

**KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY  
(KKHSOU)**

**PROGRAMME PROJECT REPORT  
ON  
BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**Submitted to  
UNIVERSITY GRANTS COMMISSION  
BAHADUR SHAH ZAFAR MARG  
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**Submitted by  
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## Krishna Kanta Handiqui State Open University (KKHSOU)

### Programme Project Report

#### BBA Programme for the Academic Session 2018-19

  
**Registrar**  
 Krishna Kanta Handique  
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 Guwahati

#### 1.1 PROGRAMME'S MISSION AND OBJECTIVES:

Maniram Dewan School of Management of KKHSOU contemplates to mobilize experts in the domain of management, strategically to maximize their academic and professional credentials for development of its programmes to contribute towards the mission of the university to provide accesses to quality education with latest educational inputs and technology.

The Bachelor of Business Administration (BBA) programme of Maniram Dewan School of Management of KKHSOU is designed to enable the learners to imbibe the relevant knowledge and skills of management and entrepreneurship. This programme has been thoroughly revised in accordance with the UGC Regulations on Open and Distance Learning, 2017. Syllabi of this Programme have been finalized after a series of deliberations and discussions with academic experts in the respective field from Universities of repute, viz., Gauhati University. The quality of Curriculum and Syllabus of this programme has been so designed to accommodate the recent developments in the field of Higher Education in general and the subject in particular.

BBA Programme endeavours to provide higher education and training in the field of management using the latest educational inputs and technology. To achieve the overall mission statement KKHSOU, the following specific objectives have been framed:

1. To educate the disadvantaged groups of people, housewives and other adults and help in up-gradation of knowledge and skills;
2. To Educate and train individuals from different walks of life, who are desirous to study Management.
3. To provide intensive theoretical and practical knowledge of management.
4. To develop the essential management skills required to meet and participate in an increasingly domestic as well as global business environment
5. To help the learners understand the emerging concepts in different functional areas of management like marketing, personnel, finance and production.
6. To provide access to a broad base of knowledge in core managerial domains.
7. To provide an integrated perspective of management functioning along with a fair amount of exposure to real life case studies
8. To facilitate the working people who wish to develop their professional skills in management

9. To help the learners with development of relevant knowledge and skills to start their own enterprises

## **1.2 RELEVANCE OF THE PROGRAMME WITH KKHSOU'S MISSION AND GOAL:**

The BBA Programme offered by KKHSOU has been prepared conforming the mission and goals of KKHSOU. KKHSOU with its BBA programme offered through ODL mode would be in a position to extend the benefits to learners across the state to enable them to earn the relevant knowledge and skills of management. This programme follows the following mission and goals of KKHSOU:

1. To maintain equitable, inclusive, quality education and life long learning opportunities for higher education.
2. To ensure this quality education is accessible, inclusive and responsive to the needs of diverse groups of learners with special focus on learners from disadvantaged population groups, particularly youth with special needs and with various forms of disabilities.
3. To ensure that social, regional and gender gaps are eliminated and gender equality and girls' and women's empowerment are promoted throughout the education system;
4. To foster quality education with a strong focus on reforms relating to curricula, learning materials, andragogy process, learning assessment, teacher quality and performance and institutional leadership and management with a view to enabling the learners to attain the specified learning outcomes (knowledge, skills, attitude and values) that are required to lead a productive life, participate in the country's development process, and respond to the emerging global challenges.
5. Ensuring integration of information and communication technologies (ICTs) in the BBA programme, especially for improving access to education, enhancing the quality of teaching-learning process, and strengthening educational planning and management.
6. To contribute to the economic growth of the country.

### **1.3 NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS FOR BBA PROGRAMME:**

KKHSOU functions with a motto of “Education beyond Barriers”. KKHSOU specially strives to cater to the needs of the learners from far-flung areas cutting across of age, sex and backwardness so that they can have access to quality education. The BBA programme is specially designed and developed for the learners of North East India to make them acquainted with different management philosophies such as understanding of behavioural science, marketing, human resource management and information systems. To achieve the mission of KKHSOU, the BBA Programme has emphasized on the following prospective target groups of learners:

- All the stakeholders of the society like-development agents, government officials, policy makers, industrialists, farmers, grass -roots workers, who are interested in ensuring a better standard of living for the peoples of the society.
- Women learners who want to get empowered with management education, acquire professional skills, and start any entrepreneurial venture.
- Working people who wish to develop their professional skills in management and entrepreneurship.
- People engaged in different avenues and wish to develop their professional skills.
- People hailing from far-flung remote areas and living in other disadvantageous conditions.
- Learners who are deprived of higher education in conventional system for varieties of reasons.
- Working professionals in the lower or mid-level management, who are not able to complete their masters, and maybe experiencing a stalled career stage, as a result.
- Denied and deprived sections of people who need education of Economics for uplifting their economic conditions.

