

**Choice Based Credit System (CBCS) Syllabi for
BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)**

UNIVERSITY COLLEGE OF BUSINESS STUDIES

Himachal Pradesh University, Shimla

1. Title :

The degree shall be titled as Bachelor of Business Administration (B.B.A.) under the Faculty of Commerce and Management Studies w.e.f. the academic year 2013-14, B.B.A. Part II w.e.f. 2014-15 and B.B.A. Part III w.e.f. 2015-16.

2. Objectives :

- (i) To provide adequate basic understanding about Management Education among the students.
- (ii) To prepare students to explore opportunities being newly created in the Management Profession
- (iii) To train the students in communication skills effectively.
- (iv) To develop appropriate skills amongst students so as to make them competent for self-employment.
- (v) To inculcate Entrepreneurial skills.

3 Duration :

The Course shall be a full time course and the duration of the course shall be of three years.

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Semester I

Course Code	Title of the Course	Category	Max. Marks= 100		Lectures per Week (Minimum Hours)	Credit	
			Internal	External		Min	Max
BBA-101(C)	Business Organization & Management	Core	25	75	4	4	4
BBA-102 (C)	Financial Accounting	Core	25	75	4	4	4
BBA-103 (C)	Business Economics	Core	25	75	4	4	4
BBA-104 (E)	Business Communication & Personality Development	Elective. (The candidate shall opt one out of two courses).	25	75	4	4	4
BBA-105 (E)	Business Mathematics						
Compulsory	Minimum one and maximum two compulsory courses be opted from the basket of compulsory courses offered by the University.	Compulsory	25	50	3	3	6
Industrial visit.							
Total Credits						19	22

Note: *The institution can opt for General Interest and Hobby courses upto a maximum of three such courses and minimum of one from the basket of General Interest and Hobby courses being offered by the University i.e. one GI & H Course in First Three Semesters. (1 to 3 courses in first three semesters)

Tutorials, seminar presentations, assignment reading, project work etc. will be on every working Saturday of the week.

Semester II

Course Code	Title of the Course	Category	Max. Marks= 100		Lectures per Week (Minimum Hours)	Credit	
			Internal	External		Min.	Max
BBA-201(C)	Business Laws	Core	25	75	4	4	4
BBA-202(C)	Business Statistics	Core	25	75	4	4	4
BBA-203 (C)	Business Environment	Core	25	75	4	4	4
BBA-204 (E)	IT in Management	Elective. (The candidate shall opt one out of two courses).	25	75	4	4	4
BBA-205 (E)	Fundamentals of E-Commerce						
Compulsory	Minimum one and maximum two compulsory courses be opted from the basket of compulsory courses offered by the University.	Compulsory	25	50	3	3	6
Total Credits						19	22

Note: * The institution can opt for General Interest and Hobby courses upto a maximum of three such courses and minimum of one from the basket of General Interest and Hobby courses being offered by the University i.e. one GI & H Course in First Three Semesters. (1 to 3 courses in first three semesters)

Tutorials, seminar presentations, assignment reading, project work etc. will be on every working Saturday of the week.

Semester III

Course Code	Title of the Course	Category	Max. Marks= 100		Lectures per Week (Minimum Hours)	Credit Min Max	
			Internal	External			
BBA-301(C)	Financial Management	Core	25	75	4	4	4
BBA-302(C)	Human Resource Management	Core	25	75	4	4	4
BBA-303 (C)	Marketing Management	Core	25	75	4	4	4
BBA-304 (E)	Money and Banking	Elective. (The candidate shall opt one out of two courses).	25	75	4	4	4
BBA-305 (E)	Indian Financial System						
Compulsory	Minimum one and maximum two compulsory courses be opted from the basket of compulsory courses offered by the University.	Compulsory	25	50	3	3	6
GI&H*	To be chosen / opted by the institution from the bunch of GI & H Courses offered by the University.					1	
Total Credits						20	23

Note: *The institution can opt for General Interest and Hobby courses upto a maximum of three such courses and minimum of one from the basket of General Interest and Hobby courses being offered by the University i.e. one GI & H Course in First Three Semesters. (1 to 3 courses in first three semesters)

Tutorials, seminar presentations, assignment reading, project work etc. will be on every working Saturday of the week.

Semester IV

Course Code	Title of the Course	Category	Max. Marks= 100		Lectures per Week (Minimum Hours)	Credit	
			Internal	External		Min	Max
BBA-401(C)	Cost Accounting	Core	25	75	4	4	4
BBA-402(C)	Organizational Behaviour	Core	25	75	4	4	4
BBA-403(C)	Production & Operation Management	Core	25	75	4	4	4
BBA-404 (E)	Fundamentals of Insurance	Elective. (The candidate shall choose two out of three courses).	25	75	4	4	4
BBA-405(E)	Marketing Research		25	75	4	4	4
BBA-406(E)	Sales and Advertising Management						
BBA- 407 (ES) Environment Studies (Audit Based Course)							
Total Credits						20	20

Tutorials, seminar presentations, assignment reading, project work etc. will be on every working Saturday of the week.

Semester V

Course Code	Title of the Course	Category	Max. Marks= 100		Lectures per Week (Minimum Hours)	Credit	
			Internal	External		Min	Max
BBA-501(C)	Management Control Techniques	Core	25	75	4	4	4
BBA-502(C)	Company Law	Core	25	75	4	4	4
BBA-503(C)	Training Report and Viva- voce	Core	25	75	4	4	4
BBA-504 (E)	Retail Management	Elective. (The candidate shall opt three out of four courses).	25	75	4	4	4
BBA-505 (E)	Project Management		25	75	4	4	4
BBA-506 (E)	Investment Management						
BBA-507 (E)	Management Information System		25	75	4	4	4
Total Credits						24	24

Tutorials, seminar presentations, assignment reading, project work etc. will be on every working Saturday of the week.

Semester VI

Course Code	Title of the Course	Category	Max. Marks= 100		Lectures per Week (Minimum Hours)	Credit	
			Internal	External		Min	Max
BBA-601(C)	Strategic Management	Core	25	75	4	4	4
BBA-602(C)	Indian Business and Economy	Core	25	75	4	4	4
BBA-603 (C)	Project Report and Viva- voce	Core	25	75	4	4	4
BBA-604 (E)	International Trade	Elective (The candidate shall opt three out of four courses).	25	75	4	4	4
BBA-605 (E)	Entrepreneurship Development		25	75	4	4	4
BBA-606 (E)	Corporate Governance & Business Ethics		25	75	4	4	4
BBA-607 (E)	Taxation Laws						
Total Credits						24	24

Tutorials, seminar presentations, assignment reading, project work etc. will be on every working Saturday of the week.

Credit (Semester- Wise) Min Max

Semester- I	19	22+1*
Semester- II	19	22+1*
Semester- III	20	23
Semester- IV	20	20
Semester- V	24	24
Semester- VI	24	24
Total	126	

+* : If GI & H Opted in Ist & IInd Semesters

Note: Elective Courses will be applicable only if there are at least ten students opting that course in the institution.

BBA- 101 (C): Business Organization and Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Business Organization: Meaning and Objectives of Business Organization, Forms of Business Organization; Their advantages and limitations.</p> <p>Nature of Management:</p> <p>Meaning, Definition, nature, purpose, importance & Functions, Management as Art, Science & Profession- Management as social System.</p>	16
Unit- II	<p>Evolution of Management Thought:</p> <p>Contribution of F.W. Taylor and Henry Fayol to the management thought. Various approaches to Management.</p> <p>Planning - Meaning - Need & Importance, types levels – advantages & limitations. Forecasting - Need & Techniques Decision Making - Types - Process of rational decision making & techniques of decision making.</p>	13
Unit- III	<p>Organizing - Elements of organizing & processes: Types of organizations, Delegation of authority - Need, difficulties in delegation – Decentralization</p> <p>Staffing - Nature & Importance of staffing, Process of recruitment and selection.</p>	14
Unit- IV	<p>Direction - Nature – Principles, Communication - Types & Importance, Motivation - Importance – theories, Leadership - Meaning - styles, qualities & functions of leaders</p> <p>Controlling – Meaning and steps of controlling; essentials of a sound controlling system.</p>	17
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts		

Skill Development:

- Preparation of charts depicting different leadership styles.
- Charts depicting different organization structures.
- Charts depicting motivation theories.
- Simulation in the form of role playing and gaming for effective communication and motivation.

