) ONE out of TWO Questions from **UNIT-III** (Business Manners)
1 X 8 Marks = 8 Marks

(B) ONE out of TWO Long Answer Questions (to be answered in about 150 words) based on the prescribed Lessons in **UNIT-III** from the textbook *Prism*

1 X 8 Marks = 8 Marks

4. (A) TWO Short Answer Questions (to be answered in about 75 words) out of THREE based on the Lessons Prescribed in **UNIT-III**

2 X 4 Marks = 8 Marks

(B) ONE out of TWO Long Answer Questions (to be answered in about 150 words) based on the prescribed Lessons in **UNIT-IV** from the textbook *Prism*

1 X 8 Marks = 8 Marks

5. (A) TWO Short Answer Questions (to be answered in about 75 words) out of THREE based on the prescribed Lessons in **UNIT-IV** from the textbook *Prism*

2 X 4 Marks = 8 Marks

(B) FOUR Very Short Answer Questions out of SIX to be answered in one or two sentences each from the prescribed Lessons (from *Prism*) in **UNIT-III&UNIT-IV**

4 X 2 Marks = 8 Marks

BB 2 – Fundamentals of Business Management

Unit I: Introduction -Nature, function, definition and importance of management, Definition, nature, purpose and scope of management, Functions of a manager, is management a science or art? Development of Management Thought -Scientific management; Contribution of Taylor, Fayol, Mary Follet, Elton Mayo; Hawthorne experiments, Contingency approach.

Unit II: Management and Administration-Management and administration, Management as a profession, Professionalism of management in India, Management ethics and management culture, Skills required of manager, Classification of skills, Methods of skills development.

Unit III: Management Planning-Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry.

Unit VI: Decision Making-Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making. Organisation -Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organisation structure.

Reference Books:

1. Essential of Business Administration - K.Aswathapa Himalaya Publishing House
2. Management: Concept and Strategies By J. S. Chandan, Vikas Publishing
3. Principles of Management, By Tripathi, Reddy Tata McGraw Hill
4. Principles of Management By Ramasamy T, Himalaya Publishing House
5. Principles of Management, Dr.NeeruVashisht&Dr.Namita Rajput, Taxmann

BB 3 – Computer Applications for Business

Unit I: Introduction to Computers - Generation of Computers, Block Diagram, Working of Computer, Hardware and Software, Programming and Flow Charts concepts, Operating systems (MSDOS, Windows, UNIX, Linux), Networking concepts.

Unit II: Working with Computers - Introduction to Word, Excel, PowerPoint, Internet,. Lab Activity would be based on the following topics: a. MS Word b. MS Excel c. MS PowerPoint

Unit III: Introduction to e-Commerce, e-Learning and e-Business, M-Commerce. Introduction to Basic Web Page designing Language (HTML), using Tags: - Structural, Formatting, List tags and Table.

Unit IV: IT Consulting – Basic concepts of business, strategy and operation; Business / Strategic Consulting: Reengineering, BPR; Operations Consulting: domain knowledge concept, domain-consulting. IT Enabled Services (ITES) – Processes, Outsourcing Function, Call Centres; BPO"s: Captive BPO"s (GE and Dell) and Third Party BPO"s (Infosys BPO, Wipro BOP, Mphasis, Daksh and EXL etc).

Reference Books:

1. E-Commerce- ParagDewan (Excel Books),
2. P.K.Sinha –Computer Fundamentals.
3. World Wide Web –design with HTML –C Xavier ,
4. Computer Application in Management –NirupmaPathak ,
5. BPO- SarikaKulkarni,
6. BPO" Processes & Challenges By Harsh Bharghav& Deepak Kumar,
7. IT Enabled Retailing by k. Suresh,
8. IT Strategies for Business- FarhaKulkarni
9. Computer Applications in Management- UshaDahiya&SapnaNagpala, Taxmann

BB 4 – Cost Accounting

Unit –I: Introduction -Meaning of Cost, Costing and Cost Accounting, Features, Scope and Functions of Cost Accounting, Advantages and Limitations of Cost Accounting; Concept of Cost; Analysis and

Classification of Costs; Elements of Cost; Preparation of Cost Sheet (Statement of Cost); Quotations and tender. Introduction and need for reconciliation between financial accounts and cost account, reasons for disagreement in Profit; Preparation of Reconciliation Statement.

Unit –II: Process Costing: Meaning, features and applicability, difference between process and job costing, wastage and by-products, normal and abnormal loss. Preparation of process accounts

Unit III: Operating Costing: Classification of costs, Features of operating costing: Transport costing (Standard charge, running and operating cost, maintenance charges and log sheet)

Unit IV Marginal Costing: Introduction, Application of Marginal costing in terms of cost control, level of activity planning- Break-even-analysis: Application of BEP for various business problems.

