

Choice Based Credit System (CBCS)

**Gangadhar Meher University,
SAMBALPUR, ODISHA**

**UNDERGRADUATE PROGRAMME IN
BACHELOR IN BUSINESS ADMINISTRATION**

(Courses effective from Academic Year 2019-20)

**SYLLABUS OF COURSES TO BE OFFERED
Core Courses, Elective Courses & Ability Enhancement Courses**

**DEPARTMENT OF BACHELOR OF BUSINESS
ADMINISTRATION**

**Gangadhar Meher University
SAMBALPUR, ODISHA**

**REGULATIONS OF GENERAL ACADEMIC AND EXAMINATION
MATTERS FOR BA/B.Sc./B.COM/BBA/BSc.IST EXAMINATIONS**

(THREE YEAR DEGREE COURSE) UNDER CHOICE BASED CREDIT SYSTEM AND
SEMESTER SYSTEM

(Effective for the students admitted to First year of Degree course during 2015-16 and afterwards)

CHAPTER-I

(REGULATIONS OF GENERAL ACADEMIC MATTERS)

1. APPLICATION & COMMENCEMENT:

- (i) These regulations shall come into force with effect from the academic session 2015-16.

2. CHOICE-BASED CREDIT SYSTEM (CBCS):

CBCS is a flexible system of learning that permits students to

1. Learn at their own pace.
2. Choose electives from a wide range of elective courses offered by the University Departments.
3. Adopt an inter-disciplinary approach in learning and
4. Make best use of the expertise of available faculty.

3. SEMESTER:

Depending upon its duration, each academic year will be divided into two semesters of 6 months duration. Semesters will be known as either odd semester or even semester. The semester from July to December will be Semesters I, III, V and similarly the Semester from January to June will be Semesters II, IV & VI. A semester shall have minimum of 90 instructional days excluding examination days / Sundays / holidays etc.

4. COURSE:

A Course is a set of instructions pertaining to a pre-determined contents (syllabus), delivery mechanism and learning objectives. Every course offered will have three components associated with the teaching-learning process of the course, namely:

- (i) Lecture – symbolized as L;
- (ii) Tutorial – symbolized as T; and
- (iii) Practical – symbolized as P.

In G.M. University, UG programmes have a minimum of 21 courses.

5. CREDIT:

Each course is rated in terms of credits or credit hours. Credit is a kind of weightage given to the contact hours to teach the prescribed syllabus, which is in a modular form. Normally one credit is allocated to 10 contact hours.

Mechanics of credit calculation:

As per G.M. University standard, 1 credit = 10 hours of lectures / contact hours. The contact hours will include all the modes of teaching like lectures / tutorials / laboratory work / field work or other forms. In determining the number of hours of instruction required for a course involving laboratory / field work, 2 hours of laboratory / field work is generally considered equivalent to 1 hour of lecture. In these regulations one credit means one hour of teaching

works or two hours of practical works per week.

6. GRADE LETTER:

The Grade letter is an index to indicate the performance of a student in a particular course / paper. It is the transformation of actual marks secured by a student in a course / paper. The Grade letters are O, A+, A, B+, B, C, P, F. There is a range of marks for each grade letter.

7. GRADE POINT:

Grade point is an integer indicating the numerical equivalent of the letter grade / the weightage allotted to each grade letter depending on range of marks awarded in a course / paper.

8. CREDIT POINT (P):

Credit point is the value obtained by multiplying in grade point (G) by the credit (C): $P = G \times C$.

9. SEMESTER GRADE POINT AVERAGE (SGPA):

SGPA is the value obtained by dividing the sum of credit points (P) earned by a student in various courses taken in a semester by the total number of credits earned by the student in that semester. SGPA shall be rounded off to two decimal places.

10. CUMULATIVE GRADE POINT AVERAGE (CGPA):

CGPA is the value obtained by dividing the sum of credit points in all the courses earned by a student for the entire programme, by the total number of credits. CGPA shall be rounded off to two decimal places. CGPA indicates the comprehensive academic performance of a student in a programme.

An overall letter grade (Cumulative Grade) for the entire programme shall be awarded to a student depending on his / her CGPA.

11. COURSE STRUCTURE:

(a) **COURSE:** A course is a component / a paper of a programme. A course may be designed to involve lectures / tutorials / laboratory work / seminar / project work / practical training / report writing / viva voce etc. or a combination of these, to meet effectively the teaching and learning needs and the credits may be assigned suitably.

(b) TYPES OF COURSES:

(i) Core Courses (14x6=84 credits)

Core courses comprise a set of at least fourteen papers that are identified as compulsory for the students registered for the UG degree in a particular subject. Core courses shall be spread over all the semesters.

(ii) Ability Enhancement Compulsory Course (04 credits)

The Ability Enhancement Course (AE) Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement; i. Environmental Science and ii. English / MIL Communication. These are mandatory for all disciplines.

(iii) Skill Enhancement Course (SEC) (04 credits)

SEC courses are value-based and / or skill-based and are aimed at providing hands-on-training, competencies, skills, etc. These courses may be chosen from a pool of courses designed to provide value-based and / or skill-based knowledge.

(iv) Elective Courses: 48 credits (24+24)

Elective Course: A course that can be chosen from a number of options other than the core and compulsory courses is known as elective course. An elective may be “Generic Elective” focusing on those courses which add generic proficiency to the student. An elective may be “Discipline Centric” or may be chosen from the main discipline / subject of study called Discipline Specific Elective. Such elective may also include project work / dissertation. It is considered as a special course involving the application of knowledge in solving / analyzing / exploring a real life situation / difficult problem.