### **1.4 APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE**

The BBA programme of KKHSOU has been designed to enable the learners imbibe the concepts and practices of management through open and distance learning mode. The learners of BBA Programme are provided with the Instructional Materials commonly known as Self learning Materials(SLM) which in itself is self sufficient for learning the various concepts of

Management(SLM). The Self Learning Materials (SLMs) are developed with the supervision and help of the experts in the field of management. The BBA programme has been offered after substantial revision in compliance with the requirements of UGC and Madhava Menon Committee. The BBA programme does not need any laboratory facilities as the programme does not offer any practical oriented subjects. The Open University system is more learner-oriented and the learner is an active participant in the pedagogical (teaching and learning) process. Most of the instructions are imparted through distance education methodology as per the requirement. KKHSOU follows a multimedia approach for instruction, which comprises:

- a. ***Self-Learning Material:*** The printed study material (written in self-instructional style) for both theory and practical components of the programmes will be supplied to the learners. The syllabi of the BBA Programme have been upgraded as per the recommendations of the Report of the *Committee to Regulate the Standards of Education being Imparted through Distance Mode* constituted by the Ministry of Human Resource under the chairmanship of N R Madhava Menon, popularly known as the Madhava Menon Committee Report.  
The SLMs have the following features:
  - i. ***Self-Explanatory and Self contained:*** The content is presented in such a style so that the learners can go through the materials without much external support, for additional sources or even a teacher.
  - ii. ***Self-Directed:*** The SLMs of BBA Programme are aimed at providing necessary guidance, hints and suggestions to its learners at each stage of learning. It is presented in the form of easy explanation, sequential development, illustrations, learning activities etc.
  - iii. ***Self-Motivating:*** In ODL system, the learners remain off the campus for most of their study time. Therefore, the SLMs of BBA Programme are designed in such away that it arouse curiosity, raise problems, relate knowledge to familiar situations and make the entire learning meaningful for them.
  - iv. The SLMs of BBA Programme includes ‘Let Us Know(Additional Knowledge)’, ‘Illustrations’, ‘Check your Progress’, ‘Model Questions’ etc so that the learners become self motivated and self evaluating.
- b. ***Audio-Visual Material Aids:*** The learning package contains audio and video CDs, which have been produced by KKHSOU for better clarification and enhancement of understanding of the course material given to the learners. The Ekalavya and community radio service are broadcasting curriculum based audio programmes.
- c. ***Counselling Sessions:*** Normally counselling sessions are held every Sunday at the study centers.

The assignments, counseling sessions at the study centers, preparing project report and submission of the project report, multimedia services and various learner support services make the BBA programme appropriate and compatible to be conducted in Open and Distance Learning

## 1.5 INSTRUCTIONAL DESIGN:

**1.5.1 Curriculum Design:** Curriculum of the BBA programme has been designed by taking help of experts in the subject from other reputed Universities in the region like Gauhati University, Guwahati. The contents of the syllabi are updated. While preparing the syllabi, UGC Model Syllabi and syllabi of other Universities and recommendations of Madhava Menon Committee have been consulted.