Books Recommended:-

- 1.. Essential of Management - Horold Koontz and Iteinz Weibrich - McGrawhills International
2. Management Theory & Practice - J.N.Chandan
3. Essential of Business Administration - K.Aswathapa Himalaya Publishing House
4. Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi
5. Business Organization & Management - Dr. Y.K. Bhushan
6. Management: Concept and Strategies By J. S. Chandan, Vikas Publishing
7. Principles of Management, By Tripathi, Reddy Tata McGraw Hill
8. Business organization and Management by Talloo by Tata McGraw Hill
9. Business Environment and Policy – A book on Strategic Management/Corporate Planning
10. Business Organization and Management by R.K. Singla, VK Global Publications Pvt. Ltd., Delhi.

BBA= 102 (C):Financial Accounting

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Introduction: Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting. Conceptual Frame work: Accounting Concepts and Conventions.	12
Unit- II	Recording of transactions: Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance.	15
Unit- III	Preparation of Final Accounts: Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business.	16
Unit- IV (Only Theory)	Introduction to Company Final Accounts: Important Provisions of Companies Act, 1956 in respect of preparation of Final Accounts. Understanding of final accounts of a Company. Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Issue of two classes of Shares, Right Shares, Re-issue of Shares. Debentures: Classification of Debentures, Issue of Debentures, Different Terms of Issue of Debentures, Writing off Loss on Issue of Debentures, Accounting Entries, Redemption	17
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts		

Skill Development:

Charts showing accounting concepts and conventions.

Simulation in the form of role playing to perform the process of recording and preparation of accounts.

Books Recommended:

1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
2. Financial accounting: By Jane Reimers (Pearson Education)
3. Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)
4. Financial Accounting For Management: By Amrish Gupta (Pearson Education)
5. Financial Accounting For Management: By Dr. S. N. Maheshwari (Vikas Publishing House)
6. Maheshwari, S.N. and Maheshwari, S. K., (2009) An Introduction to Accountancy, Eighth Edition, Vikas Publishing House.
7. Financial Accounting by R.S. Singal, VK Global Publications Pvt. Ltd., Delhi.

BBA 103(C): Business Economics

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Introduction to Business Economics and Fundamental concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics. Market Demand Analysis; Meaning, functions, Law of Demand and demand curve.	13
Unit- II	Consumer Behavior and Demand Analysis: Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Elasticity of Demand; Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Demand Forecasting.	14
Unit- III	Theory of Production: Meaning and Concept of Production, Factors of Production and Production function, Law of Variable Proportions (Short Run Production Analysis), Law of Returns to a scale. Cost Analysis & Price Output Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale, Explicit Cost and Implicit Cost,	17
Unit- IV	Pricing Under Perfect Competition, Monopoly and Monopolistic Competition,	16
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will		

have to attempt any six parts.

Skill Development:

Formulation of charts, graphs and other statistical diagrams.
Assignment writing.

Books Recommended:

Business Economics, By T.R. Jain, VK Global Publications Pvt. Ltd., Delhi.
Managerial Economics by T.L.Kaushal.

BBA104(E): Business Communication and Personality Development

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Introducing Business Communication Basic Forms of Communicating; Effective Communication; Self-development and communication Development of Positive Personal Attitude; SWOT Analysis; Corporate Communication Formal and Informal Communication Networks; Grapevine; Miscommunication (Barriers); Improving Communication. Principles of Effective Communication</p>	14
Unit- II	<p>Communication and Ideal Personality Effective communication & it's key aspects, Body language, Assertiveness, problem-solving, Conflict & stress management, decision making skills, Motivation, positive & creative thinking, Leadership & qualities of successful leader, character building, Teamwork, Lateral thinking, Time management, Work ethics, personality –A spiritual journey beyond management of change-Good manners & etiquettes- Interpersonal relationships-Analysis of strengths & weaknesses.</p>	16
Unit- III	<p>Personality: perception- personality, Man-personal personality, Personality Factors- Factors of association- Personality Relationship at home-friends-environment educational factor- Situational Factors- Conditional- Genetic- compulsory- spiritual-public relations factors. Personality Traits Personality Traits-personality person- formation- factors influencing person habits of highly effective people & personality habits- Be</p>	14

	proactive—Begin with the end in mind—Put first things first—Think win- Seek first to understand then to be understood – Synergize – Sharpen the saw	
Unit- IV	<p>Five Pillars of Personality Development</p> <p>Introspection – Self Assessment – Self Appraisal – Self Development- Self Introduction.</p> <p>Self Esteem</p> <p>- Term of self esteem- symptoms- advantages- Do's and don'ts to develop positive – Positive self esteem & negative self esteem</p> <p>Personality Formation Structure</p> <p>Mind mapping, Competency mapping& 360* assessment & development, Types of persons – Extrovert- Introvert- Ambivert person</p>	16
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Preparation of assignments and presentations.

Group Discussion.

Writing and skill development competitions.

Books Recommended:

- 1) 7 Habits of highly effective people-Stephen Covey
- 2) You can win-Shiv Khera –McMillan India ltd.
- 3) 3.Basic Managerial Skill for all-Prentice –Hall of India Pvt ltd, New Delhi.
- 4) 8th Habit-Stephen covey
- 5) Management thoughts-Pramod Batra.
- 6) Business Communication by Sri Jin Kaushal, VK Global Publications Pvt. Ltd., Delhi.

BBA 105 (E) Business Mathematics

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Ratio, Proportion and Percentage</p> <p>Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage- Meaning and Computations of Percentages.</p> <p>Profit And Loss</p> <p>Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission and brokerage.</p>	14
Unit- II	<p>Interest</p> <p>Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Installments(EMI), Problems.</p> <p>Shares and Dividends</p> <p>Concept of Shares, Stock exchange, Face Value, Market Value, Dividend, Equity Shares, Preferential Shares, Bonus Shares, Examples.</p>	15
Unit- III	<p>Matrices And Determinants (upto order 3 only) : Multivariable data, Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via adjoint Matrix, Homogeneous</p> <p>System of Linear equations, Condition for Uniqueness for the homogeneous system, Solution of Non-homogeneous System of Linear equations (not more than three variables). Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix, Problems.</p>	16
Unit- IV	<p>Permutations and Combinations :</p> <p>Permutations of ‘n’ dissimilar objects taken ‘r’ at a time (with or without repetition). $nPr = n! / (n-r)!$ (without proof). Combinations of ‘r’ objects taken from ‘n’ objects. $nCr = n! / r! (n-r)!$ (without proof) problems, Applications.</p>	15
<p>Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.</p>		

Skill Development:

Practical Exercises.

Charts showing formulae.

Books Recommended:

- 1) Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.
- 2) Business Mathematics by V. K. Kapoor - Sultan chand & sons, Delhi
- 3) Business Mathematics by Bari - New Literature publishing company, Mumbai
- 4) Mathematics – Munish Khanna
- 5) Business Mathematics – Anil K. Gupta

BBA 201 (C): Business Laws

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Law of Contract (1872) ; Nature of contract; classification, offer and acceptance; Capacity of parties to contract; Free Consent; Consideration; Legality of Object, Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.	15
Unit- II	Special Contracts ; Indemnity; Guarantee; Bailment and Pledge; Agency.	14
Unit- III	Negotiable Instrument Act 1881 ; Definition of Negotiable Instruments; features; promissory note; Bill of Exchange & Cheque; Holder & Holder in the due course; crossing of a cheque; Types of crossing; Negotiation; Dishonor on grounds of insufficiency of funds.	17
Unit- IV	The Consumer Protection Act. Value Added Tax (VAT)	14
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentations.

Simulations in the form of processing negotiable instruments.

Awareness lectures on consumer protection and system of value added tax.