The Three year Degree course leading to the Bachelors Degree in Arts/Science/Commerce/BBA/BSc.IST shall be spread over a period of six semesters in three academic years with the following course structure.

Semester	Core Course (6 credits per paper)	Ability Enhancement Compulsory Course (2 credits per paper)	Skill Enhancement Course (2 credits per paper)	Discipline Specific Elective (6 credits per paper)	Generic Elective (6 credits per paper)
I (350 Marks)	CC-I CC-II	AECC-I	-	-	GE-I
II (350 Marks)	CC-III CC-IV	AECC-II	-	-	GE-II
III (450 Marks)	CC-V CC-VI CC-VII	-	SEC-I	-	GE-III
IV (450 Marks)	CC-VIII CC-IX CC-X	-	SEC-II	-	GE-IV
V (400 Marks)	CC-XI CC-XII	-	-	DSE-I DSE-II	-
VI (400 Marks)	CC-XIII CC-XIV	-	-	DSE-III DSE-IV	-

CHAPTER – II

(REGULATION ON EXAMINATION MATTERS)

1. The Examinations

1.1.(a) A candidate for the Bachelor's Degree in Arts/Science/Commerce/BBA/BSc.IST shall be required to pass each of the following examinations.

- | | |
|--------------------|------------------|
| (i) Semester-I | (ii) Semester-II |
| (iii) Semester-III | (iv) Semester-IV |
| (v) Semester-V | (vi) Semester-VI |

Each of the semester examination includes one Mid-Term and one End Term examination.

1.1.(b) Each student has to register himself / herself within schedule date to be eligible to appear the examination. Unless a student registers himself / herself by filling up examination forms and pays the requisite fees for Semester-I, he/she will not be eligible to sit for semester-II examination. Similarly, he/she will not be eligible to take the subsequent semesters unless he/she registers for the previous semester.

1.1.(c) A student has to clear all semester examinations within a maximum period of 05 years.

1.2 Examination Calendar

The broad format of the examination calendar for UG classes shall be as follows:

- | | |
|--|-------------------------|
| (a) Mid term examination of odd semesters | ... September |
| (b) End Term examination of odd semesters | ... November – December |
| (c) Mid term examination of even Semesters | ... February |
| (d) End Term examination of even semesters | ... March – April |

The detail programme of end term examination shall be notified one month before the commencement of examinations.

1.3. Mid Term examination

In each semester there shall be one Mid Term examination of one hour / 60 minutes duration irrespective of marks in each paper having theory component. Out of the total marks of a paper, 20% of marks are earmarked for midterm examination.

1.4 End Term Examination

At the end of each semester, there shall be one examination of each paper called End Term examination. It shall cover 80% of the total marks of a paper. A student fulfilling the following conditions is eligible to appear the End Term examination.

- i. A student shall pay the prescribed examination fees and fill up the prescribed form meant for the examination as per the notification issued by Examination Section (General). No form fill up is allowed before seven days of the commencement of the End-Term examination.
- ii. The minimum number of lectures, practicals, seminars, which a student shall be required to attend before being eligible to take any Semester Examination shall not be less than 75% of the total number of lectures, practicals, seminars taken separately during the semester period.
- iii. Provided that in exceptional cases the authority may condone the shortage of attendance to the extent of 15%.
- iv. Provided further that the authority may condone the shortage of attendance to the extent of 10% over and above 15% in respect of students who represented the college or the state in any National / State Level: Camp, NCC, games or sports during the semester period under reference subject to prior approval and subsequent production of authenticated certificate of participation.

1.5.(a) Mode of Examination

The duration of examination shall be as follows:

Examination	Total marks	Duration
Theory paper	40 Marks	2 hours
	60/80 Marks	3 hours
Practical papers / Project Papers	25 Marks	3 hours
	50/100 marks	6 hours

1.5.(b) Mode of question papers

- (i) All examinations except Viva-voce and Project work shall be conducted by means of written paper (Printed, written / typed in English). The papers in Modern Indian Languages shall be set and answered in the respective languages as mentioned in the syllabus.
- (ii) Questions for a paper shall be set covering the total course of that paper either unit wise giving options from each unit unless specified otherwise in the syllabus.

1.5 (c) Results of examinations

The candidates shall have to appear and secure minimum pass grade in all the paper of a semester examination to be declared as pass. The following 10 – point grading system and corresponding letter grades be implemented in awarding grades and CGPA under CBCS system.

1.6 Award of Grade

The grade awarded to the student in any particular course / paper shall be based on his / her performance in all the tests conducted in a semester for that course / paper. The percentage of marks secured by the students in a particular course / paper shall be converted to a grade and grade point for that course / paper in the manner

specified in the following table after conversion in to 100 marks.

% of Marks	Grade	Grade Letter	Grade Point
> = 90 – 100	Outstanding	O	10.0
> = 80 – < 90	Excellent	A+	9.0
> = 70 – < 80	Very good	A	8.0
> = 60 – < 70	Good	B+	7.0
> = 50 – < 60	Above average	B	6.0
> = 40 – < 50	Average	C	5.0
> = 30 – < 40	Pass	P	4.0
< 30	Fail	F	0.0
	Absent	S	0.0
	Malpractice	M	0.0

N.B.: Grade ‘P’ (30% of marks) shall be the pass grade for Theory and Grade ‘C’ (40% of marks) shall be the pass grade for Practical / Project work / Dissertation.