The following instructional instruments were provided to the learners of management programmes:

1. **Self-learning Materials (SLM):** SLMs of BBA programme are designed by the experts from management areas in tune with the demand of the learners. SLMs are specially prepared for the target group of BBA learners. (*Structure of the BBA Programme and Detailed Coursewise Syllabus are presented in Annexure-I and Annexure-II*)
2. **Counselling sessions at the study centre:** The counseling sessions are held in all study centers for the BBA Programme. The counseling sessions are held on Sundays besides other days of the week as mutually agreed upon by the study centre and learners.
3. **Multi media study material:** In addition to SLMs in print form, KKHSOU has developed audio-visual materials related to management courses. These are usually distributed in CDs and DVDs, and are meant for facilitating better understanding among the learners.
4. **Student Support services:** KKHSOU facilitates its BBA learners with the following ICT based Services: The student support services available include the following:
  - Self-Learning Materials covering the entire syllabi,
  - Counselling sessions at study centres,
  - Access to library services at study centres and the Central Library of the University as well,
  - Audio-Video materials on selected modules, available at study centres,
  - Community Radio programmes on selected topics.
  - *Eklavya*, a radio programme broadcasted from All India Radio Station, Guwahati and simultaneously broadcasted by All India Radio Station, Dibrugarh.
  - Live Phone-in-programme is broadcasted by All India Radio, Guwahati each Thursday (9.15 am – 10.15 am). In this programme, learners get live support to their queries, while the public in general can also interact with officials/faculty members of the University on varied issues.

- Most of the Audio-Video programmes are made available online through ‘YouTube’ videos.
- Learners can also write emails to any officials/faculty members of the University. For this a general email ID: [info@kkhsou.in](mailto:info@kkhsou.in) has been created. Queries raised through email to this email id are redressed by concerned official/faculty members of the University.
- A Facebook Account is also available where the learners can communicate with their issues. The System Analyst of the University has been assigned as Administrator of the account.
- An Android App “KKHSOU” has also been designed. This Android App can be downloaded free of cost from Google Play Store. Through this App, the learners can get detail information of academic programmes available, district-wise and course-wise list of study centres, contact information of the study centres, University etc. This Android App of the University has also been widely recognised and has received an Excellence Award from IGNOU.
- Learners can register for a free SMS service. This SMS services keeps the learner updated on schedule of Examination, Declaration of results, Admission schedule and other important events.

**1.5.2 Duration of the programme:** The BBA programme has six semesters and is of minimum 3 years. The programme has 4 courses in each semester carrying 100 marks (80+20) i.e for 6 semester the programme will have 23 courses with a Project Study (100 marks). However, the maximum duration of the programme is 8 years as stated below:

- Minimum Duration :6 semesters (3 years).
- Maximum Duration :8 years (maximum of 4 attempts in 1 course/paper).

In case, a learner is not able to qualify a course in its first attempt, he/she shall has to qualify in the particular course within the next four attempts, subject to maximum duration of the study.

**1.5.3 Credit Distribution:** The University follows the system of assigning 30 hours of study per credit of a course. Thus, following this norm, a 4 credit course constitutes a total of 120 hours of study. Out of the total credit hours, a minimum of 10 percent, i.e., minimum 12 hours of counselling per course is offered to the learners at their respective study centres. This programme has 96 credits in total. (*Annexure-I of this Report*)

**1.5.4 Faculty and support staff requirement:** The University currently has 3 full time faculty members in the Department of Management, viz., one Professor and two Assistant Professors.

**1.5.5 Structure of the BBA Programme** (*Annexure-I of this Report*)



**1.5.6 Detailed Syllabus (*Annexure-II of this Report*):** All the courses are compulsory. The specialization courses are offered in sixth semester with a project study. Learners have to opt for two courses from any one specialization namely Finance Specialization/Marketing specialization/HRM specialization.

**1.5.7 Project Study:** The objective of the Project is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical framework. The duration of the project work is two months. At the beginning, the learners need to submit a Project Synopsis and at the end of the term, the learners need to submit the final Project report before Viva presentation.

The project carries 100 marks and it is mandatory to submit the Project Report before the completion of the programme. (*Project Study details in Annexure II of this Report*)

## **1.6 PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION FOR BBA PROGRAMME:**

### **1.6.1 Admission Procedure in BBA programme:**

A learner may take admission in BBA programme at any study centre spread throughout the state of Assam provided that study centre offers the programme as desired by the learner.

For admission to BBA programme, course fee is to be paid through the Bank challan attached with the Prospectus or through SBI e-collect at any branch of State Bank of India. Application along with necessary enclosures and a copy of the challan returned by the Bank after payment, is required to be submitted at the recognized Study Centre within due date. Relevant documents are required to be submitted along with the admission form.