Suggested Readings:

1. Desai T.R.; *Indian Contract Act, Sale of Goods Act and Partnership Act* : S.C. Sarkar & Sons Pvt. Ltd., Kolkata, 2000.
2. Khergamwala J.S; *The Negotiable Instruments Act* : N.M.Tripathi Pvt. Ltd, Mumbai, 2000.
3. Singh Avtar; *The Principles of Mercantile Law* : Eastern Book Company, Lucknow, 2000.
4. Kuchal M.C; *Business Law* : Vikas Publishing House, Pvt. Ltd., New Delhi, 2000.
5. Kapoor N.D; *Business Law* : Sultan Chand & Sons, New Delhi, 2000.
6. Chandha P.R; *Business Law* : Galgotia, New Delhi, 1999.
7. Business Law by Ashok Sharma, VK Global Publications Pvt. Ltd., Delhi.

BBA- 202(C): Business Statistics

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Population and Sample :</p> <p>Definition of Statistics, Scope of Statistics in Economics, Management, Sciences and Industry. Concept of population and sample with illustration. Methods of Sampling – (Description of sampling procedures only)</p> <p>Data Condensation and graphical Methods :</p> <p>Raw data , attributes and variables , classification , frequency distribution , cumulative frequency distributions.</p> <p>Graphs - Histogram , Frequency polygon.</p> <p>Diagrams - Multiple bar , Pie ,Subdivided bar.</p>	15
Unit- II	<p>Measures of Central Tendency :</p> <p>Criteria for good measures of central tendency , Arithmetic mean , Median and Mode for grouped and ungrouped data , combined mean .</p> <p>Measures of Dispersion : Concept of dispersion , Absolute and relative measure of dispersion, Range, Variance, Standard deviation, Coefficient of variation, Quartile Deviation , Coefficient of Quartile deviation.</p>	15
Unit- III	<p>Correlation and Regression (for ungrouped data) : Concept of correlation, positive & negative correlation, Karl Pearson's Coefficient of correlation, meaning of regression, Two regression</p>	16

	equations, Regression coefficients and properties.	
Unit-IV	Time Series Analysis : Simple trend, moving average and least square. Index Number	14
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Practical Exercises.

Charts showing formulae.

Books Recommended:

1.S.C. Gupta – Fundamentals of Statistics - Sultan chand & Sons, Delhi.

2.D.N. Elhance – Fundamentals of Statistics – Kitab Mahal, Allahabad.

3. M. Satayanarayana, Lalitha Raman- Management operations Research.

4.V.K. Kapoor – Operations Research Techniques for Management -

Sultan chand & Sons,Delhi.

5. Business Statistics by T.R. Jain and S.C. Aggarwal, VK Global Publications Pvt. Ltd., Delhi.

BBA- 203(C): Business Environment

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	An Overview of Business Environment: Type of Environment-Internal, External, Micro and Macro Environment, Competitive Structure of Industries, Environmental Analysis and Strategic Management, Managing Diversity, Scope of Business, Characteristics of Business, Objectives and the Uses of Study, Process and Limitations of Environmental Analysis.	16
Unit- II	Economic Environment: Nature of Economic Environment, Economic, Nature and Structure of the Economy, Monetary and Fiscal Policies, Competition Act, 2000.	17
Unit- III	Socio-Cultural Environment: Nature and Impact of Culture on Business, Culture and Globalization, Social Responsibilities of Business, Business and Society, Social Audit. Political Environment: Functions of State, Economic Roles of Government, Government and Legal Environment, The Constitutional Environment, Rationale and Extent of State Intervention.	14
Unit- IV	International Business Environment; IMF, IBRD, WTO, ASEAN, MNCs, Foreign Collaboration.	13
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to		

attempt any six parts.

Skill Development:

Preparation of Charts.

Simulation Exercises for developing social and group behaviour

Books Recommended:

1. Aswathappa, K., (2000), Essentials of Business Environment, 7th edition, Himalaya Publishing House.
2. Gupta C. B., (2008), Business Environment, 4th edition, Sultan Chand.
3. Bedi, Suresh, ((2004)), Business Environment Excel Book.
4. Ian Worthington, Chris Britton, (2009), Business Environment, Pearson Education.
6. Business Ethics - O.C. Ferrell, John Paul Fraedrich, Linda Ferrell.
7. Business Ethics - Gautam Pherwani
8. Business Ethics - Ritu Pamraj.
9. Business Ethics - Prof. Agalgatti
10. Business Environment by T.R. Jain and Mukesh Trehen, VK Global Publications Pvt. Ltd., Delhi.

BBA204 (E): IT in Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Introduction to Computers- Evolution of computer. Various generations of Computer. Characteristics of computer, Applications of computer in different fields particularly in business. Advantages and limitations of computers. Block diagram of a computer. Input and Output devices.	14
Unit- II	Operating System Concept- Introduction to Operating System. Functions of Operating System. Types of Operating Systems. MS-DOS- Booting Procedure, start-up sequence. Knowledge of DOS	16

	<p>commands- DIR, CLS, DATE, TIME, MD,CD, RD,RENAME, DEL, BACKUP, RESTORE, COPY, SCANDISK, CHKDSK.</p> <p>MS-WINDOWS-</p> <p>Difference between Windows and DOS operating system. Basic features of Desktop- Date & Time, Time-Zone, Display, Screen Saver, Fonts, Mouse and Mouse pointers. Use of Window Explorer for various operations on folders and files.</p>	
Unit- III	<p>Introduction to MS-Office 2007 and its components-</p> <p>MS- WORD 2007-</p> <p>Starting word, creating new documents. Entering text and formatting text. Numbering and Bullets. Paragraph formatting.</p> <p>Tables- Creation, adding rows and columns, splitting and merging cells, and using borders. Saving and closing a document. Use of various shortcut keys.</p> <p>MS-EXCEL2007-</p> <p>Inserting new worksheet. Formatting worksheets. Calculating with formulas and functions. Ranges , AutoFill, Data(Sort and Filter) Working with charts Creating Excel Database.</p> <p>MS-POWERPOINT2007-</p> <p>Creating a simple presentation. Slide layouts and backgrounds. Transition and Animation effects. Inserting an organization chart.</p>	15
Unit- IV	<p>Computer Virus-</p> <p>Definition and characteristics of Virus. Different types of Viruses. Anti-virus.</p> <p>Concept of Networking and Internet-</p> <p>Networking Concepts-Goals of networking. Types of networking (LAN, MAN, WAN). Communication media, Mode of transmission (Simple, Half Duplex, Full Duplex). Analog and Digital transmission of data.</p> <p>Internet-</p> <p>Definition and evolution of Internet. Advantages of Internet. Types of Connections, Internet Service Providers (ISPs). WWW, Search Engines and popular Web Browsers. E-Mail-Features, Usages and creation and management of e-mail account.</p>	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Learning through practicing on the Computers.

Books Recommended :

Introduction to Information Technology by: V. Rajaraman Prentice Hall of India.

Computer fundamentals by: P.K. Sinha

PC Software for Windows by: R.K.Taxali

BBA 205(E) Fundamentals of E- Commerce

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Introduction to Electronic Commerce</p> <p>What is E-Commerce (Introduction and Definition), Main activities E-Commerce, Goals of E-Commerce, Technical Components of E-commerce, Functions of E-commerce, Adv / Disadvantages of E-commerce, Scope of E-commerce, Electronic commerce Applications Electronic commerce and Electronic Business</p> <p>(C2C)(2G , G2G , B2G , B2P,B2A,P2P, B2A, C2A, B2B,B2C)</p>	15
Unit- II	<p>Electronic Data Interchange & Electronic payment System</p> <p>Introduction to EDI, Concepts of EDI and Limitation, Application of EDI, Disadvantages of EDI, EDI model, Introduction to EPS, Concept of e-Money, Types of Electronic payment system, Payment types, Traditional payment, Value exchange system, Credit card system, Electronic funds transfer, Paperless bill, Modern payment cash, Electronic cash</p>	16
Unit- III	<p>3 Internet Marketing</p> <p>The PROS and CONS of online shopping, The PROS and CONS of online shopping, The cons of online shopping, Justify an Internet business, Internet marketing techniques, The E-cycle of Internet marketing, Personalization e- commerce</p>	14
Unit- IV	<p>4 Security Issues in e-business</p> <p>Securing E-commerce Networks: Security Protocols such as HTTPS, SSL,</p> <p>Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates</p> <p>Use of Electronics in Accounting:</p> <p>Tally with Practicals</p>	16
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Learning through practicing on the Computers.