Simple Numerical will be based on Unit II, III and IV

Reference Books:

- 1) Management Accounting, Bhagwati&Pillai, Second Edition, S. Chand & Company ltd.
- 2) Cost & Management Accounting, Ravi M Kishore, Taxmann Publications Pvt. Ltd.
- 3) Cost and Management Accounting V. K. Saxena& C. D. Vashist, Sultan Chand & Sons Publication.
- 4) Cost Accounting, Text and Problems, MC Shuka, TS Grewal and MP Gupta, S Chand Publications

Question Paper Pattern for BB4 – Cost Accounting

Question No.	Unit	Nature	Max. Marks
1	I	a. Theory Question	8 Marks
		b. Theory Question	8 Marks
		OR	
		c. Numerical Question	16 Marks
2	II	a. Numerical Question	8 Marks
		b. Numerical Question	8 Marks
		OR	
		c. Numerical Question	16 Marks
3	III	a. Numerical Question	8 Marks
		b. Numerical Question	8 Marks
		OR	
		c. Numerical Question	16 Marks
4	IV	a. Numerical Question	8 Marks
		b. Numerical Question	8 Marks
		OR	
		c. Numerical Question	16 Marks
5	I	Short Answer Theory Question	4 Marks each
	II	Short Answer Theory Question	
	III	Short Answer Theory Question	
	IV	Short Answer Theory Question	
TOTAL MARKS			80

Bachelor of Business Administration (BBA) Examination

Semester – II

BB 5 – Principles of Marketing Management

Unit I Marketing :Definition, nature, scope & importance, Marketing Management, Core concepts of marketing, selling concept, production concept, modern marketing concept.

Unit II Segmentation: Concept, basis of segmentation, Importance in marketing; Targeting : Concept Types, Importance; Positioning: Concept, Importance, Brand positioning, Repositioning.

Unit III Marketing Mix: Product : Product Mix, New Product development, levels of product, types of product, Product life cycle, Branding and packaging, different types of distribution channels.

Unit IV Price: Meaning, objective, factors influencing pricing, methods of pricing. Promotion : Promotional mix, tools, objectives, media selection & management. Process & Scope Marketing **Information Systems :** Meaning Importance and Scope Consumer Behaviour : Concept, Importance and Factors influencing consumer behaviour.

Reference Books:

1. Marketing Mgt. by Philip Kotler (PHI)
2. Marketing Management by Rajan Saxena
3. Marketing Management by Namaswamy & Ramakumari.

BB 6 – Financial & Management Accounting

Unit -I: Introduction - Meaning, Scope and importance of Financial Accounting. Financial Accounting - concepts and conventions, classification of accounts, Rules and principles governing Double Entry Book-keeping system (Preparation of Journal), Nature and function of financial Reporting, GAAP.

Unit -II: Final Accounts of Companies - Final Accounts of Joint Stock Companies – contents and preparation of Trading and Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustment, Closing Entries (Simple entries)

Unit III: Management Accounting - Meaning, Scope, Importance, and Limitations of Management Accounting, Difference between Financial Accounting and Management Accounting, Break even analysis, Analysis of Financial Statements (using ratio analysis-simple ratios)

Unit IV: Budgetary Control - Business budgets and budgetary control – Types of budget and its utility, preparation of cash & flexible budgets.

Note: Simple Numericals will be based on all Units.

Reference Books:

1. S. N Maheshwari : Financial Accounting Theory and problems – S.Chand (G/L) & Company Ltd,
2. Pillai R. S. N. – Management Accounting – S. Chand & Co. Pvt. Ltd.
3. Shukla and Grewal : Advanced Accounts (S. Chand & Ltd. New Delhi)
4. Management Accounting & Financial Management :-Arora M N (Himalaya Publishing House Pvt. Ltd.)
5. Accounting for Management- Dr. Ashok Sehgal & Dr. Deepak Sehgal, Taxmann

Illustrative Question Paper Pattern for BB6 – Financial & Management Accounting

Question No.	Unit	Nature	Max. Marks
1	I	a. Theory Question b. Theory Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
2	II	a. Numerical Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks

3	III	a. Numerical Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
4	IV	a. Numerical Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
5	I II III IV	Short Answer Theory Question Short Answer Theory Question Short Answer Theory Question Short Answer Theory Question	4 Marks each
TOTAL MARKS			80

BB 7 – Micro-Economic Fundamentals

Unit I: Introduction to Micro Economics- Meaning, Definition, Importance of Micro Economics, Factors affecting Micro Economics. Difference between Micro-Economics & Macro Economics.

Unit-II Demand and Supply Analysis - Concept of Demand, Law of Demand-Meaning, Definition, Assumptions & Exceptions. Elasticity of Demand- Meaning, Types and Factors affecting Elasticity of Demand; The Indifference Curve Theory; Supply- Concept of Supply, Elasticity of Supply, Types and Factors affecting Elasticity of Supply.

Unit III: Production & Cost Analysis - Production & Production Function: Concept, Forms of Production function, Law of Variable Proportions, Returns to scale. Cost Concepts, Short term and Long term cost output relationship, The Isocost and Isoquant Approach, Economic Region and Economies & Diseconomies of scale.

Unit IV: Market Structures- Characteristics and price determination in various market structures - Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly. Pricing: Meaning, Types of Pricing.