Intending learners with incomplete application may be given conditional admission at the University's discretion with the condition that required documents will have to be submitted on or before the dates prescribed for the purpose. Their enrolment (registration) will be confirmed only on fulfillment of the eligibility criteria. To appear in the examinations, confirmation of enrolment will be necessary. All the enrolled learners will be provided with registration cum identity cards.

Those learners who are unable to complete the programme within the specified maximum period will be required to register themselves afresh by paying the requisite fee as per the University regulations.

**Refusal/Cancellation of Admission:** Notwithstanding anything contained in this prospectus, the university reserves the right to refuse/cancel admission of any individual on valid ground.

**1.6.2 Continuous Admission:** After completion of a particular semester, a learner is required to apply for next semester simply by paying the necessary fees within one month of the last examination day of the previous semester.

Admission in subsequent semester does not depend on the results of the earlier semester. One may take admission in the next semester even without appearing in previous semester examination. Admission should be taken continuously in BBA programmes without any break. A learner will be allowed to appear in all the examinations including back papers within the stipulated time of a programme.

Learners are required to pay a fine of Rs. 300 if he or she applies for admission to the next semester after expiry of one month but within two months from the last day of examination of the previous semester. On special consideration, a learner may be allowed to take admission in the next semester even beyond the two months but before the issue of notification of the examination of that semester by the University on valid grounds and on payment of a fine of Rs. 500.

A learner however, may be allowed to take admission even after that period without any fine, but he or she will be allowed to appear in examination of that semester in the next year only.

**1.6.3 Eligibility Criteria:** 10+2 or equivalent examination passed (in any stream) from a council/university recognized by UGC

**1.6.4 Fee Structure:**

The following is the fee structure of BBA Programme:

PROGRAMME	SEMESTER	ENROLLMENT FEE	COURSE FEE	EXAM FEE	PRACTICAL FEE	EXAM CENTRE FEE	MARKSHEET FEE	DISSERTATION PROJECT FEE	TOTAL FEES TO BE PAID	ARREAR SUBJECT
BBA	First	300.00	2,500.00	600.00	.....	200.00	50.00	.....	3,650.00	Rs. 200.00 per paper + Practical Fee (if applicable) + Centre Fee + Marksheet Fee. Rs.50 + Consolidated Marksheet Rs.100
	Second	.....	2,500.00	600.00	.....	200.00	50.00	.....	3,350.00	
	Third	.....	2,500.00	600.00	.....	200.00	50.00	.....	3,350.00	
	Fourth	.....	2,500.00	600.00	.....	200.00	50.00	.....	3,350.00	
	Fifth	.....	2,500.00	600.00	.....	200.00	50.00	.....	3,350.00	
	Sixth	.....	2,500.00	600.00	.....	200.00	150.00	1,000.00	4,450.00	

### **1.6.5 Fees for Project:**

A Challan of Rs 1000/- as Project fees should be enclosed with the copy of the project report (which will be sent to the university), if not paid the fee during the admission time.

### **1.6.6 Financial assistance:**

The University offers free education to jail inmates and differently abled learners. At present, the University offers free of cost education to jail inmates in 13 district jails of the state. The University is in the process of adding more of central/district jails in the Academic Session 2018-19.

The University also offers subsidised education to the learners living below the poverty line. On production of BPL certificate from competent authority, the University offers 50% discount on course fee.

### **1.6.7 Curriculum Transaction and Activity Planner:**

An activity planner, that guides the overall academic activities in the BBA programme shall be made available prior to the admission schedule of the University. The newly constituted CIQA office as per UGC guidelines and the office of the Academic Dean would upload the Academic Plan and month wise Academic Calendar to enable the learners to plan their studies and activities accordingly.

### **1.6.8 The evaluation system of the programme:**

The system of evaluation of KKHSOU has a multitier system of evaluation.

- a) The University adopts both ongoing and term end evaluation. Ongoing evaluation is conducted in two modes: internal and external. The internal evaluation is to be undertaken by the learner himself. For this, the University has designed some Check Your Progress questions, which would help the learners to self-check his progress of study. However, this is undertaken at the learners' end themselves and is non-credit based.
- b) Self-assessment exercises within each unit of study.
- c) Continuous evaluation mainly through assignments which are tutor-marked, practical assignments and seminar/ workshops/extended contact programmes
- d) For overall evaluation of a course, the University follows the two types of evaluation:
  - (a) Continuous Evaluation (Assignments) : Weightage assigned 20%.
  - (b) Term End Evaluation (Semester-end Examinations) : Weightage assigned 80%.
- e) The learners have to submit the assignments within the schedule of a semester at the respective study centres. The counsellors at the study centres evaluate the assignments and return them to the learners with feedback.