Books Recommended:

1. E-Commerce Concepts , Models , Strategies by -- G.S.V Murthy
2. E-Commerce by --Kamlesh K Bajaj and Debjani Nag
3. Electronic Commerce by --Gary P. Schneider
4. Frontiers of E-Commerce by – Ravi Kala Kota & Andrew Whinston

BBA- 301(C): Financial Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>INTRODUCTION</p> <p>Finance - Definition - Nature and scope of finance function. Financial Management - Meaning - Scope and Objectives Organizational framework of financial management- Relationship of finance Department with other departments- Role of finance manager</p> <p>FINANCIAL PLANNING</p> <p>Meaning - concept - objectives - types - steps - significance - basic considerations - limitations.</p>	13
Unit- II	<p>CAPITALISATION AND CAPITAL STRUCTURE</p> <p>Meaning - criteria for determining capital structure. Factors influencing capital structure. Capital Structure Theory, Over capitalization and under capitalization, Leverages</p>	15
Unit- III	<p>Working capital management; Meaning, factors affecting working capital, operating cycle, Inventory Management, Receivables Management and Cash Management.</p>	16
Unit- IV	<p>Cost of capital, Dividend policy.</p>	16
<p>Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.</p>		

Skill Development:

- Practical Exercises.
- Charts showing formulae.

Books Recommended:

1. P.V. Kulkarni - Financial Management - Himalaya Publishing House, Mumbai.
2. S.C. Kucchal - Corporation Finance - Chaitanya Publishing House, Allahabad.
3. I.M. Pandey - Financial Management - Vikas Publishing House.
4. R.M. Shrivastava - Pragati Prakashan, Meerut.
5. M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.
6. Prasanna Chandra - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.

BBA- 302 (C): Human Resource Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Introduction to H. R. M.</p> <p>Definition and concept of H. R. M. and personnel Management H.R.M. and Human Resource Development</p> <p>Importance of H.R.M.- Activities and functions of HRM Organization of H.R.M. department- Role of H.R.M Department Limitations of HRM- Challenges before H. R.M.</p>	14
Unit- II	<p>Human Resources Planning</p> <p>Definition and objectives of Human Resource planning process of Human Resource planning factors influencing estimation of Human Resources.</p> <p>Concept of Recruitment-Recruitment policy-Sources of Recruitment-Selection procedure – Promotion and demotion policy- Transfer policy.</p> <p>Performance Appraisal</p> <p>Concept and objectives of performance Appraisal- Process</p> <p>Performance Appraisal Methods- Uses and limitations of Performance Appraisal.</p>	15
Unit- III	<p>Training and Development</p> <p>Meaning and Definition- Need-Objectives-Importance of Training-Training Methods-Evaluation of Training Programme. Concept of Management Development Management Development Process and methods Evaluation of Management Development Programme.</p>	15
Unit- IV	<p>Wage and Salary Administration</p>	16

	Methods of wage payments-Employee Remuneration factors determining the level of remuneration- Profit sharing-Fringe Benefits and Employee services-Wages & Salary Administration	
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

- Preparation of charts
- Simulation in the form of role playing and gaming for effective training and development.
- Exercises on performance evaluation.

Books Recommended :

- 1) A. M. Sharma - Personnel and Human Resource Management.
- 2) S. K. Bhatia and Nirmal Sing - Personnel Management and Human Resource Management.
- 3) V. P. Michael -Human Resource Management & Human Relations
- 4) P. C. Pardeshi - Human Resource Management.
- 5) C. B. Mamoria - Personnel Management
- 6) S. R. Nair - Organisational Behaviour
- 7) K. Ashwathappa - Organisational Behaviour
- 8) Anjali Ghanekar - Organisational Behaviour

BBA- 303(C): Marketing Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Introduction</p> <p>Marketing – Definition, Concepts Significance & functions of Marketing, Approaches to the study of Marketing, Relevance of Marketing in a developing economy. Role & functions of Marketing Manager.</p> <p>Types of Marketing</p> <p>Tele Marketing, E-Marketing-Service Marketing, Rural Marketing feature</p>	14

	& importance suggestion for improvement of Rural Marketing, Marketing Planning & strategies.	
Unit- II	Marketing Mix Meaning – Scope, Utility – Product mix, Product concept, Product life Cycle – Product Simplifications – Decertification Elements Price mix – factors, Methods, Importance.	16
Unit- III	Types of Channels Factors influencing channels, Elements of Promotion Mix – Sales Promotion System. Recent Trends in Promotion Sale. Advertising – Role of Advertising, Advertising Media.	15
Unit- IV	Market Segmentation Meaning, Definition, Different ways to Segmentation, Essential of effective Market Segmentation, Destination between differential Marketing & Concentrated Marketing.	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentations and group behaviour exercises to develop communication and behaviour for dealing market places and customers.

Practical exercises for learning market segmentation.

Books Recommended:

1. Marketing Management By Philip Kotler
2. Marketing Management Cravens By Hills – Woodruff
3. Marketing – A Managerial Introduction By Gandhi
4. Marketing Information System By Davis – Olsan
5. Consumer Behavior By Schiffman – Kanuk
6. Principles and practice of Marketing By John Frain

BBA-304 (E) MONEY AND BANKING

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will

consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Money Evaluation and function of money- Significance of Money Quantity theory of Money- Demand for and Supply of Money.	12
Unit- II	Commercial Banking function and kinds- Balance sheet of Commercial bank –Investment policy- Commercial in Economic Development- Branch Banking and unit banking – deposit banking Vs mixed banking	16
Unit- III	Function of central bank-credit control Quantitative controls- Quantitative controls –selective controls-RBI in economic development Money market structure- Organized and un organized money market- Development of money market-	17
Unit- IV	Indian money market-London and Newyark money market- Capital market in India Inflation: Meaning and kinds of inflation- Consequences of inflation –control of inflation- Deflation- inflation in an underdeveloped economy.	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Charts preparation.

Assignments and presentations.

References:

1. K.P.M. Sundaram, Money Banking and International Trade, S.Chand, New Delhi.
2. M.L Jhingan, Money Banking and International Trade, S.Chand, New Delhi.
3. S.Sankaran, Money & International Trade, Margam Publications.

BBA 305 (E):Indian Financial System

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Financial System, structure of Financial System, Instruments of Financial System. Insurance , Kinds of Insurance, Schemes and procedure under Insurance. Banking and functions of Banking. Meaning, importance of financial services, types of financial services, financial services and economic environment, players in financial services.	15
Unit- II	Merchant banking, functions & activities, Issues management: managing new issues, Equity issues – Rights issues ,underwriting :functions, bankers to an issue, book building and reverse book building, debenture trustees, portfolio managers. An overview of role of SEBI	14
Unit- III	Role of Financial Institutions, Development banks and other banking institutions. SEBI	16
Unit- IV	Leasing and hire purchase, concepts and features, types of lease accounts Factoring & Forfeiting, Mutual funds - Structure of Mutual Funds- Types Mutual Funds– Advantages of mutual funds - Exchange Traded Funds, Credit rating. Stock broking, Consumer finance, Credit Cards.	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Charts preparation.
Assignments and presentations.