Reference Books:

1. Agarwala S.K., Microeconomic Theory, Excel Books, New Delhi
2. Appannaiah, Reddy & Shanthi, BBM Semester Economics, 2006, Himalaya Publishing House, Mumbai.
3. Dholkia R H & Oza A.N., 1996, Oxford University Press, New Delhi
4. Dominick Salvatore, Managerial economics in a Global economy, 2006, Thomson learning Press
5. Jhingan, 2004, M.L., Microeconomic Theory, Veranda Publishers, New Delhi.
6. Ravindra R Dholakia, Ajay N Oza, Micro –Economics for Management Studies, Oxford University Press, Delhi
7. Robert S. Pindyck, Daniel L Rubinfeld, Prem L. Mehta, Microeconomics, 2006, Pearson, New Delhi.
8. Suma Damodran, Managerial Economics, 2006, Oxford University Press, New Delhi
9. Sundharam K P. M, microeconomics, Sultan Chand & Sons.

BB 8 - ENGLISH

(To be implemented from the Session 2016-2017 onwards)

1	Unit I	<p>Basic Grammar & Vocabulary :</p> <ul style="list-style-type: none"> • Subject-Verb-Agreement / Concord of Nouns, Pronouns and Possessive Adjectives • Spotting errors and rewriting sentences correctly. • Phrasal Verbs, Collocations and Idioms (based on the exercises at the end of the prescribed lessons from <i>Golden Harvest</i>) • Words Often Confused 	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Macmillan Foundation English by R. K. Dwivedi and A. Kumar (Macmillan/Trinity) 2. Learners' English Grammar and Composition by N. D. V. Prasad Rao (S.Chand Publication) 3. Developing Communication Skills by Krishna Mohan and MeeraBanerji (Trinity)
2	UNIT II	<p>Business Communication</p> <ul style="list-style-type: none"> • Memorandum Writing • Notice, Agenda and Minutes 	<p>1. Developing Communication Skills by Krishna Mohan and MeeraBanerji (Trinity)</p>
		<ul style="list-style-type: none"> • Writing Advertisements for: Rent, Sale, Situations Vacant 	<p>2. Write Right by SaritaManuja (Macmillan/Trinity)</p>
3	UNIT III	<p>Prose Items:</p> <ul style="list-style-type: none"> • A Real Good Smile: Bill Naughton • What India Inc Wants: <ol style="list-style-type: none"> a. Our Muddled Generation: Dinesh Kumar b. Employers Look for Potential Employees, not 	<p>Prescribed text : <i>Golden Harvest</i> by Orient BlackSwan</p>

		Exam Results: Manish Sabharwal	
		<ul style="list-style-type: none"> The Thief: Ruskin Bond 	
4	UNIT IV	Prose Items: <ul style="list-style-type: none"> A Simple Philosophy: Seathl Go, Kiss the World: SubrotoBagchi My Struggle for an Education: Booker T. Washington 	Prescribed text : <i>Golden Harvest</i> by Orient BlackSwan

BB 8 - ENGLISH

(QUESTION PAPER PATTERN)

[Maximum Marks – 80]

1. (A) FIVE items out of SEVEN based on Subject-Verb- Agreement/Concord (fill in the blanks)- **UNIT-I** 5 x 1 Mark = 5 Marks
 - (B) FIVE items out of SEVEN based on Spotting Errors and Rewriting Sentences correctly. – **UNIT-I** 5 x 1 Mark = 5 Marks
 - (C) FIVE items out of SEVEN based on Phrasal Verbs/ Collocations/Idioms - **UNIT-I** 5 x 1 Mark = 5 Marks
 - (D) FIVE items out of SEVEN based on Words Often Confused (fill in the blanks) – **UNIT-I** 5 x 1 Mark = 5 Marks

2. (A) ONE out of TWO items on Memorandum Writing - **UNIT-II**
1 X 5 Marks = 5 Marks
 - (B) ONE out of TWO questions based on Notice, Agenda and Minutes - **UNIT-II** 1 X 10 Marks = 10 Marks
 - (C) ONE out of TWO questions based on Writing Advertisements- **UNIT-II** 1 X 5 Marks = 5 Marks

3. (A) ONE out of TWO Long Answer Questions to be answered in about 150 words - **UNIT-III** (Prescribed Text) 1 X 10Marks = 10 Marks
 - (B) TWO out of THREE Short Answer Questions to be answered in about 75 words - **UNIT-III** (Prescribed Text) 2 X 5 Marks = 10 Marks

4. (A) ONE out of TWO Long Answer Questions to be answered in about 150 words - **UNIT-IV** (Prescribed Text) 1 X 10 Marks = 10 Marks
- (B) TWO out of THREE Short Answer Questions to be answered in about 75 words - **UNIT-IV** (Prescribed Text) 2 X 5 Marks = 10 Marks

Bachelor of Business Administration (BBA) Examination

Semester – III

BB 9 – Principles of Financial Management

Unit –I: Introduction of Business Finance - Meaning, Scope and importance of Business Finance. Finance Functions. Goals & objectives of financial management

Unit –II: Sources of Financing - LONG TERM: Equity shares, Preference Shares, debentures,/ Bonds (Types, features & utility), term loans, lease & hire purchase, retained earnings,; SHORT TERM: trade credit, bank finance, commercial paper, factoring & bills discounting.

Unit III: Cost of Capital - Cost of capital, Cost of different sources of finance, weighted average cost of capital, Concept of Leverage, Concepts of Capital Structure.

Unit IV: Working Capital Management - Meaning, Scope, Importance, and Limitations of Working Capital, Factors affecting Working Capital needs, Various Approaches for financing Working Capital. Concept of Operating Cycle, Estimation of Working Capital Requirement

Note: Simple Numerical will be based on Unit III and IV only.