1.7 Result

1.7(a) In order to pass a course / paper, a candidate has to secure a minimum of Grade Point 4.0 in that course / paper with Grade ‘P’ (30% of marks) in Theory and Grade ‘C’ (40% of marks) in Practical / Project work / Dissertation failing which the candidate will be marked ‘F’ in that course / paper with the Grade Point of 0.0 (below 30 marks) irrespective of the marks secured in that course / paper.

A candidate obtaining Grade ‘F’ shall be considered as fail and will be required to reappear the course(s) / paper(s) as back paper. The back paper examination shall be held with the normal end semester examination and the students with backlogs shall clear their backlog course(s) / paper(s) along with regular students of lower semesters in the subsequent year within a period of 05 years from the date of admission and with the current syllabus after two consecutive chances.

1.7(b) In order to clear a semester examination, a candidate is required to pass each credit course / paper of that semester and must secure a minimum Semester Grade Point Average (SGPA) of 4.0. The semester result shall be indicated as detail below:-

A. P (Passed or Cleared) indicating that:

- The candidate has cleared every registered course / paper of odd/even semester of the academic year with a minimum Grade Point (GP) of 4.0 in each paper / component of a paper.

He / She has secured SGPA / CGPA of 4.0 or more.

B. NC (Not Cleared) indicating that:

The candidate is eligible for promotion with backlogs to next higher semester if he / she has registered for all the subjects of any semester.

C. 'X' (Not eligible for promotion) indicating that:

The candidate is not eligible for promotion to next higher level, when as he / she has not registered / filled up the form for the different subjects of a semester.

Computation of SGPA and CGPA

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

Where C_i is the number of credits of i th course and G_i is the grade point scored by the student in the i th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

Where S_i is the SGPA of the Ist. semester and C_i the total number of credits in that semester.

- iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Illustration of Computation of SGPA and CGPA and Format for Transcripts

- i. Computation of SGPA and CGPA

Illustration for SGPA

Course	Credit	Grade letter	Grade point	Credit point
Course 1	3	A	8	3X8=24
Course 2	4	B+	7	4X7=28
Course 3	3	B	6	3X6=18
Course 4	3	O	10	3X10=30
Course 5	3	C	5	3X5=15
Course 6	4	B	6	4X6 =24
	20			139

Thus, SGPA = $139/20=6.95$

Illustration for CGPA					
Semester-I	Semester-II	Semester-III	Semester-IV	Semester-V	Semester-VI
Credit-20 SGPA:6.9	Credit-22 SGPA:7.8	Credit-25 SGPA:5.6	Credit-26 SGPA:6.0	Credit-26 SGPA:6.3	Credit-25 SGPA:8.0
Thus, CGPA= $\frac{20 \times 6.9 + 22 \times 7.8 + 25 \times 5.6 + 26 \times 6.0 + 26 \times 6.3 + 25 \times 8.0}{144}$					=6.73

1.7(c) In order to pass a programme, a candidate must secure a minimum CGPA of 4.5. A candidate securing CGPA of less than 4.5 shall be declared as fail.

The conversion of CGPA to percentage of marks = (CGPA – 0.5) x 10.

The conversion of CGPA into Grade Letter shall be made on the basis of percentage of marks in the manner specified in the following table.

CGPA / OGPA	Grade Letter	Grade	% of Marks after conversion	Classification of Honours
≥ 9.5	O	Outstanding	≥ 90	First Class Honours
$\geq 8.5 - < 9.5$	A+	Excellent	$\geq 80 - < 90$	
$\geq 7.5 - < 8.5$	A	Very good	$\geq 70 - < 80$	
$\geq 6.5 - < 7.5$	B+	Good	$\geq 60 - < 70$	
$\geq 5.5 - < 6.5$	B	Above average	$\geq 50 - < 60$	Second Class Honours
$\geq 5.0 - < 5.5$	C	Average	$\geq 45 - < 50$	Pass without Honours
$\geq 4.5 - < 5.0$	P	Pass	$\geq 40 - < 45$	
Below 4.5	F	Fail	< 40	Fail

1.8 Promotion to the next semester

A student shall be promoted to the next higher semester when he/she has appeared and passed in all the courses of the previous semester examinations. However, a student failing to appear / pass semester examination in few or all papers due to some reasons may be admitted to the next semester, provided that such a student shall produce sufficient proof in favour of his/her reason for not being able to appear / pass in some or all papers of the semester examination and has taken readmission in the year. Such students shall be considered as absent / failed candidate and will required to appear the repeat / back paper examination in the next year.

1.9 Repeat / Back Paper Examination

A student who remains absent or failed to secure 30% of marks / SGPA of 4.0

in aggregate has to take the repeat examination. He/she shall repeat all the theory and practical papers of that semester within a period of 5 years from the date of first registration. However, a student who secures more than 30% of marks / SGPA of 4.0 in aggregate but failed in one / some papers, he/she has to take the Back paper examination in the failed papers only. If the student is unable to clear the back papers in the next two consecutive chances, he/she has to appear the repeat examination of all papers in the third and subsequent chances as per the current syllabus and the marks secured in the previous examinations shall stand cancelled.

During back paper examinations, the higher marks of the papers shall be retained at the time of computation of result. The student passing in all papers in terms of grade point but failing in grade point average, then he / she has to appear the back paper examinations in those papers in which he / she has secured less than the required average grade point to pass. Such students shall have to apply to the Head of the Department in plain paper before one week of the form fill up and also filling the form in due date of the ensuing semester examination by depositing the fees as prescribed by the university. The repeat / back paper examination shall be held with the normal end semester examination.