- f) Term end examinations are conducted on scheduled dates at selected examinations centres. Evaluations are done by the external examiners at zonal centres. After evaluation, further scrutiny is done, followed by moderation. Results are declared within scheduled dates as laid down in the Activity Planner.
- g) Learners would be able to get their scripts re-evaluated if they are not satisfied with evaluation.
- h) Questions for the Semester End paper would be set as per the Evaluation policy of the University to have coverage of all the modules of the respective courses.
- i) The University is in the process of using high security and eco-friendly synthetic (water proof and termite proof) papers for marksheets and certificates. Moreover, use of interactive kiosk at study centres for issue of admit cards and modification of the existing EDPS system for quick publication of results of examinations are also being planned. Similarly, introduction of biometric identity of learners is also being planned
- j) Project work (100 marks with 4 credit)

The evaluation of learners depends upon various instructional activities undertaken by them. A learner has to write assignment responses compulsorily before taking term-end examination from time to time to complete an academic programme.

### **1.7 REQUIREMENTS OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES:**

The University is already equipped with computer lab for the learners of BBA programme. Library services are offered to the learners through physical library facilities set up by the University at the respective study centres. Reference books are suggested by the faculty members of the University, and are supplied to the study centre's library.

The Central Library at KKHSOU has a sizeable repository of relevant reference books and textbooks relating to management and entrepreneurship. The books available at the Central Library are quite helpful for the faculty members and the SLM writers as well as the content editors. It may be mentioned here that copies of relevant reference books and textbooks have also been sent to the libraries of the respective study centres, which can be accessed by the learners.

Significantly, the digital version of the University Central Library, KKHSOU is also available on the website: <http://www.kkhsou.in/library/>, which is an online platform for collecting, preserving and disseminating the teaching, learning and intellectual output of the University to the global community. On this website, the entire catalogue (title/ author/ publisher wise) of library resources including books and other literature relating to this particular course and the Open Access Search Engine (OAJSE), which is a gateway to over 4,500 e-journals including those in management, can be accessed among others.

## **1.8 COST ESTIMATES OF THE PROGRAMMES AND THE PROVISIONS:**

The office of the Finance Officer of KKHSOU keeps all the records of finances regarding print of SLMs, honorarium paid to the members of the Expert Committee, honorarium to be paid to Content Writers, Content Editors, Language Editors, Translators, Proof Readers and the expenditure related with organizing counsellors' workshops, meeting of the co-ordinators of the study centres etc. Moreover, the finance office also maintains records of purchase of computers, online space, books, journals etc. The accounts are maintained as per the laid down procedures of government.

As regards, the cost of programme development, programme delivery, and programme maintenance, the finance office conducted an exercise based on historical costing method to arrive at indicative figures of cost. The findings are presented below in respect of the BBA programme.

### **1.8.1. Programme Development Cost: Rs. 2,158,950.00**

The office of the Finance Officer of KKHSOU has worked out the following also.

- a. SLM Development Cost for Master Degree Programme
  - English medium per Unit Rs. 7,300/-
  - Assamese medium per Unit Rs. 7,430/-
- b. SLM Development Cost for Under Graduate programme
  - English medium per Unit Rs. 5,500/-
  - Assamese medium per Unit Rs. 5,680/-
3. Printing Cost per SLM Rs. 56/-
4. Cost of CD per unit Rs. 23/-

### **1.8.2 Programme Delivery Cost:**

The SLMs prepared have to be delivered to various study centres located at the far-flung remote areas. On an average, the University delivers about 15 kgs of study materials per student. The cost of delivery of 1 kg of such material is Rs.10. Accordingly, depending upon the number of candidates; the cost for the BBA programme will be provisioned by

the University. The office of the Finance Officer has calculated the delivery cost of SLM per student at Rs. 150/-

### **1.8.3 Programme Maintenance Cost:**

The University will keep financial provision for organizing stakeholders' meetings, counselling workshops etc. as per the Academic Plan and Academic Calendar approved by the Academic Council of the University. The workshops conducted by the University will not only benefit the learners of the programme, but will also benefit the learners of other programmes. The University will also bear the cost of organizing the meeting of Syllabus Revision Committee etc. and for supply of additional study materials if required for improving the quality of the programme. Moreover, the University will keep on investing in developing the IT infrastructure so that the learners can benefit from the ICT enabled programme.