Reference Books:

- 1) Financial Management by Ravi Kishore, Taxmann Publications Pvt Ltd
- 2) Financial Management – I M Pandey – S. Chand & Co. Pvt. Ltd. (Old editions in Vikas Publications)
- 3) Financial Management , Theory, Concepts and Problems by Dr. R. P. Rustagi, Taxmann Publications Pvt Ltd
- 4) Financial Management, Text, Problems and Cases, by M Y Khan and P K Jain, McGraw-Hill Publications

BBA Sem III

BB 10 – Basic Statistical Techniques

Unit I – Definition, functions, scope and role of statistics in business and importance of statistics. Classification of data, tabulation, frequency distribution, diagrams & graphs.

Unit II – Importance and requisites of a good statistical average, types of averages – arithmetic mean, median, mode, geometric mean, harmonic mean, weighted average, relationship amongst different averages.

Unit III – Meaning and significance of dispersion, methods of measuring dispersion – range, quartile deviation, mean deviation, standard deviation and coefficient of skewness.

Unit IV – Definition of correlation, significance of correlation, types of correlation, merits and limitations of coefficient, Calculation of coefficient of correlation and probable error for simple series, calculation of coefficient of correlation and probable error for continuous series.

Numerical shall be based on Unit II, Unit III, and Unit IV

Reference Books:

1. Fundamentals of statistics : D. V. Elhance&VeenaElhance
2. Statistics : V. K. Kapoor – S. Chand & Sons
3. Statistics : B. New Gupta – SahityaBhavan Agra
4. Statistics Methods : S.P. Gupta – S. Chand & Sons
5. Fundamental of Statistics : S. C. Gupta – Himalaya Publishing House
6. Business Mathematics & Statistics : NEWK Nag & S.C. Chanda – Kalyani Publishers

Illustrative Question Paper Pattern for BB10 – Basic Statistical Techniques

Question No.	Unit	Nature	Max. Marks
1	I	a. Theory Question b. Theory Question OR c. Theory Question d. Theory Question	8 Marks each
2	II	a. Theory Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
3	III	a. Theory Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
4	IV	a. Numerical Question b. Numerical Question OR c. Numerical Question	8 Marks 8 Marks 16 Marks
5	I II III IV	Short Answer Theory Question Short Answer Theory Question Short Answer Theory Question Short Answer Theory Question	4 Marks each
TOTAL MARKS			80

BB 11 – Evolution of Business & Commercial Geography

Unit I–Evolution of Business & Economy: Industrial revolution (1820-1850); Rise of European business (1850-1900); Impact of First World War on International Business; The Great Depression and its effect on International Business; Impact of Second World War on International Business.

Unit II – Evolution of Business in post WWII Scenario: Cold War and its impact on International Business; OPEC Crises and its impact on International Business; Gulf War and its impact on International Business; Dawn of IT era and its impact on business & economy.

Unit III – Commercial Geography: Geography - meaning & its relation with Commerce & Commercial Geography - Nature and scope. Approaches of commercial Geography. 2. Geographical Environment & Commerce - Relationship between geographical environment and Commerce, Economic activities, Determinism and possibilism, Physical environment - Location, size and shape of

the country relief, climate, water bodies, soils, vegetation, animals, minerals, Cultural environment, settlements, transport, communication and technology.

Unit IV -Industries : Role of industries in Economic development; Factors of industrial location - Raw material, power, market, transport and communication, land capital, technology; Webers theory of industrial location, Iron & steel industry - India & USA, Cotton textile industry - India & USA. Engineering industry in India - Major industrial regions of the world and India.

Reference Books:

1. Global Governmentality – Edited by Wendy Larner& William Walters, Routledge Resource
2. The Origins of Globalisation – Karl Moore & David Charles Louis, Routledge Resource
3. British Business History (1720-1994) – John F Wilson, Manchester University Press
4. The History of Family Business (1850-2000) – Andrea Colli, Cambridge University Press
5. Exporting the American Model: The Post war transformation of European Business – Marie-Laure Djelic, Oxford University Press
6. Order and Disorder after the Cold War – Brad Roberts, MIT Press
7. Commercial Geography - Sir Dudley Stamp.
8. Fundamentals of Economic Geography - Van Royen&Bengston.
9. Economic Geography - J. Alexander
10. Economic Geography - Jones &Darkenwald.

BB 12 – Environment Management

Unit I: Introduction to Environment Management: Definition, Scope importance, Need for public awareness, sustainable development, Natural Resources- renewable and non- renewable resources, role of individual in conservation of natural resources(Forest, water, land, energy, mineral)

Unit II: Environment Pollution: Types of pollution- air, water, soil, noise, thermal and Nuclear, causes effectsna control measures, Global warming, green house effect, Ozone layer depletion, Acid rains

Unit III: Human Population: Global population growth, variations among nations, Population explosion- causes and impact, Family welfare Programs-methods of sterilization; Infectious diseases, water related diseases, risk due to chemicals in food, Cancer and environment

Unit IV: Social Issues in Environment: Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Environmental ethics– issues and possible solutions, resource consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Need for gender equity.