A student appearing in repeat / back paper examination shall not be awarded distinction even if he/she subsequently fulfils the conditions of distinction and will not be included in the merit list. The final result of the candidate will be determined after taking all the subject wise marks and hard case rule into consideration. Candidates taking repeat / improvement examinations shall not be considered for the merit list and it shall be reflected in the provisional certificate- cum mark sheet but not in the final Degree certificate.

1.10 Improvement Examination

After the publication of final result the student getting 2nd Class (Honours) or Pass without Honours may be allowed to improve his/her performance in the next two year immediately from the year of publication of result. He/she shall be allowed to improve in Honours paper only. However he / she has to fill up the form of all the Honours papers of odd semester (I/III/V) and even semester (II/IV/VI). In such case, the highest mark secured in each paper shall be considered for computation of the mark.

1.11 Discipline in the examination

1.11(a) The students are allowed to enter the examination hall half an hour before the

commencement of examination. A student arriving in the examination hall / room fifteen minutes after the commencement of the examination shall not be ordinarily allowed to sit for the examination. No examinee shall be allowed to go out of the examination hall within one hour of the commencement of examination.

1.11(b) The students are allowed to enter the examination hall only with a valid admit card and Identity card. Mobile phones and any other electronic gadgets are strictly prohibited in the examination hall. The possession of such things in the examination hall shall be treated as malpractice.

1.11(c) The possession of unauthorized materials and using it / copying from the scripts of other students / from any other source, sharing his/her answer scripts with other, creating disturbance or acting in a manner, so as to create inconvenience for the other students / invigilators inside the examination hall shall be treated as adoption of unfair means or malpractice.

In case of adoption of unfair means by an examinee in the examination hall / outside, the invigilator shall immediately report to the Centre Superintendent in writing along with the incriminating material recovered from the examinee signed by both the examinee and invigilator. The Centre Superintendent shall refer the matter to the Controller of Examinations for necessary disciplinary action as per the rules and regulations of the University.

1.12 Issue of Grade sheet, Provisional Certificate, Award of Degree & Gold Medals.

After the publication of the result of Semester examination, the Controller of Examinations shall issue the grade sheet of each semester as per the prescribed format (Appendix-I) and provisional certificate cum grade sheet after the final semester examination as per the prescribed format (Appendix-II) to the candidates against a prescribed fee collected at the time admission / filling of form. A degree certificate under the official seal of the university and signed by Vice-Chancellor as per the prescribed format (Appendix-III) shall be issued / given to the successful students of a particular course at the convocation or in-absentia on submission of application and fee as prescribed.

For award of gold medals, the University shall form a committee. The best graduate shall be decided from amongst the toppers of each Honours. In case of equality of CGPA, the SGPA of last semester examination shall be considered. The students who have failed / remained absent / improved their marks by repetition or improvement shall not be eligible for University rank or gold medal.

Registrar
G.M. University, Sambalpur

**PROPOSED SCHEME FOR CHOICE BASED CREDIT SYSTEM IN
BACHELOR OF BUSINESS ADMINISTRATION**

Semester		CORE COURSE (14)	Ability Enhancement Compulsory Course (AECC) (2)	Ability Enhancement Elective Course (AEEC) (2) (Skill Based)	Elective: Discipline Specific DSE (4)	Elective: Generic (GE) (4)
I	CCI	Fundamentals of Management & Organizational Behavior	AECC-I Environmental Studies			GE-I Entrepreneurship Development
	CCII	Statistics for Business Decisions				
II	CCIII	Managerial Economics	AECC-II English Communication/ Odia/ Hindi			GE-II Production & Operations Management
	CCIV	Business Accounting				
III	CCV	Macroeconomics		SEC -I Communicative English and English Writing		GE-III India's Diversity & Business
	CCVI	Principles of Marketing				
	CCVII	Management Accounting				
IV	CCVIII	Business Research		SEC -II E-Commerce		GE-IV Ethics & Corporate Social Responsibility
	CCIX	Human Resources Management				
	CCX	Financial Management				
V	CCXI	Quantitative Techniques for Management			DSE-I International Finance	
	CCXII	Legal Aspects of Business			DSE -II Advertising & Brand Management	
VI	CCXIII	Business Policy & Strategy			DSE -III Performance & Compensation Management	
	CC XIV	Financial Institutions & Market			DSE -IV Dissertation/ Project work	

Course Structure for Bachelor of Business Administration (Honours)