The cost calculated by the office of Finance Officer as regards maintenance of BBA programme per student is Rs. 1250.00.

The figures as indicated above will be applicable for the BBA programme of the University. The University will keep adequate financial provision for development, delivery, and maintenance of the programme presented as per the Programme Project Report.

## **1.9 QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES:**

- a) **Quality Assurance Mechanism:** With regard to the quality concerns of the course materials, the department is involved in the following activities:
- The programme design and structure is decided upon after a series of discussions and deliberations with a team of a few carefully chosen subject experts, who are mostly eminent scholars and professionals from the reputed institutions of higher education. Formed with due approval from the University authority, this expert Committee is helped by the in-house department faculties while preparing the framework of the programme.
  - The next step after the completion of the framework preparation is the allotment of the assigned papers (which is again composed of 15 units) to the assigned authors. The in-house faculties prepare a carefully chosen list of authors for the task. The in-

house faculties also contribute their writings, besides the outsourced authors, who are mostly research scholars and faculty members from higher educational institutions.

- The content editors are then roped in for the next round. The content editors, who are mostly academics from reputed higher educational institutions, look into the contents of the units and provide their suggestions and feedbacks to be included by the coordinator of the programme.
- The next step is that of printing and distributing the SLMs to the respective study centres. Arrangements would be made to distribute the SLMs to the learners at the time of admission.
- Newly established CIQA office which will take care of the following to enhance the quality of the various facets of the University:
  - Counselors workshops
  - Stakeholders meetings
  - Feedback Responses from the learners from various programmes
  - SLM Audit
- In order to keep the programme updated, the programme would be revised and necessary changes would be incorporated for the benefit of the learners, based on the inputs received from the mechanism as mentioned above.

b) **Expected Programme Outcomes:** The outcomes of the programme are manifold:

- It will enable the learners to acquire knowledge enabling them to articulate well the conditions around them.
- The programme will also help the learners to seek employment and career prospect avenues in the development sector, entrepreneurial venture, self-employment and/or other upcoming sectors like banking, insurance and other service sectors.

## Annexure-I

## STRUCTURE OF THE BBA PROGRAMME

## COURSE STRUCTURE

COURSE CODE	SEMESTER	MODE	TITLE OF THE COURSE	MARKS	CREDIT
<b>SEMESTER 1</b>					
<b>BBA(S1)01</b>	FIRST	Compulsory	Principle of Management and Organizational Behavior	<b>20+80=100</b>	<b>4</b>
<b>BBA(S1)02</b>	FIRST	Compulsory	Business Economics	<b>20+80=100</b>	<b>4</b>
<b>BBA(S1)03</b>	FIRST	Compulsory	Business Mathematics	<b>20+80=100</b>	<b>4</b>
<b>BBA(S1)04</b>	FIRST	Compulsory	Business Environment	<b>20+80=100</b>	<b>4</b>
<b>SEMESTER 2</b>					
<b>BBA(S2)05</b>	SECOND	Compulsory	Business Statistics	<b>20+80=100</b>	<b>4</b>
<b>BBA(S2)06</b>	SECOND	Compulsory	Marketing Management	<b>20+80=100</b>	<b>4</b>
<b>BBA(S2)07</b>	SECOND	Compulsory	English for Professional Studies	<b>20+80=100</b>	<b>4</b>
<b>BBA(S2)08</b>	SECOND	Compulsory	Financial Accounting	<b>20+80=100</b>	<b>4</b>
<b>SEMESTER 3</b>					
<b>BBA(S3)09</b>	THIRD	Compulsory	Human Resource Management	<b>20+80=100</b>	<b>4</b>
<b>BBA(S3)10</b>	THIRD	Compulsory	Production & Operation Management	<b>20+80=100</b>	<b>4</b>
<b>BBA(S3)11</b>	THIRD	Compulsory	Business and Labour Laws	<b>20+80=100</b>	<b>4</b>
<b>BBA(S3)12</b>	THIRD	Compulsory	Spoken English	<b>20+80=100</b>	<b>4</b>
<b>SEMESTER 4</b>					
<b>BBA(S4)13</b>	FOURTH	Compulsory	Fundamentals of Financial Management	<b>20+80=100</b>	<b>4</b>
<b>BBA(S4)14</b>	FOURTH	Compulsory	Human Resources Development	<b>20+80=100</b>	<b>4</b>
<b>BBA(S4)15</b>	FOURTH	Compulsory	Cost and Management Accounting	<b>20+80=100</b>	<b>4</b>
<b>BBA(S4)16</b>	FOURTH	Compulsory	Environmental Study	<b>20+80=100</b>	<b>4</b>
<b>SEMESTER 5</b>					