Reference Books:

1. A text book of environmental by K M Agrawal, P K Sikdar, S C Deb”, published by Macmillan
2. Environment management by N K Uberoi”, published by Excel Books
3. Environment management by Dr. Swapan Deb”, published by Jaico Publishing House.
4. Environmental Management by S K Agrawal”, published by A.P.H. publishing Corporation.

Bachelor of Business Administration (BBA) Examination

Semester – IV

BB 13 – Principles of Human Resource Management

Unit 1 : Introduction to Human Resource Management: Definition, concept and Scope of H. R. M., Difference between Personnel Management and H.R.M., Importance and Functions of H.R.M. Role of H.R Department.

Unit 2 : Job Analysis, Job Design: Meaning of Job Analysis, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications. Meaning of Job Design, Techniques of Job Design

Unit 3 : Human Resource Planning - Recruitment – Selection: Definition and objectives of Human Resource planning, process of Human Resource planning factors influencing estimation of Human Resources, Concept of Recruitment & Selection, sources of recruitment, Selection Procedure

Unit 4 : Induction & Training : Concept of Induction, Training- Need for training, benefits of training, identification of training needs and methods/ types of training. Evaluation of effectiveness of training programs.Placement, Transfer, Promotion, Demotion.

Reference Books:

- Dr. S S Khanka : Human Resource Management,
- Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company
- Dessler,Gary; Human Resource Management;Prentice Hall
- SubbaRao, Personnel and Human Resources management, HPH.
- Human Resource Management- Text and Cases-- VSP Rao

BB 14 – Money, Banking and Finance

Unit I: Money - Concept and functions of Money, Origin and development of Money, Limitations of Barter System, Classification of Money, Importance of Money, Qualities of Good Money, Defects of money.

Unit-II – Banking and Finance - Commercial Banking- Role and functions of Commercial Banks, Credit creation and its limitations Central Banking-Functions of Central Bank. Reserve Bank of India – Role in Indian Economy, Monetary & Non-Monetary functions of RBI.

Unit III: National Income Determination- Meaning, Method & Difficulties of Measuring National Income; Concept of GDP, GNP, NNP, PI, DPI. Inflation and Deflation- Types, Causes and Measures to Control.

Unit IV: Monetary and Fiscal Policy- Concept, Objectives, Instruments, Limitations of Monetary and Fiscal policy, Public Finance- Meaning, Scope and Importance of Public Finance, Public Finance Vs Private Finance.

Reference Books:

1. Appannaiah, Reddy &Shanthi, BBM Semester Economics, 2006, Himalaya Publishing House, Mumbai.
2. Chaturvedi D., Macro Economics, 2005, Galgotia Publishing Company, New Delhi.
3. Dominick Salvatore, Managerial economics in a Global economy, 2006, Thomson learning Press
4. Datt, Ruddar and K P M Sundharam, 2005, Indian Economy, S.Chand and Co. Pvt. Ltd. New Delhi

5. Jhingan, 2004, M.L., Money Banking International Trade and Public Finance, Ed. 8, Veranda Publishers, New Delhi.
6. Mithani D. M., Money, Banking, International trade and Public Finance, 2006, Himalaya Publishing House, Mumbai
7. Samuelson, Paul Anthony and William D. Nordhaus, 1998, Economics, Ed. 6 New Delhi: Tata McGraw Hill Publishing Company Ltd, New Delhi.
8. Somashekhar N T., Money, Banking, International trade and Public Finance, 2006, Himalaya Publishing House, Mumbai
9. Suma Damodran, Managerial Economics, 2006, Oxford University Press, New Delhi.

BB 15 – Introduction to Sociology & Psychology

Unit I: Sociology as the Science of Society: (a) Sociology – Meaning and Definitions, (b) Characteristics of Sociology as a science (empirical, theoretical, cumulative and nonethical), (c) Development of Modern Industrial Society – Characteristics, industrialism, capitalism, urbanism, liberal democracy, (d) Postmodern Society – Nature and Characteristics, (e) Culture – Meaning and elements, (cognitive elements, beliefs, values and norms and signs), Meaning, stages and agencies of socialisation.

Unit II: Social Structure and Social Change: (a) Structural aspects of social system – Institutions, groups, subgroups, roles, norms and values, (b) Social change – Its sources – Internal and External, (c) Types of Social Change – Changes in social values with reference to pattern variables, changes in occupational structure and demographic changes

Unit III: Introduction to Psychology: (a) Definition, Nature, Scope and Applications of Psychology. (b) Methods: Introspection, Observation, Experimental, Interview, Questionnaire and Case Study. (c) Contemporary Perspectives: Biological, Cognitive, Psychoanalytical, Humanistic, Evolutionary and Cross-cultural. (d) Biological Bases of Behaviour: Evolution, Genes and Behaviour. The Response Mechanism: Receptors, Effectors and Adjustors. (e) The Nervous System: The Basic Structure, Functions and Divisions of the Peripheral and Central Nervous System.

Unit IV: Social Psychology: (a) Introduction: Nature and Scope; Methods of Studying Social Behaviour: Observation, Experimental, Field Study, Survey, Sociometry and Cross-cultural. (b) Socialization: Agents and Mechanisms, Socialization and Deviation. (c) Perceiving Others: Forming Impressions; Role of Non-verbal Cues, Group stereotypes, Central Traits; Primary and Recency Effects; Models of Information Integration; Attribution of Causality: Biases and Theories (Jones and Davis, Kelley).