Books Recommended:

1. Financial Services—M.Y.Khan – Tata Mc Graw Hill
2. Merchant Banking Principles and Practice : H.R,Machiraju – New Age International
3. Financial Services – Gorden & Nataraju – HPH
4. Merchant banking and financial services – N. Mohan – Excel books
5. Indian Financial System – Pathak - Pearson Education
6. Corporate Finance- Principles and Problems- P V Kulkarni.
7. Changing Role of Development Banks in India – Devinder sharma , Sanjiv Verma – Konal Publishers New Delhi.
8. Karampal, B.S.Bodla,and Mahesh Garg, ‘Insurance Management-Principles and Practice’, Deep & Deep Publication,2006.
9. M.N.Mishra, ‘Insurance-Principles and practice,’ S. Chand and co. Ltd., 2003
10. Nalini Prave Tripathy, Prabir Pal, ‘Insurance theory and practice’ TMH 2007.
11. Neelam C. Gulati, ‘Principles of Insurance Management’, Excel Books, 2007

BBA 401 (C): Cost Accounting

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Introduction. Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and objectives of cost Accounting, Advantages and Limitations of Cost Accounting, Difference between Financial and Cost Accounting, Cost Unit & Cost Centre Elements of cost Material, Labour and other Expenses, Classification of cost & Types of Costs	14
Unit- II	Material, Labour and Overheads; practical	15
Unit- III	Preparation of Cost Sheet with Practical exercises. Process Costing; meaning, advantages and calculation of process cost.	14
Unit- IV	Standard Costing; Meaning, advantages, Material and Labour variance. Job Costing; only theory	17
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Practical Exercises.

Charts preparation.

Presentations.

Books Recommended:

1. Advanced cost Accounting by Saxena and Vasistha.
2. Advanced cost Accounting by S.P.Jain and Narong.
3. Cost Accounting by S.N.Maheshwari
4. Cost Accounting by Ratnam.
5. Practice in Advanced Costing and Management Accounting by Prof. Subhash Jagtap

Nirali Prakashan, Pune.

6. Cost and Works Accounting II and III Prof.Subhasg Jagtap,
Prof.Pagar and Dr.Nare K.S.Publication,Pune.
7. Cost Accounting – Bhatta HSM,Himalaya Publication
8. Cost Accounting – Prabhu Dev , Himalaya Publication
9. Advanced Cost Accounting – Made Gowda,Himalaya Publication
10. Cost Accounting by S.P. Gupta, VK Global Publications Pvt. Ltd., Delhi.

BBA- 402(C): Organization Behaviour

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions

Units	Syllabus	No. of Lectures
Unit- I	Introduction to Organizational Behaviour Meaning- Definition- Scope- Disciplines Contributing to Organizational Behaviour -Models and Approaches of Organizational Behaviour.	14
Unit- II	Organizational Changes and Development Nature of change- Levels of Change- Types of change- Resistance to change- Organisational Development Programme.	15
Unit- III	Transaction Analysis , Group Behavior, Organizational Dynamics.	16
Unit- IV	Organizational Conflict and Discipline, Organizational Culture.	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts		

Skill Development:

Charts preparation.

Assignments and presentations.

Simulation in the form of Role Playing

Recommended Books :

1. S. R. Nair - Organisational Behaviour
2. K. Ashwathappa - Organisational Behaviour
3. Anjali Ghanekar - Organisational Behaviour
4. L.M. Prasad: Organizational behaviour

BBA- 403(C): Production and Operation Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Introduction Meaning and Functions of Production Management, Role and Responsibility of Production Function in Organization, Types of Production System- Continuous Intermittent, Job lots etc Plant Layout- Objectives, Types, Materials Flow Pattern. Safety Considerations and Environmental Aspects	14
Unit- II	Inventory, Inventory management, methods of Inventory control .	15
Unit- III	Production Planning and Control Meaning, Objectives, Scope, Importance & Procedure of Production Planning, Routing scheduling Master Production Schedule, Production Schedule, Dispatch, Follow up, Production Control- Meaning, objectives, Factors affecting Production Control.	15
Unit- IV	Methods Study, Work Study and Time Study Methods Study- Concept, Questioning Techniques, Principles of Motion Economy, flow Process Chart, Multiple Activity Chart, SIMO Chart, Travel Chart. Work Study- Concepts, Scope and Applications, Work Study and Production Improvement. Time Study –Routing Concepts, Stopwatch Study, Allowance, PMTS Systems (Concepts Only) Activity Sampling.	16
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Practical Exercises.
Charts preparation.
Presentations.

Books Recommended:

1. Financial Management by I.M. Pandey
2. Financial Management by N.D. Kapoor

BBA- 404(E) Fundamentals of Insurance

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will

consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Introduction to Insurance: Purpose and need of insurance; Insurance as a social security tool; Insurance and economic development. Fundamentals of Agency Law: Definition of an agent, Agents Regulations; Insurance Intermediaries; Agents, Compensation. Procedure for Becoming an Agent: Pre-requisite for obtaining a license; duration of license;	15
Unit- II	Cancellation of license; Revocation or suspension/ termination of agent appointment; code of conduct; unfair practices. Functions of the Agent: Proposal form and other forms for grant of cover, Financial and medical underwriting; Material information;	14
Unit- III	Nomination and assignment; Procedure regarding settlement of policy claims. Profile of Insurance Companies: Organizational set-up of the company; Promotion strategy;	15
Unit- IV	Market share; Important activities, Structure; Product; Actuarial profession; product Pricing actuarial aspects; Distributions channels. Principles of Life Insurance/Marine/Fire/Medical/General Insurance. Contracts of various kinds; Insurable Interest.	16
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Practical Exercises.
Charts preparation.
Presentations.

Suggested Readings:

1. Mishra, M.N., Insurance Principles and Practice; S. Chand and Co., New Delhi.
2. Insurance Regulatory Development Act, 1999.
3. Life Insurance Corporation Act, 1956.
4. Gupta, O.S., Life Insurance, Frank Brothers, New Delhi.
5. Vinayakam N. Radhaswamy and Vasudevan, S.V., Insurance-Principles and Practice, S. Chand and Co., New Delhi.
6. Mishra, M.N.; Life Insurance Corporation of India, Vols. I, II & III, Raj Books, Jaipu

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Commercial and business research : aims, objectives, Importance – Research methodology, Research Plan or design-steps to be followed. Data processing and analysis :Editing, Codification, Classification, Tabulation, Scaling & Measurement. Hypothesis & its testing.	14
Unit- II	<p>Research Process</p> <p>a. Collecting data :</p> <p>b. Secondary data :</p> <p>Sources of collecting secondary data : Demographic information – money, Banking-company Information - Labour market-Capital Market – Tax Information – information on the Economy, International business –</p> <p>Government Information – Syndicated Commercial and other non – Government sources of Information.</p> <p>Research Process</p> <p>a. Primary Data:</p> <p>b. Methods of collecting primary data / tools for collecting primary data.</p> <p>Questionnaire method : Types of Questions, essentials of good questionnaire / guidelines for Questionnaire designing, Scheduling, Sampling, methods, advantages</p> <p>Interview Method : structured and unstructured</p> <p><input type="checkbox"/>Observation Method</p> <p><input type="checkbox"/>Group discussion Method.</p>	15
Unit- III	Market Conditions, Criteria of Market mix , sampling and survey analysis of market.	15
Unit- IV	<p>Methods of Marketing Research</p> <p>Writing skills for Business Research :</p> <p>Project report : selecting and defining Topic, Project – Terms of reference, Subject matter, Style, Structure</p> <p>Research Paper</p> <p>Communication research orally – power point presentation.</p> <p>Use of Computers in research : data collection and analysis.</p>	16

Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.

Skill Development:

Practical Exercises on formulation of questionnaire, pilot survey and data presentation process.
Charts preparation.
Presentations.

Books Recommended:

Hand Book of Research
Research methodology – Kothari.

BBA- 406 (E) SALES AND ADVERTISING MANAGEMENT

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Communication Process: Basic communication process, role of source; Advertising and sales. Encoding and decoding of message, media, audience, feedback, and noise. Advertising and Communication mix: Different advertising functions; Types of advertising;	16
Unit- II	Economic social aspects of advertising; advertising process- an overview; setting advertising objectives and budget.	14
Unit- III	Creative aspects of Advertising: Advertising appeals, copy writing, headlines, illustration, message, copy types.	14
Unit- IV	Advertising Media: Different types of media; Advantages and limitations of different media of communication. Media planning and scheduling.	16
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Charts preparation.
Presentations by using different media of communication.
Simulation and role playing for developing behaviour.