<b>BBA(S5)17</b>	FIFTH	Compulsory	Entrepreneurship and Small Business Management	<b>60+40=100</b>	<b>4</b>
<b>BBA(S5)18</b>	FIFTH	Compulsory	Sales And Retailing Management	<b>20+80=100</b>	<b>4</b>
<b>BBA(S5)19</b>	FIFTH	Compulsory	Insurance And Banking	<b>20+80=100</b>	<b>4</b>
<b>BBA(S5)20</b>	FIFTH	Compulsory	Computer Application in Management	<b>20+80=100</b>	<b>4</b>
<b>SEMESTER 6</b>					
<b>BBA(S6)21</b>	SIXTH	Compulsory	Project Study	<b>20+80=100</b>	<b>4</b>
<b>BBA (S6)22</b>	SIXTH	Compulsory	Office Management	<b>20+80=100</b>	<b>4</b>
<b><i>HRM/Marketing/Finance</i></b>					
<i>In the 6<sup>th</sup> semester, the learners have to select any one specialization from HRM or Marketing or Finance. The area wise courses are listed below:-</i>					
<b>Optional HRM</b>					
<b>BBA(S6)23</b>	THIRD		Organizational Development	<b>20+80=100</b>	<b>4</b>
<b>BBA(S6)24</b>	THIRD		Industrial Relation	<b>20+80=100</b>	<b>4</b>
<b>Optional Marketing</b>					
<b>BBA(S6)23</b>	THIRD		Advertising and Promotion Strategy	<b>20+80=100</b>	<b>4</b>
<b>BBA(S6)24</b>	THIRD		Consumer Behavior	<b>20+80=100</b>	<b>4</b>
<b>Optional Finance</b>					
<b>BBA(S6)23</b>	THIRD		Indian Financial Systems	<b>20+80=100</b>	<b>4</b>
<b>BBA(S6)24</b>	THIRD		Rural Development and Rural Finance in India	<b>20+80=100</b>	<b>4</b>
<b>TOTAL</b>				<b>2400 Marks</b>	<b>96 Credits</b>

## Annexure-II

### Detailed Syllabus of BBA Programme

#### 1<sup>st</sup> SEMESTER

#### ***BBA (S1) 01: PRINCIPLE OF MANAGEMENT & ORGANIZATION BEHAVIOUR***

**Total Marks: 20+80=100**

- UNIT 1: Introduction to Management:** Concepts of Management, Meaning of Management, Nature and Characteristics of Management, Scope of Management; Levels of Management; Administration and Management; Management as Science and Arts;
- UNIT2: Development of Management :**Development of Management Thought, Classical Approach: Frederick Winslow Taylor and Scientific Management, Henry Fayol and Administrative Management, Comparison Between Taylor and Fayol; Neo-Classical Theory, Hawthorne Experiments, Behavioural Science Approach; Modern Approach, Contribution of P.F. Drucker, Quantitative or Management Science Approach, Systems Approach, Contingency Approach
- UNIT 3: Functions of Management:** Planning, Organizing, Staffing, Controlling, Coordination; Managerial Skills; Indian Management Style and Tradition
- UNIT 4: Planning :**Nature and Characteristics of Planning, Types of Plans, Steps in Planning Process, Importance of Planning, concept of strategic planning,
- UNIT 5: Organizing:** Concept of organization, organizational structure-formal and informal organization, departmentation, span of control, Types of Organization
- UNIT 6: Staffing :** Definition, manpower management, job design , selection process, performance appraisal
- UNIT 7: Controlling :** control process, types, barriers to control making, control techniques, budget and non-budgetary control
- UNIT 8: Motivation:** Motivation at Work; Theories on Motivation: Theory of Human Motivation, McGregors Theory X and Theory Y, Herzberg's Two Factor Theory of work Motivation; Delegation; Meaning of Authority and Power
- UNIT 9: Decision Making:** Decision Making and Management; characteristics of decision making Types of Decisions; Steps in Decision Making;
- UNIT 10: Leadership:** Meaning of Leadership; Theories Of Leadership; Styles Leadership