Reference Books:

1. Inkeles, Alex, "What is Sociology?", Prentice Hall of India, New Delhi, 1987
2. Jayaram N., "Introduction to Sociology", Macmillan India, Madras, 1988
3. Ghode R.N. and Bhau Daydar, "Sociology: Basic Concepts", Spectrum Publications, Nagpur
4. Atkinson and Hilgard (2002). Introduction to Psychology. New York: Thomson Wadsworth
5. Feldman, R. S. (2006). Understanding Psychology. India: Tata McGraw Hill.
6. Feldman, R. S. (1985). Social Psychology: Theories, Research and Application. New York: McGraw Hill.
7. Myers, David, G (1994). Exploring Social Psychology. New York: McGraw Hill.

B 16 – Business Legislations

Unit I: Administration of law & legal system in India - Introduction to legal aspects of Business in general; Freedom of Trade, Profession and Occupation (Constitutional Provisions).

Unit II: Indian Contract Act (1872) - a) Definition (Sec.2) b) Essential elements of a valid contract c) Competency to enter in contracts (Sec. 11 & 12).d) Consent – Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23).Void Agreement (sec 24-30) f) Consequences of breach of contract (sec73-75).

Unit III: The Companies Act (1956) - Definition & characteristics of a company, Company distinguished from partnership, Kinds of Companies, Provisions relating to incorporation, lifting the Corporate Veil. Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Concept of Prospectus.**Company Management And Board Meeting** : Administrative Hierarchy, Board of Director – Director- Legal Position, Appointment, Qualification, Disqualification, Removals Power, duties, Liabilities etc. Managing Director – Meaning, Appointment, and Disqualification.Manager-Meaning, Disqualification.Company Meetings Meaning of meeting-General Body meeting – statutory Meeting, Annual General meeting, Extra ordinary meeting Board Meeting.

Unit IV: The Consumer Protection Act,1986 Salient features of Act. Definitions- Consumer, Complaint, Services, Defect and Deficiency, Complainant. Rights and Reliefs available to consumer.Procedure to file complaint.Consumer Disputes Redressal Agencies.(Composition, Jurisdiction, Powers and Functions.) Procedure followed by Redressal Agencies. Introduction to GST

Reference Books:

- 1) Business and Commercial Laws-Sen and Mitra.
- 2) An Introduction to Mercantile Laws-N. D. Kapoor
- 3) Business Laws-N. M. Wechlekar
- 4) Company Law-Avatar Singh
- 5) Law of Contract-Avtar Singh
- 6) Consumer Protection Act in India .Niraj Kumar
- 7) Consumer protection in India. V.K.Agrawal
- 8) Consumer Grievance Redressal under CPA. Deepa Sharma.

Bachelor of Business Administration (BBA) Examination

Semester – V

BB 17 – Entrepreneurship Development

Unit I:Entrepreneur & Entrepreneurship: Evolution of the concept of Entrepreneurs, Characteristics of an Entrepreneur, Distinction between an entrepreneur and a manager; functions of an entrepreneur, types of entrepreneurs, concept of intrapreneurs; growth of entrepreneurship in India, role of entrepreneurship in economic development.

Unit II:Entrepreneurial growth: Factors - Economic factors, non-economic factors, Government actions; Entrepreneurial competencies – meaning, major competencies, developing competencies; Entrepreneurship Development Programs (EDPs) - Need, objectives, course content of EDPs, phases of EDPs, evaluating EDPs.

Unit III:Small Enterprises: An introductory framework: Definition, characteristics, relationship between small and large units, rationale, objectives, scope, opportunities for entrepreneurial career, problems of SSIs; Project Identification and Selection (PIS) - Meaning of project, project identification,

project selection, contents of project reports, formulation of project reports; Project Appraisal - Concept, methods, economic analysis, financial analysis, market analysis, technical feasibility, managerial competence.

Unit IV: Institutional & financial support to Entrepreneurs: Need for institutional support, various institutions supporting entrepreneurship in India – MIDC, MSME, MCED, DIC, SSIB, MSSIDC, BIFR; Financial support to entrepreneurs: Commercial banks, other financial institutions – IDBI, IFCI, SFCs, SIDBI, venture capital.

Reference Books:

1. Entrepreneurship 6 th edition. Robert D Hisrich , Tata McGraw-Hill.
2. Kuratko- Entrepreneurship – A Contemporary Approach, (Thomson Learning Books)
3. Small-Scale Industries and Entrepreneurship. Desai, Vasant (2003). Himalaya Publishing House, Delhi.
4. S.S. Khanka – Entrepreneurial Development (S. Chand & Co.)
5. Exploring Entrepreneurship, Blundel& Lockett, Oxford University Press
6. Entrepreneurship, Roy, Oxford University Press

BB 18 – Principles of Operations Management

Unit I: Introduction to Operations Management: Introduction to Operations Management, its Nature, Scope, Importance and Functions. Difference between production, manufacturing and service. Concept and types of production, mass, job-based, batch and assembly line production system. Types of services.

Unit II: Facilities and Production Planning : Factors affecting plant location, types of plant layouts – product layout, process layout, fixed position layout, cellular layout, types of service layouts. Concept of production planning, definitions of capacities, master production schedule, material planning. Introduction to maintenance.