Semester	Course Name	Course Offered	Title Of Paper	Credits	Marks
I 4 Papers 350 marks 20 Credits	AECC	Ability Enhancement Compulsory Course-I	Environmental Studies	2	50 (10+40)
	Generic Elective	Generic Elective -I	Entrepreneurship Development	6	100 (20+80)
	Core Course	Core Course-I	Fundamentals of Management & Organizational Behavior	6	100 (20+80)
		Core Course-II	Statistics for Business Decisions	6	100 (20+80)
II 4 Papers 350 marks 20 Credits	AECC	Ability Enhancement Compulsory Course II	English Communications / Odia / Hindi	2	50 (10+40)
	Generic Elective	Generic Elective -II	Production & Operations Management	6	100 (20+80)
	Core Course	Core Course-III	Managerial Economics	6	100 (20+80)
		Core Course-IV	Business Accounting	6	100 (20+80)
III 5 paper 450 Marks 26 Credits	SEC	Skill Enhancement Course -I	Communicative English and English writing skill	2	50 (10+40)
	Generic Elective	Generic Elective - III	India's Diversity & Business	6	100 (20+80)
	Core Course	Core Course-V	Macroeconomics	6	100 (20+80)
		Core Course-VI	Principles of Marketing	6	100 (20+80)
		Core Course-VII	Management Accounting	6	100 (20+80)
IV 5 Papers 450 Marks 26 Credits	SEC	Skill Enhancement Course -II	E-Commerce	2	50 (10+40)
	Generic Elective	Generic Elective - IV	Ethics & Corporate Social Responsibility	6	100 (20+80)
	Core Course	Core Course-VIII	Business Research	6	100 (20+80)
		Core Course-IX	Human Resources Management	6	100 (20+80)
		Core Course-X	Financial Management	6	100 (20+80)
V 4 Paper 400 marks 24 credits	DSE	Discipline Specific Elective I	International Finance	6	100 (20+80)
		Discipline Specific Elective -II	Advertising & Brand Management	6	100 (20+80)
	Core Course	Core Course-XI	Quantitative Techniques for Management	6	100 (20+80)
		Core Course-XII	Legal Aspects of Business	6	100 (20+80)
VI 4 paper 400 marks 24 credits	DSE	Discipline Specific Elective -III	Performance & Compensation Management	6	100 (20+80)
		Discipline Specific Elective- IV	Dissertation/ Project work	6	100
	Core Course	Core Course-XIII	Business Policy & Strategy	6	100 (20+80)
		Core Course-XIV	Financial Institutions & Market	6	100 (20+80)
			Total Credits	140	2400

Human Communities and the Environment

- Human population growth: Impacts on environment, human health and welfare.
- Resettlement and rehabilitation of project affected persons; case studies.
- Disaster management : floods, earthquake, cyclones and landslides.
- Environmental movements : Chipko, Silent valley, Bishnois of Rajasthan.
- Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.
- Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Suggested Readings:

1. Carson, R. 2002. *Silent Spring*. Houghton Mifflin Harcourt.
2. Gadgil, M., & Guha, R. 1993. *This Fissured Land: An Ecological History of India*. Univ. of California Press.
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4. Gleick, P. H. 1993. *Water in Crisis*. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
5. Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. *Principles of Conservation Biology*. Sunderland: Sinauer Associates, 2006.
6. Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. *Science*, 339: 36-37.
7. McCully, P. 1996. *Rivers no more: the environmental effects of dams* (pp. 29-64). Zed Books.
8. McNeill, John R. 2000. *Something New Under the Sun: An Environmental History of the Twentieth Century*.
9. Odum, E.P., Odum, H.T. & Andrews, J. 1971. *Fundamentals of Ecology*. Philadelphia: Saunders.
10. Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. *Environmental and Pollution Science*. Academic Press.
11. Rao, M.N. & Datta, A.K. 1987. *Waste Water Treatment*. Oxford and IBH Publishing Co. Pvt. Ltd.
12. Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. *Environment*. 8th edition. John Wiley & Sons.
13. Rosencranz, A., Divan, S., & Noble, M. L. 2001. *Environmental law and policy in India. Tripathi 1992*.
14. Sengupta, R. 2003. *Ecology and economics: An approach to sustainable development*. OUP.
15. Singh, J.S., Singh, S.P. and Gupta, S.R. 2014. *Ecology, Environmental Science and Conservation*. S. Chand Publishing, New Delhi.
16. Sodhi, N.S., Gibson, L. & Raven, P.H. (eds). 2013. *Conservation Biology: Voices from the Tropics*. John Wiley & Sons.
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18. Warren, C. E. 1971. *Biology and Water Pollution Control*. WB Saunders.
19. Wilson, E. O. 2006. *The Creation: An appeal to save life on earth*. New York: Norton.
20. World Commission on Environment and Development. 1987. *Our Common Future*. Oxford University Press.

BBA GE I: Entrepreneurship Development
Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Course contents:

Unit I: Entrepreneurial Management: The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages / disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

Unit II: Entrepreneurship, Creativity And Innovation: Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

Unit III: Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

Unit IV: Family Business and Entrepreneurship: The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system.

Financing the Entrepreneurial Business: Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. John Kao, Creativity & Entrepreneurship
7. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
8. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
9. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
10. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
11. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid ,eradicating poverty through profits. Wharton school Publishing.
12. Scarborough & Zimmerer, Effective Small Business Management
13. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press.

BBA CC I: Fundamentals of Management & Organizational Behaviour
Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus of Indian experiences, approaches and cases.

Course contents:

Unit I: Basic of Business Ownership, Special forms of ownership; Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

Evolution of Management Theory, Managerial functions and roles, Insights from Indian practices and ethos.

Unit II: Overview of Planning: Types of Plan & The Planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organizational structure; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III: Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Learning: Concept and Theories of Learning, reinforcement. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership Issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV: Groups and teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window

Organisational Power and Politics: Nature of organizational politics. Conflicts: Concepts, Sources, Types, Stages of conflicts, Management of conflicts.

Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos.

Readings:

1. Gillbert: Principles of Management, McGraw Hill
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management- Text and Cases, Pearson
4. Kaul Vijay Kumar, Management- text & cases, Vikas Publication
5. Kavita Singh: Organisational Behaviour, Vikas Publication
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill
7. Luthans Fred: Organisational Behaviour, Tata, McGraw Hill
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour- Tata McGraw Hill
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill
10. Richard L. Draft: Principles of management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson
12. Stephen P. Robbins & Mary Coulter: Management, Pearson
13. Stoner & Wankel: Management, Prentice Hall of India
14. Y. K. Bhusan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons

BBA CC II: Statistics for Business Decisions
Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit I: Measures of Central Value; Mean, Median, Mode, Measures of Dispersion: Absolute and Relative measures of dispersion- range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

Unit II: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation. Methods of studying simple Correlation- Scatter diagram, Karl Pearson's Coefficient of correlation, Spearman's Rank Correlation coefficient, Regression and standard error of estimate.