SUGGESTED READING:

1. Asker, David and Myers John G., Advertising Management, Prentice Hall of India , New Delhi.
2. Border W.H., Advertising, John Wiley, N Y.
3. Oglvy D., Ogivy on Advertising, Longman Publication.
4. Aaker David A, Batra Rajeev, Myers G., Advertising Management, Prentice Hall of India, , New Delhi.
5. Sengupta Subroto, Brand Positioning Strategies for Competitive Advantage, Tata McGraw Hill, New Delhi.
6. Cundiff Still and Govani: Sales Management, Prentice Hall, New Delhi.
7. Rorsiter John R. and Percy Larry, Advertising and Promotion Management; McGraw Hill , New York.
8. Sundage, Fryburger, Rotzoll, Advertising Theory and Practice, AITBS, New Delhi.
9. Skill, Richarcd R., Gundiff, Edwards W & Govani, Norman A.P., Sasles Management, PM

BBA- 407: Environment Studies (Compulsory Audit Based)

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of short answer type questions. The candidate will have to attempt ten short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Environmental Education; Definition, meaning, objectives and importance. Scope of environment education, content, convergence for science, art and humanities. Natural resources; over exploitation, proper utilization and development. Bio- diversity and its conservation.	14
Unit- II	Eco- system, community and bio- sphere. Population explosion and its impact on environment; air, water, noise pollution and its control. Forests conservation and social forestry. Audio- visual technology and wild life conservation. Environment education resource material (Including Audio- visual resource material) Soil erosion and its conservation. Energy and Environment.	15
Unit- III	Environment education planning and its implementation. Environmental awareness in society. Methods of solving environmental problems and planning for the same. Environment clubs, laboratories, libraries and publications.	14
Unit- IV	Effects of population growth on environment and world order. Effects of insecticides on health. Polluted habitats. Man and global environment, global view of environment. Planning for pollution free environment for the future.	16

Skill Development:

Charts preparation.
Presentations.

Books Recommended:

1. Environment Education, Harish Chander Vyas, Vidya Vihar, New Delhi.

BBA- 50I(C): Management Control Techniques

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Introduction</p> <p>Management Accounting Need, Essentials of Management Accounting, Importance, Objectives, Scope, Functions, Principal systems and Techniques, Advantages, Limitations, Distinction between Financial Accounting and Management Accounting, Distinction between Cost Accounting and Management Accounting.</p>	14
Unit- II	<p>Analysis and Interpretation of Financial Statement</p> <p><i>Methods of Analysis</i></p> <p>Comparative Statements Common Size Statement Trend Percentage or Trend Ration (Horizontal Analysis) Ratios Fund Flow Statement</p> <p><i>Ratio Analysis</i></p> <p>Meaning of Ratio Necessity and Advantages of Ratio Analysis Interpretation of Ratios Types of Ratio</p> <p>Fund Flow Statement and Cash Flow Statement</p> <p>Meaning of Funds, Fund Flow Statement, Flow of Funds, Working Capital, Causes of changes in working Capital, Performa of Sources and Application of Funds, Performa of Adjusted Profit and Loss Account</p>	17
Unit- III	<p>Marginal Costing Meaning and Definition of Marginal cost and Marginal Costing, Contribution, Profit Volume Ratio, Advantages of Marginal Costing, Limitation, Problems</p>	15
Unit- IV	<p>Budget and Budgetary Control</p> <p>Meaning of Budget and Budgetary Control, Definition, Nature of Budget and Budgetary Control, Objective of Budget and</p>	14

	Budgetary Control, Limitations of Budget and Budgetary Control, Steps in Budgetary Control; Types/ classification of Budgets	
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Practical Exercises.

Charts showing formulae.

Books Recommended :

1. R. N. Anthony, G. A. Walsh:: Management Accounting
2. M. Y. Khan,. K. P. Jain:: Management Accounting
- I. M. Pandey::Management Accounting (Vikas)
3. J. Betty: Management Accounting
4. Sr. K. Paul: Management Accounting
5. Dr. Jawaharlal:: Management Accounting
6. Man Mohan Goyal: Management Accounting
7. S. N. Maheshwari:: Principles of Management Accounting
8. R. K. Sharma and Shashi K. Gupta: Management Accounting
9. Richard M. Lynch and Robert Williamson: Accounting for Management Planning and Control
10. Horngren: Introduction to Management Accounting (Pearson)

BBA- 502(C): Company Law

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Definition and nature of a company, kinds of companies, formation of company, Corporate Personality, Registration and Incorporation of Companies	15
Unit- II	Memorandum of Association, Articles of Association, Prospectus.	14
Unit- III	Shares, Shareholders, Members, Share Capital Transfer Directors, Company Law Board, Meetings.	16
Unit- IV	Winding up: Kinds and Conduct, Recent amendments related to Company Law	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Suggested Readings:

1. Gower L.C.B; *Principles of Modern Company Law* : Stevens & Sons London,2000.
2. Ramaiya A.; *Guide to the Companies Act* : Wadhwa & Co. Nagpur, 2000.
3. Singh Avtar; *Company Law* : Eastern Book Co., Lucknow, 2000.
4. Kuchal M.C.; *Modern India Company Law* : Shri Mahavir Books, Noida,2000.
5. Kapoor N.D.; *Company Law - Incorporating the provisions of the Companies Amendment Act, 2000* : Sultan Chand & Sons New Delhi, 2000.
6. *Company Law and Secretarial Practice* by Ashok Sharma, VK Global Publications Pvt. Ltd., Delhi.

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BBA 503 (C):Training Report and Viva- Voce:

The students are required to undergo 6 to 8 weeks' training in company organization of high repute. The students must obtain prior approval of the Director of the college/ institution before going for his/ her training. On completion of the training, the students will be required to submit training report, not exceeding 60 to 70 pages, which shall be evaluated in the Fifth Semester. Training report must be submitted 15 days before the start of the 5th Semester i.e immediately after completion of their summer vacations of May and June. The Viva- voce will be taken out of the syllabi of Semesters I to III to recapitulate what the student has learnt in four semesters of the Course in addition to what the student has learnt during training. The dates of Viva- voce shall be fixed during the Fifth Semester but before their semester examination in the month of October. The examiners for the evaluation of training report and viva- voce will be appointed by the University with the recommendations of the Director, UCBS.

BBA- 504(E): Retail Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Retail Management – An Introduction. Functions of Retailing, Types of Retailers, Retailing Strategies for emerging markets, Organised Retail formats in India, Challenges ahead for Retailing.	15
Unit- II	Changing Retail Environment Environmental Analysis, Retail Branding, Retail Selling, Relationship Marketing for Retailers,	15

	Type of Merchandise.	
Unit- III	Retail Banking – An Introduction Open market conditions and role of Banks and Financial Institutions, Retail Banking –Concept and Importance. Retail Banking Products- Housing Loan, Conveyance Loan , Personal Loan, Educational Loan, Loan for Retail Traders, Plastic Money.	15
Unit- IV	e-Banking – An Overview Concept of ATMs and 24 hours Banking, Online Banking, Online banking and e-Banking, Bancassurance, SSI financing.	16
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Use of computers for learning e- Banking

Books Recommended:

1. Suri,R. K., “Retail Management”, Excel Books,2005.
2. Jha, S.M., “Bank Marketing”, Himalaya Publishing House,2000

BBA- 505(E): Project Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	The Definition of a “Project”, Why project Management, The project Life-Cycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models, Types of Project Selection Models, Project Portfolio Process, Project Proposals. The Project Manager, Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, Project Organization, The project as Part of the Functional Organization, Pure Project Organization, The Matrix organization, Choosing an	16