Unit III: Material Management: Scope of materials management, Purchase and Stores Functions, Introduction to warehouse management, Concept of Lead time, re-order level, minimum and maximum stock, Basic concepts of Inventory management, inventory costs, ordering and carrying cost.

Unit IV: Quality Management and Productivity: Introduction to quality, dimensions of quality, concept of product, process and service quality. Introduction to Quality Management System, concept of TQM, ISO, Kaizen, Quality circles, Six-sigma. Concepts of productivity, machine, labour and cost productivity.

Reference Books:

1. Operations Management by Shridhar, Himalaya Publishing House
2. Operations Management Nair: TMH
3. Production and Operations Management, Adam & Ebert, Prentice Hall India
4. Operations Management by Chary ,Mcgraw Publications, 4th edition.
5. Production and Operations Management, K.Aswathappa&K.ShridharaBhat, Himalaya Publication
6. Production and Operations Management, R.Panneerselvam, 3rd Edition, Eastern Economy Edition.

BB 19 – International Business Environment

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Unit I: Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances; Concept and significance of balance of payments account

Unit II: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment.

Unit III: Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit IV: International Economic Institutions and Agreements: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements. Structure and functioning of EC and NAFTA, Regional Economic Groupings in Practice: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World.

Reference Books:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
5. Hill, Charles W. L., International Business, McGraw Hill, New York.

BB 20 – Research Methodology

Unit I: Introduction - Meaning, Objectives and Types of research, Research Approach, Research Process, Relevance & scope of research in management. **Research Design** - Features of good Design, Types of Research Design,

Unit II: Sampling Design - Steps in sample Design, Characteristics of a good sample Design, Probability & Non Probability sampling. Hypothesis – Meaning, Types, Process, Formation of Hypothesis, Testing of Hypothesis

Unit III: Measurement & scaling techniques - Errors in measurement. Test of sound measurement, Scaling and scale construction technique. Attitude Measurement and Scales: Introduction to attitude - Various Methods to measure attitude.

Unit IV: Methods of data collection - Primary data – questionnaire and interviews; Collection of secondary data. **Interpretation of data** - Techniques of Interpretation, Report writing, Layout of a project report, preparing research reports.

Reference Books:

1. Research Methodology – C.R. Kothari
2. Business Research Methods – Naval Bajpai
3. Business Research Methodology – J K. Sachdev

Bachelor of Business Administration (BBA) Examination

Semester – VI

Elective A - Financial Management

Paper 1

BBEL1 – Fundamentals of Business Finance

Unit –I: Mathematics of Finance – Concept of Time Value of Money, Compounding and Discounting of single cash flow, series of cash flow and annuity. Simple problems based on Time Value of Money

Unit –II: Capital Budgeting - Premises of Capital Budgeting Decisions, Tools in Capital Budgeting, Pay Back Period, Average Rate of Return on Investments, Net Present Value, IRR.

Unit –III: Dividend decision and Management of Earnings - Relevance approach of dividend valuation models, Irrelevance approach of dividend valuation models, Stability of dividend, Factors determining dividend decisions.

Unit IV: Corporate Restructuring - Reasons & drivers of corporate restructuring, Methods of restructuring- mergers (types of merger), takeovers, acquisitions (Types of Takeover/ acquisition), divesting/ demerger, spin-off, split ups

Simple Numerical will be based on Unit I, II and III only.

Reference Books:

- 1) Financial Management by Ravi Kishore, Taxmann Publications Pvt Ltd
- 2) Financial Management – I M Pandey – S. Chand & Co. Pvt. Ltd. (Old editions in Vikas Publications)
- 3) Financial Management , Theory, Concepts and Problems by Dr. R. P. Rustagi, Taxmann Publications Pvt Ltd
- 4) Financial Management, Text, Problems and Cases, by M Y Khan and P K Jain, McGraw-Hill Publications

Paper 2

BBEL2 – Advanced Financial Management

Unit –I: Banking Services and Operations -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Role of RBI vis-a-vis other commercial banks, Introduction to Bank Deposits, Types of Deposit Accounts, KYC

Unit –II: Insurance Services - Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, Different type of insurance products – whole life products, term assurance annuities, and endowment, Medi-Claim and health insurance products.

Unit –III: Mutual Funds – Organization Structure, Classification of Funds –Types of Funds – Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Sectoral Funds, ELSS; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and Value Averaging.

Unit IV: Capital Market - Introduction to Capital Markets, Structure of Capital Market, Primary and Secondary Market, Stock Exchanges in India- BSE, NSE, OTCEI, ICSEI, Functions of Stock Exchange, SEBI and Role of SEBI in Capital Market

Reference Books:

- 1) Indian Financial System by Bharti V Pathak Pearson Publications
- 2) Indian Financial System by M Y Khan McGraw-Hill Publications

- 3) Financial Markets and Services , Gordon and Natrajan, Himalaya Publications
- 4) Financial Services, SandeepGoel, PHI Publications
- 5) Know Your Bank (volume I to VI) published by IIBF
- 6) Life and Health Insurance, 13th Edition by Kenneth Black Jr., Harold D. Skipper Jr., PHI Publications

Elective B–Human Resource Management

Paper 1

BBEL1 – Fundamentals of Human Resource Management

Unit 1 :Introduction: Concept, HRM ; Evolution of HRM; Challenges of HRM; Role of Human Resource Management in strategic management, Characteristics of Workforce today

Unit 2 : Performance Appraisal :Concept and Introduction, Importance, process – methods of performance appraisal – Traditional & Modern Methods.