Unit III: Analysis of time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Methods of least squares, Parabolic trend and logarithmic trends; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index number, chain index numbers, base shifting, splicing and deflating index number.

Unit IV: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable-discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson Negative Binomial, exponential and Normal distribution. Central limit theorem.

Introduction to testing of Hypothesis: Concept; Level of Significance; Process of testing; Type I & Type II error, test of hypothesis concerning Mean; Z test & t test concerning mean.

Readings:

1. Gerald Keller: managerial Statistics 9th Edition.
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western

SEMESTER II

Ability Enhancement Compulsory Course (AECC II): English Communication

Credits – 2, Full marks 50 (Mid Term 10 + End Term 40)
(Unit wise question pattern, answer one question from each unit)

This course aims at enhancing the English language proficiency of undergraduate students in humanity, science and commerce streams to prepare them for the academic, social and professional expectations during and after the course. The course will help develop academic and social English competencies in speaking, listening, pronunciation, reading and writing, grammar and usage, vocabulary, syntax, and rhetorical patterns. Students, at the end of the course, should be able to use English appropriately and effectively for further studies or for work where English is used as the language of communication.

Unit I: Reading Comprehension

- Locate and remember the most important points in the reading
- Interpret and evaluate events, ideas, and information
- Read “between the lines” to understand underlying meanings
- Connect information to what they already know

Book Prescribed

Vistas and Visions: An Anthology of Prose and Poetry. Texts to be studied

PROSE

- Playing the English Gentleman (M.K. Gandhi)
- The Need for Excellence (N.R. Narayana Murthy)
- The Last Leaf (O. Henry)

POETRY

- One Day I Wrote Her Name (Edmund Spenser)
- Miracles (Walt Whitman)
- The Felling of the Banyan Tree (DilipChitre)

Unit II: Writing

1. Expanding an Idea
2. Writing a Memo
3. Report Writing
4. Writing a Business Letter
5. Letters to the Editor
6. CV & Resume Writing
7. Covering Letter
8. Writing Formal Email
9. Elements of Story Writing
10. Note Making

Unit III: Language functions in listening and conversation

1. Discussion on a given topic in pairs
2. Speaking on a given topic individually
(Practice to be given using speaking activities from the prescribed textbooks)

Grammar and Usage

1. Simple and Compound Sentences
2. Complex Sentences
3. Noun Clause
4. Adjective Clause
5. Adverb Clause
6. The Conditionals in English
7. Words and their features
8. Phrasal Verbs
9. Collocation
10. Using Modals
11. Use of Passives
12. Use of Prepositions
13. Subject-verb Agreement
14. Sentence as a system
15. Common Errors in English Usage

Examination pattern

Each reading and writing question will invite a 200 word response.

Language function questions set in context will carry 01 mark per response. There will be 15 bit questions.

Midterm test 10 marks

End Term Total 40 marks

Unit I- Reading: 05 questions (03x 05 qns= 15 marks)

Unit II- Writing: 03 questions (05 x 03 qns= 15 marks)

Unit III- Grammar & usage: 10 qns (01x 10 qns = 10 marks)

Grammar questions must be set in contexts; not as isolated sentences as used for practice in the prescribed textbook.

All grammar and writing activities in the textbook

‘Vistas and Visions: An Anthology of Prose and Poetry’ (Ed.) Kalyani Samantray, Himansu S. Mohapatra, Jatindra K. Nayak, Gopa Ranjan Mishra, Arun Kumar Mohanty. (Orient Black Swan Publisher)

BBA GE II: Production & Operations Management

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I: Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II: Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III: Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV: Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory),

Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables.

Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, NewDelhi
7. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand

BBA CC III: Managerial Economics
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objectives: The purpose of this course is to apply managerial economics concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course content

Unit I: Economics for Business Decision: Nature and scope of Managerial Economics, Role of Managerial Economist and Business decision making. Demand and supply, Law of demand, Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, Demand forecasting.

Unit II: Production and cost – Production function, law of variable proportion, ISO cost and ISO quant, law of returns to scale, Basic concepts of cost and revenue, Cost curves, Break-even analysis; cost minimization and output maximization, Economies of scale: External and internal Economies and diseconomies of scale.

Unit III: Theory of firm and market organization: General market equilibrium; perfect competition (basic features, short run equilibrium of firm, long run equilibrium of firm; monopoly (basic features, short run equilibrium, long run equilibrium, comparison between monopoly and perfect competition, Price discrimination, Degrees Of Price discrimination.

Unit IV: Imperfect Market and Pricing Theory: Monopolistic competition: (Basic Features, short run equilibrium, long run equilibrium, Oligopoly: Cournot's Duopoly model. Pricing Theory: Full cost pricing, product pricing; Price skimming, Penetration Pricing.

Basic Concepts of Macro economics and National Income: Basic concepts of GDP, GNP, GDP deflator, Personal Disposable Income, Business Cycle, Inflation and deflation, Fiscal and Monetary policies to control inflation, Basic concepts of Balance of Payment.