	Organizational form The Project Team.	
Unit- II	<p>Planning: Introduction, Meaning, Definition, Characteristic & objective period, Nature of Planning, Importance of planning, Advantages of planning, Steps in planning process, Methods of planning, Limitations of planning, Essentials of a good planning, obstacles in planning, Planning Premises and Classification of Planning Premises.</p> <p>Planning Forecasting : Introduction, Meaning, Definition, Characteristics, Process, Importance of forecasting, Areas of forecasting, Forecasting Techniques Types Methods, Advantages</p> <p>Initial Project Coordination: The Nature of Negotiation, Partnering, Chartering and change, Conflict and the project life cycle. Estimating Project Budgets, Improving the Process of Cost Estimation</p>	14
Unit- III	<p>Network Techniques: PERT and CPM, Risk Analysis Using Simulation with Crystal Ball 2000 Critical Path Method- Crashing a Project, The Resource Allocation Problem Resource Loading, Resource Leveling, Constrained Resource Allocation The Planning-Monitoring-Controlling Cycle, Information Needs and the Reporting Process, Earned Value Analysis The Fundamental Purposes of Control, Three Types of Control Processes, Comments on the Design of Control Systems, Control as a Function of Management.</p>	15
Unit- IV	<p>Purposes of Evaluation- Goals of the System, The Project Audit, Construction and Use of the Audit Report, The Project Audit Life Cycle, some Essential of an Audit/Evolution The Varieties of Project Termination, when to Terminate a Project, The Termination Process.</p>	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Books Recommended:

1. Principles of Management – T. Ramasamy, Himalaya Publishing House
2. Project Management- Samule J Mantel, Jr, Jack R. Meredith, Scott M. Shafer,
3. Margaret M, Sutton with M.R. Gopalan, Wiley India Pvt. Ltd.,
4. Successful Project Management- Milton D. Rosenau, Jr., Cregory D. Githens, Wiley India Pvt. Ltd.
5. Project Management- Vasant Desai, Himalaya Publishing House
6. Project Management : A Managerial Approach, Jack R. Meredith, Samuel J. Mantel Jr. Wiley India Pvt. Ltd.

BBA 506 (E) INVESTMENT MANAGEMENT

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No.	of
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		Lectures
Unit- I	Investment: meaning, nature and process; Investment alternatives, concept and Measurement of Investment risk and return, Identification of Investment Opportunity; Stock Exchange; Functions, trading system, Regulation and listing of securities.	14
Unit- II	Fundamental analysis; company analysis; industry analysis and economy analysis; Technical Vs Fundamental analysis; Implications for investment decision-making; Technical analysis;	16
Unit- III	Valuation of Securities: equity, bonds and convertible securities.	16
Unit- IV	Market Efficiency: Weak form, semi-strong form and strong form. Diversification: meaning, gains from diversifications, Markowitz's mean-variance criterion, Sharpe Model. Capital Assets Pricing Model (CAPM); meaning and assumptions, capital market line, securities market line,	14
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Suggested Readings:

1. Fischer, Donald E. and Jordon, Ronald J., Security analysis and Portfolio Management, Prentice Hall, New Delhi.
2. Fuller, Russell J. and Farrell, James L., Modern Investments and Security analysis. McGraw Hill, International Edition (finance Services) New York.
3. Sharpe, William F., Alexander, Gordon J. and Baily, Jafery V.S., Investments, Prentice Hall of India, New Delhi.
4. Bhalla, V.K. security analysis and Portfolio management, Sultan Chand, New Delhi.

BBA- 507(E): Management Information System

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Management Information System</p> <p>Definition Integrated System, MIS Vs. Data Processing, MIS and Other Academic Disciplines, Structure of MIS based on Management Activities and Functions System, Concepts of MIS</p> <p>Planning and Control Process</p> <p>Control on Systems Feedback Control, Law of Requisite Variety,</p>	15

	Management Control through Reporting	
Unit- II	<p>Human as Information Processors</p> <p>Newell-Simon Model, Limits on human Information, Processors</p> <p>Characteristics of Human Information Processing Performance</p> <p>Information System for Functional Areas</p> <p>Information for Financial, Marketing Inventory Control, Production and Personal Functions</p>	16
Unit- III	<p>MIS Design Approaches</p> <p>Prototyping, Life-Cycle Approach, Project Management, Case Studies,</p> <p>Management Support System-Overview</p> <p>Decision Making Phase, Concepts of Decision Making, Decision Supports System, Difference between MIS and DSS</p>	14
Unit- IV	<p>Decision Making Systems and Modeling</p> <p>Modeling Process, Information need 3ed for different phases and decision, making, Sensitivity Analysis, Static and Dynamic Models Simulation, Operations Research Techniques, Heuristic Programming Case Studies</p> <p>Executive Information and Support Systems Needs</p> <p>Characteristics, Software and Hardware, Integrated EIS and DSS</p> <p>EIS Implementation</p>	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Books Recommended:

1. Management Information System - Gorden Devis, Margareth H. Oison
2. Information Systems for Modern Management – Robert Murdick, Joel E. Ross
3. Decision Support and Expert Systems – Efraim Turban

BBA-601(C): Strategic Management

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Strategic Management. Concept of Strategy, Dimension of strategic decision, Levels of strategy, Strategy making modes, Overview of process of strategic planning & management	13
Unit- II	Mission,, vision, objective setting, Business definitions, Summary statement of strategy, Deducing strategy from action & endeavours.	14
Unit- III	Formulation of strategy, Components of environment & Environmental analysis, Analysis of internal capabilities using different approaches, Strengths, Weakness, Opportunities, Threats (SWOT Analysis).	16
Unit- IV	Strategic alternatives for growth, stable, combinations & international strategies. Choice of Strategy, Generic Business Strategies, Portfolio Analysis, Overview of Implementation Aspects,	17
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Books Recommended:

Strategic Management – C.N. Sontakki Published by Kalyani

Business Policy – P.N. Ghosh Published by Sultan Chand & Sons

BBA 602 (C) Indian Business and Economy

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions

Units	Syllabus	No. of Lectures
Unit- I	National Income ; Terms (GNP, NNP, GDP, NDP, NI at Market Price and Factor Cost) Methods of Measuring National Income, Relevance of National Income.	14
Unit- II	Indian Business Practice :-Public Sector, Joint Sector, Private Sector, Co-operative, Small Scale. Economic Trends & Structural Framework-Demographic, National Income, Employment, Trade and Balance of Payment.	15
Unit- III	Economic Problem of Growth- Saving and Capital formation, Poverty, Unemployment, Inflation, Parallel Economy, Industrial Sickness,	16

	Consumer Protection.	
Unit- IV	Planning in India- 5 Year Plans.	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Books Recommended:

Indian Economy – by Misra & Puri

Indian Economy – by A.N.Aggarwal

Indian Economy – by K.P.M.Sundram

Indian Economy by T.R. Jain, VK Global Publications Pvt. Ltd., Delhi.

BBA 603 (C):Project Report and Viva- voce:

The students are required to complete project under the supervision of faculty teacher and will have to submit the project report of not more than 60 to 70 pages. The supervisors will be allotted by the College/ Institution. The Viva- voce will be taken out of the syllabi of Semesters IV to VI and specifically out of the work the student has carried out in his/ her project. The dates of Viva- voce shall be fixed during the Sixth Semester but before their semester examination in the month of April- May. The examiners for the evaluation of training report and viva- voce will be appointed by the University with the recommendations of the Director, UCBS.