Unit 3 : Job Evaluation & Compensation management: Concept, objectives and methods of Job Evaluation, Wages & Salary, components of employee remuneration – – base and supplementary. Wages & Salary Administration

Unit 4 : Legal Aspects :Introduction to Provident Fund Act, Employee State Insurance Corporation Act, Minimum Wages Act, Industrial Relations Act, Industrial Dispute Act.

ReferenceBooks :

- Dr. S S Khanka : Human Resource Management,
- Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata
- Rao,V S P,Human Resource Management,Text and Cases
- Dessler,Gary; Human Resource Management;Prentice Hall
- SubbaRao, Personnel and Human Resources management, HPH.
- SeemaSanghi , Human Resource Management

Paper 2

BBEL2 – Advanced Human Resource Management

Unit 1 : Job Analysis, Job Design & Job Evaluation: Job Analysis & Design - Job Analysis – Meaning, Uses, Competency approach to job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis. Job Evaluation –Concept, objective & methods.

Unit 2:Performance Appraisal: Nature, Objectives of Performance Appraisal, Performance Planning and Potential Appraisal, Pitfalls of Appraisal, Praise and Recognition; Rewards and Incentives; Promotions. HR Records, MIS HR Reports, HR Formats – Personnel Files, Attendance, Leave, Medical Records.

Unit 3 : Industrial Relations :Nature, Concept, scope, objectives & significance of Industrial Relations, Trade unions, Functions of Trade Unions - Forms of collective bargaining - Workers“ participation in management, Nature & causes of Industrial Dispute and Settlement of Industrial Disputes.

Unit 4 : Ancillary Topics: Goal Setting, Promotions and Transfers; Separations- Retirement, VRS, Deputation, Death, Retrenchment, Pink Slips, Competency Mapping, Employee Manual / PPP Handbook. Concept of Retention and Attrition. Online recruitment; Employee referrals; Recruitment

process outsourcing Head hunting; Downsizing; Voluntary retirement schemes (VRS) HR outsourcing, Job Rotation & Transfer

Reference Books :

- Dr. S S Khanka : Human Resource Management,
- Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata
- Rao, V S P, Human Resource Management, Text and Cases
- Dessler, Gary; Human Resource Management; Prentice Hall
- Subba Rao, Personnel and Human Resources management, HPH.
- Seema Sanghi , Human Resource Management

Elective C–Marketing Management

Paper 1

BBEL1 – Fundamentals of Marketing Management

Unit – I: Integrated Communication Mix (IMC) -meaning, importance; Communication meaning, importance, process, communication mix-components, role in marketing,

Unit – II: Branding - meaning, brand recall, brand positioning. Importance of branding and advertising. Digital Marketing – Scope and Importance, Search Engine Optimisation (SEO), Out of home (OOH).

Unit – III: Sales Organisation and Relationship : Purpose of sales organization, Types of sales organization structures, Sales department external relations, Distributive network relations.

Unit – IV: Concept of services - Nature & characteristics of services, Marketing Mix and strategies in Service Marketing, Product decisions, pricing strategies, Promotion of services, Placing or Distribution methods of services, Service vision & Strategies: Includes Advertisements, Branding, Packaging of Services.

Reference Books:

1. Marketing Mgt. by Philip Kotler (PHI)
2. Marketing Management by Rajan Saxena, Tata McGraw Hill, Education
3. Service Sector Management by S M Jha
4. Sales Management - Cundiff, Still, Govoni

Paper 2

BBEL2 – Advanced Marketing Management

Unit – I: Sales Management : - Evolution of sales function, Objectives of sales management positions, Functions of Sales executives, Relation with other executives, Salesmanship : Theories of personal selling, Types of Sales executives, Qualities of sales executives, Prospecting, pre-approach and post-approach, Organising display, showroom & exhibition

Unit – II: Distribution network Management: Product Distribution Channel & Types of Marketing Channels, Factors affecting the choice of channel, Types of middleman and their characteristics,

Wholesale and Retail, Supply Chain Management (SCM) and introduction to Supply Chain Management, Various types of Warehousing and transportation facilities.

Unit – III: Service Quality - Impact of service Quality, Approaches to service Quality, Ten original dimensions of Service Quality, How to improve service Quality, Service quality information systems, Benchmarking and certification. Marketing challenges in services business; Classification of services; End user, Profit orientation, Services tangibility, People based services, Expertise. Role of IT in service industry.

Unit – IV: Customer Retention & Relationship Marketing: CB-Services, Facts & Importance of CB in services, Evolution of Relationship Marketing, Enhancement of Internal & External relationships, Customer Retention (Operations, Delivery System). Various types of services offered to customers – hotel, hospital, transport, insurance, banking and education.

Reference Books:

1. Marketing Mgt. by Philip Kotler (PHI)
2. Marketing Management by RajanSaxena, Tata McGraw Hill Education
3. Service Sector Management by S M Jha
4. Sales Management - Cundiff, Still, Govoni