Readings:

1. Managerial Economics- Petersen, Lewis, Jain, Pearson
2. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
3. Business Economics, M. Adhikary, New Delhi, Excel Books, 2000.
4. Managerial Economics – Analysis of Managerial Decision Making, H L Ahuja, S. Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, P L Mehta Sultan Chand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash
8. Managerial economics: H.L.Ahuja, sultan chand

BBA CC IV: Business Accounting
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Content:

Unit I: Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles, The Accounting Equation, nature of Accounts and Rules of Debit and Credit, Recording Transactions in three column Cash Book. An overview of Subsidiary books- Purchase Book, Purchase Returns Book, sales Book and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

Unit II: Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised)

Unit III: Indian Accounting Standards: concepts, benefits, procedure for issuing Ind accounting Standard in India, Salient features of Indian AS issued by ICAI. International financial reporting standards (IFRS): Features, uses and objective of IFRS, IFRS issued by IASB and consent of harmonization and convergence, obstacle in convergence.

Unit IV: Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis Horizontal Analysis, Vertical Analysis.

Ratio Analysis: Meaning and Usefulness of Financial Ratio; Analysis of Financial Ratio from the perspective of different Stakeholders like Investors, Lenders and Short-term Creditors; Profitability Ratio, Solvency Ratio, Liquidity Ratio and Turnover Ratio; Limitations of Ratio Analysis. Use of ratios to predict the financial crises of the company by using Altman Z-score and multiple discernment analysis.

Readings:

1. S. N. Maheshwari, Suneel K. Maheshwari and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pv. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, gart L. Sundem, John A. Elliott and Donna R. Philbrick, Introduction to Financial Accounting, Pearson
4. J. R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks
5. T. P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

SEMESTER III

ENGLISH: SEC-I – Communicative English & English Writing skill

Full Marks- 50 (10+40) marks, 02 credits

(Unit wise question pattern, answer one question from each unit)

Unit I: Introduction to the essentials of Business Communication: Theory and practice

Communication: Definition, Process, Purpose, Communication Network, Types of Communication, Barriers to communication

Unit II: Mechanics of Writing

Stages of writing, Preparing Notes, Style and Tone, linguistic unity, coherence and cohesion, How to Compose Business Messages, Citing references, and using bibliographical

Unit III: Writing a project report

Report planning, Types of Reports, Developing an Outline, Sections of the Report

Unit IV: Writing minutes of meetings, Circular, Notices, Memos, Agenda

Unit V: E-correspondence: E-mails, Business Letter Format, Styles, Types of Letter

Suggested Readings:

1. Scot, O.; Contemporary *Business Communication*. Biztantra, New Delhi.
2. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Ludlow, R. & Panton, F.; *The Essence of Effective Communications*, Prentice Hall of India Pvt. Ltd., New Delhi.
4. R. C. Bhatia, *Business Communication*, Ane Books Pvt Ltd, New Delhi

Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Objective: The objective of the paper is to understand the bases of India's diversity and its linkage with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Unit I: Recognizing, Accommodating and valuing diversity, challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension - immigration, competition for limited resources.

Unit II: Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil climate, natural vegetation, rural and urban settlements, Social diversity in India: Peopling demography, languages, castes, ethnicity, religions, sects, family, kinship and social institution; socio-cultural regions.

Unit III: People, Livelihood and Occupational Diversity, Traditional livelihoods and their nature agriculture, crafts, industry and services; Region, occupation and employment.

Unit IV: Linkage between Diversity and India's Socio-economic challenges, regional variations in terms of geographic and socio-economic factor trends and emerging options: Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development.

Unit V: Diversity and Business, Indian Consumers and marketing: Rural and Urban context, Diversity, manufacturing industry and services; Diversity and Innovation; Workforce diversity and management.

Reading Lists:

1. Bhatt, B. L. (1980) - "India and Indian Regions: A Critical Overview" in David E. Sopher ' *An Exploration of India- Geographical Perspective on Society and Culture* '. Cornell,. Pages - 35-61 for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992
3. Bose N. K. (1969), unity in Indian Diversity

Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Objective: This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables ; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Contents

Unit I: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit II: Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lumpsum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III: Money: Functions of Money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control.

Unit IV: Inflation: meaning, demand and supply side factors, consequences of inflation, anti inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

Unit V: Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

Readings:

1. Froyen, R.P. (2011) Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9th ed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7th ed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5th ed.) Pearson

**Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)**

Objective: This course aims to familiarize students with the marketing function in organization. It will equip the students with understanding of the Market Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases.

Course Content:

Unit I: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, marketing concept, Holistic marketing concepts. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach - Boston Consultative Group (BCG) matrix.

Unit II: Segmentation, targeting and Positioning: Levels of market Segmentation, Basis for Segmenting Consumer Markets, difference between Segmentation, Targeting and Positioning;

Unit III: Product & Pricing Decisions: Concepts of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging Labeling New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment) Adapting Price (geographical Pricing, promotional Pricing and Differential Pricing)

Unit IV: Promotion Mix: Factors determining promotion mix, Promotional Tools - basics of Advertisement, Sales Promotion, Public Relations & Publicity and personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesales.

Unit V: Marketing of Services-Unique Characteristics of Services, Marketing Strategies for service firms- 7Ps. Services marketing triangle, service blueprint.

Service Sector: Financial service, Tourism, education, IT and Communication, and health services

Readings:

1. Kotler, P. and Keller, K. L.: Marketing Management, Pearson
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., UIHaq, E.: Principles of marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V. S. & Namakumari, S.: Marketing Management: Global Perspective- Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South Western College Publishing.