BBA 604 (E): International Trade

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Introduction; Nature and importance of foreign trade – features of foreign trade – Difference between internal and international trade – Advantages and disadvantages of Foreign Trade – Foreign trade and economic	15

	development	
Unit- II	Theories of Foreign Trade; Concept of Offer Curve - Classical theory - Adam Smith , Ricardo, Modern Theory – Heckscher – Ohlin theorem , Leontiff paradox ,Lerner’s factor price equalization, terms of trade and gains from trade, Immiserisation	16
Unit- III	Foreign Exchange; Defining foreign exchange and exchange rate – Components of foreign exchange reserve – different systems of exchange rate determination: gold standard (Mint Parity), PPP,	14
Unit- IV	Floating exchange rate , Fixed and Flexible exchange rate -Demand and Supply of foreign exchange - Devaluation, revaluation , depreciation and appreciation	15
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

References:

1. Salvatore , Dominick, ‘International Economics’ Weily India , New Delhi
2. C. P Kindle Berger “International Economics’
3. Bo Soderstein and Geoffrey Reed ‘International economics’ Macmilon
4. Harry G Johnson ‘International Trade and Economic Growth
5. Francis Cherunilam –‘ International Economics
6. Errol D’Souza,’Macro economics,’ Person education 2008 (for BOP in India)
7. Misra and Puri; Indian Economy, Himalaya Publications
8. RBI bulletin, Various issues

BBA 605 (E): Entrepreneurship Development

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will

consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Entrepreneur and Entrepreneurship :</p> <p>Definition, meaning and functions of an entrepreneur Need and importance of entrepreneurship, Problem of unemployment & important of wealth creation. Enterprise v/s Entrepreneurship, Self – employment v/s Entrepreneurship, Entrepreneurial career as an option.</p>	15
Unit- II	<p>Business Opportunity Identification and Preliminary Project Report (PPR):</p> <p>Opportunity search : Divergent Thinking Mode : Meaning and Objectives – Tools and Techniques : Environmental Scanning for business opportunity identification Opportunity Selection : Convergent Thinking Mode : Tools and Techniques : Market</p> <p>Survey – Preparation of Questionnaire – Concept of Survey – Data collection – Analysis and Interpretation – Preliminary Project Report (PPR)</p> <p>Business Plan :</p> <p>Meaning and Importance – Objectives – Selections Contents – Marketing and Technical Feasibility – Financial Viability – Precautions to be taken by entrepreneur while preparing Business Plan Project Appraisal – Break – even Analysis and Ratio Analysis : Debt Service Coverage Ratio – Gross Profit : Net Profit Ration and Return on Investment (ROI)</p>	15
Unit- III	<p>Institutional Support to New Venture : (Student are expected to study the assistance scheme of the following Institutions) District Industries Center (DIC) Maharashtra Center for Entrepreneurship Development (MCED) National Small Industries Corporation of India (NSIC) Maharashtra Industrial Development Corporation (MIDC) Micro Small and Medium Enterprises (MSME)</p>	14
Unit- IV	<p>Financial Assistance for small Enterprise</p> <p>Non-Institutional : own Fund – Family and Friends Institutional:</p> <p>(a) Bank Loans – Co-operative Banks- Nationalized Bank – Scheduled Banks. (b) Angel Funding (c) Venture Funding</p> <p>(d) Self-employment Scheme of Government of Maharashtra</p> <p>(e) Government Financial Institutions : Khadi and Village Industries Board (KVIB) – Micro, Small and Medium Enterprises (MSME) Rajeev Gandhi Udyami Mitra Yojana (RUGMY) – District Industries Center (DIC) (f) Prime Minister Employment Generation Programme (PMEGP) (g) For urban – Seed Capital Scheme</p>	16
<p>Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.</p>		

Skill Development:

Presentation.

Charts formulation.

Books Recommended:

1. Desai Vasant : Management of Small Scale Industries Himalaya Publishing House.
2. Taneja Satish and Gupta S.L. : Entrepreneurship Development – New Venture Creations – Galgotia Publishing Company, New Delhi
3. Chandra P : Project Preparation, Appraisal and Implementation Tata McGraw Hill New Delhi.
4. Jain P.C. (ed) : Handbook for New Entrepreneurs Entrepreneurship Development Institute of India.
5. Gupta C.B. & Srinivas : Entrepreneurial Development, Sultan D, Chand & sons, New Delhi.
6. Pramod Choudhari – As Is What It Is.
7. Prof. Rajeev Roy : ‘Entrepreneurship Oxford University Press’
8. Edward D.Bono : ‘Opportunities’
9. The New Business Road tests : John
10. Yogiraj Devkar ‘Udogaandhi’ : ‘Shodha Mhanje Sapdel’ continental Prakashan.

BBA 606 (E):Corporate Governance and Business Ethics

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	Conceptual Framework of Corporate Governance: Meaning, Theories of Corporate Governance, Models of Corporate Governance, Governance v Good Corporate Governance, corporate Governance v Corporate Excellence, Insider Trading, Rating Agencies, Whistle Blowing, Benefits of Good Corporate Governance, Corporate Governance Reforms, Initiatives in India.	14
Unit- II	Major Corporate Governance Failures: Junk Bond Scam	15

	(USA), Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), WorldCom (USA), Tyco (USA), Andersen Worldwide (USA), Kirch Media (Germany), Vivendi (France), Parmalat (Italy) and Satyam Computer Services Ltd (India); Common Governance Problems Noticed in various Corporate Failures, Is Corporate Governance always the Cause for Corporate Failures?.	
Unit- III	Regulatory Framework of Corporate Governance in India, SEBI Norms based on KM Birla Committee, Clause 49 of Listing Agreement, Corporate Governance in Public Sector Undertakings. Corporate Social Responsibility (CSR): Meaning, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models, Drivers of CSR, ISO 26000	16
Unit- IV	Business Ethics: Meaning, Principles of Business Ethics, Characteristics of Ethical Organization, Theories of Business Ethics, Ethics of Corporate Governance, Globalization and Business Ethics, Stakeholder's Protection, Corporate Governance and Business Ethics	14
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Suggested Readings:

1. J. P. Sharma *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt. Ltd., New Delhi.
2. Bhanu Murthy, K. V. and Usha Krishna, *Politics Ethics and Social Responsibilities of Business*, Pearson Education, New Delhi.
3. D Geeta Rani & R K Mishra, *Corporate Governance-Theory and Practice*, Excel Books, New Delhi
4. Christine A Mallin, *Corporate Governance (Indian Edition)*, Oxford University

Press, New Delhi.

5. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.

6. Andrew Crane Dirk Matten, *Business Ethics (Indian Edition)*, Oxford University Press, New Delhi.

BBA 607 (E): Taxation Laws

Note: There will be four units in all. Two questions will be given from each unit and the students will have to attempt one question from each unit. One question will be compulsory which will consist of eight short answer type questions, two questions from each unit. The candidate will have to attempt any six out of eight short answer questions.

Units	Syllabus	No. of Lectures
Unit- I	<p>Income Tax Act-1961. (Meaning ,Concepts and Definitions)</p> <p>Person, Assessee, Assessment year, Pervious year, Agricultural Income, Exempted Income, Residential Status of an Assessee, Fringe benefit Tax, Tax deducted at Source, Capital and Revenue Income and expenditure. Residential Status, Exempted Incomes.</p>	14
Unit- II	<p>Computation of Taxable Income under the different heads of Income.</p> <p>a) Income from Salary- Salient features, meaning of salary, Allowances and tax Liability-Perquisites and their Valuation- Deductions from salary.(Theory and Problems)</p> <p>b) Income from House Property- Basis of Chargeability-Annual Value-Self occupied and let out property- Deductions allowed (Theory and Problems)</p> <p>c) Profits and Gains of Business and professions - Definitions, Deductions expressly allowed and disallowed (Theory and Problems)</p> <p>d) Capital Gains- Chargeability-definitions-Cost of Improvement, Short term and long term capital gains-deductions (Theory only)</p> <p>e) Income from other sources- Chargeability-deductions-Amounts not deductible. (Theory only)</p>	16
Unit- III	<p>Computation of Total Taxable Income of an Individual.</p> <p>Gross total Income- deductions u/s-80(80ccc to 80 u), Income Tax calculation- (Rates applicable for respective Assessment year) Education cess. Tax deducted at source-Return of Income-Advance payment of Tax- methods of payment of tax-Forms of Returns-Refund of Tax.</p>	16

	(Theory) E- Filing of Return	
Unit- IV	Income Tax Authorities : Organization structure of Income Tax Authorities / Administrative and Judicial Originations) Central Board of Direct Tax (Functions and powers of various Income Tax Authorities)	14
Compulsory Question consisting of eight parts; Two parts from each unit. The candidate will have to attempt any six parts.		

Skill Development:

Presentation.

Charts formulation.

Books Recommended:

1. Indian Income Tax Act. Vinod Singhanian
2. Students guide to Income Tax. Dr.Vinod Singhanian
3. Income Tal. Ahuja and Gupta, Bharat Prakashan.
4. Income Tax. Manoharam.
5. Indian Income Tax Act.H.C.Malhotra
6. Income Tax Act. R.N.Lakhotia
7. Pratical Approach to Income Tax-Girish Ahuja and Ravi Gupta.