(Unit wise question pattern, answer one question from each unit)

Objective: To acquaint students with role of Management Accounting in planning, control and decision-making.

Course Content

Unit I: Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting.

Unit II: Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit III: Cost-Volume-Profit Analysis: Contribution, Profit -Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit IV: Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Unit V: Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

SEMESTER- IV
BBA SEC II: E-Commerce
Full Marks- 50 (10+40) marks, 02 credits
(Unit wise question pattern, answer one question from each unit)

Course contents:

Unit I: Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C.

Unit II: Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets ,The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.

Unit III: Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value
Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.

Unit IV: Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams. Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL, Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH

Unit V: Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.

Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services.

E-core values: ethical issues, legal issues, taxation issues and international issues.

BBA GE IV: Ethics and Corporate Social Responsibility
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Unit I: Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit II: Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

Unit III: The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Unit IV: Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors.

Unit V: Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring, Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Readings:

1. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
9. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

BBA CC VIII: Business Research
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

Course Content:

Unit I: Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem.

Unit II: Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit III: Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement -Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit IV: Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA

Unit V: Introduction to theoretical concept of Factor Analysis and Discriminant Analysis

Readings:

1. Zikmund, Babin& Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. NareshMalhotra – Marketing Research, Pearson
6. Deepak chawla and Neena Sondhi - Research Methodology

BBA CC IX: Human Resource Management
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

Course Contents

Unit I: Human Resource Management: Concept, Functions, roles, skills & competencies, HRD- definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations

Unit II: Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III: Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

Unit IV: Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

Unit V: Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

BBA CC X: Financial Management
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Contents:

Unit I: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit II: Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.

Unit III: Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit IV: Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model;
Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit V: Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique,
Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Readings

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Pubilshlng Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

SEMESTER- V
BBA DSE I: International Finance
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course Content:

Unit I: Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India)

International Monetary System: Different types of Exchange rate mechanisms - the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

Unit-II: Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations-direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts

Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

Unit-III: Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

Unit-IV: Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

Unit-V: International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies.

Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management(Netting , pooling , leading and lagging), Accounts Receivables Management, Inventory Management.

Text Books:

1. PG Apte: International Finance, TataMcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall

References:

3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill.

BBA DSE II: Advertising and Brand Management
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Contents:

Unit I: Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

Unit II: How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

Unit III

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

Unit IV: Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes. Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process.

Unit V: Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning. Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapferer. Brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management

Readings:

1. Aaker, Myers & Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarty & Burnett : Advertising Principles & practices , Prentice Hall.
3. Kleppner's Advertising Procedure: W. Ronald Lane, Kane Whitehill King and J. Thomas Russell, Pearson Education.
4. George E. Belch & Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and Satish K. Batra : Advertising and sales promotion, Excel books
6. Cowley. D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster
9. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
10. Sandage, Fryburger, : Advertising Theory & Practice, Ratroll Longman Group

BBA CC XI: Quantitative Techniques for Management
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course contents:

Unit I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes)

Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

Unit III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV: Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information

Unit V: Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

Readings:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill
2. P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

BBA CC XII: Legal Aspects of Business
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

Unit I: The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit II: Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act 1881:

Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Unit III: The Companies Act 2013:

Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners& their relations, extent and limitation of liability.

Unit IV: Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

Unit V: The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Readings:

1. M.C.Kucchal: Business Law/Mercantile Law, VikasPublishing.House (P) Ltd.
2. M.C.Kucchal,&VivekKucchal: Business Legislation for Management,VikasPublishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari&Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

SEMESTER VI

BBA DSE III: Performance and Compensation Management

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Contents

Unit I: Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

Unit II: Performance management and reward systems. Performance Coaching, Mentoring and Counseling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

Unit III: Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

Unit IV: Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

Unit V: Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.

Readings:

1. Milkovich&Newman , Compensation, McGraw Hill.
2. T.J.Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N. Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler ,Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong
7. Herman Aguinis: Performance Management, Prentice Hill.
8. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
9. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
10. Bagchi, S. N.: Performance management, Cengage Learning India.
11. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
12. Robert B.: Performance management, McGraw-Hill Education India.

BBA DSE IV: Dissertation / Project Work

13. Full Marks - 100, Credits 06

14. (to be evaluated in totally)

BBA CC XIII: Business Policy and Strategy

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Objective: To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Unit I: Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions.

Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

Unit II: Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

Unit III: Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

Unit IV: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix;

Unit V: Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Readings:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. &A.J Strickland III : Crafting and executing strategy, TMH

Supplementary Readings

1. Gerry Johnson &Kevan Scholes, Exploring corporate strategies, PHI
2. UpendraKachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J.Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
4. Lawrence R. Jauch& William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

BBA CC XIV: Financial Institutions and Markets
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: objectives; issues in financial reforms and restructuring; future agenda of reforms; Role of RBI as a central banker; Products offered by Banks and FIs, Retail banking and corporate banking products. Core banking solution (CBS); RTGS and NEFT, comparison between Banks and NBFCs.

Unit II: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, role and functions of these markets. Primary Market for Corporate Securities in India, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings: Listing and Delisting of Corporate Stocks.

Unit III: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, free float vs. full float methodology,

Unit IV: Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Trading of securities on a stock exchange, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, Settlement mechanism at BSE & NSE.

Unit V: Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Commercial Paper, Certificate of Deposit, Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Municipal Bonds, Corporate Bonds vs. Government Bonds.

Readings:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications
4. Goel, Sandeep. (2012). Financial services. PHI.
5. Gurusamy, S. (2010). Financial Services. TMH.