**UNIT 11: Organizational Behaviour:** Concept of Human Behaviour: Nature of People, Value of Person (Ethical Treatment); Nature of Organization Behaviour; Concept of Self Theory; Concept of Ability: Intellectual Abilities, Physical Abilities;

**UNIT 12: Personality:** Meaning and Determinants of Personality: Meaning of Personality, Determinants of Personality; Theories of Personality: The Big Five Personality Traits; Emotions and Moods: The Basic Set of Emotions; Perception: Factors Affecting Perception; Concept of Interpersonal Behavior: Essential Interpersonal Competencies for Managers; Transactional Analysis; Ego States and Different Strokes; Job Design: Job Characteristic Model

**UNIT 13: Group Behavior and Team Development:** Concept of Group and Group Dynamics; Types of Groups: Formal Group, Informal Group; Concept of Group Behavior: Group Norms, Group Cohesion, Inter-Group Behavior; Group Decision-Making; Team: Types of Team; Team Building and Managing Effective Team

**UNIT 14: Contemporary issues in Management:** Meaning of conflict management, positive vs. Negative conflict, types of conflict, managing conflict, stress management, sources of stress, stress management strategies

**UNIT 15: Case studies**

***BBA (SI) 02 BUSINESS ECONOMICS***

**Total Marks: 20+80=100**

**UNIT 1: Introduction to Business Economics:** Introduction to Business Economics, Economic Principle, Economic Practices of Management, Role and Responsibilities of Business Economist

**UNIT 2: Demand:** Concept of Demand: Types, Determinants, Demand Function, Demand Elasticity,

**UNIT 3: Demand Forecasting:** Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Products

**UNIT 4: Supply:** Concept and law of supply, factors affecting supply

**UNIT 5: Production:** Concept of production: Factors, Functions, Linear homogenous production function, Optimum input combinations, Laws of variable proportion, Returns to scale, Economies and diseconomies of scale

- UNIT 6: Cost:** Cost concepts: Opportunity cost or alternative cost, Explicit cost and implicit cost, Money costs and real cost, Accounting cost and Economic cost, Sunk costs, Marginal cost and incremental cost, Short run cost: Total cost, Average cost, Marginal cost, Long run cost curve of firm: Long run average cost curve, Long run marginal cost curve, Managerial uses of cost function
- UNIT 7: Objectives of Firm-** Introduction, Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory
- UNIT 8: Market structure: Perfect competition:** Concept of Market and Revenue Curves: Classification of Market Structure, Concepts of Total Revenue (TR), Average Revenue (AR) Marginal Revenue (MR).
- UNIT 9: Market structure: Imperfect competition:** Monopoly Competition: Definition and Classification, Demand and Marginal Revenue Curves, Equilibrium of the Monopolist: Short-run and Long-run, Price Discrimination: Degree and Possibility, Equilibrium of a Firm: Short-run and Long-run, Group Equilibrium, Concept of Excess Capacity, Some Other Important Concepts of Pricing
- UNIT 10: Distribution:** Marginal productivity theory of distribution, rent: modern theory of rent, wages, wage determination under imperfect competition
- UNIT 11: Wages:** Basic concept of wages, nominal and real wages, wage determination under Perfect competition, wage determination under Imperfect Competition, wages and collective bargaining.
- UNIT 12: Profit:** Meaning of profit, Profit theories, Basic information, Nature of profit, Measurement of profit, Profit policies
- UNIT 13: Economic environment of Business:** Nature and Significance of Economic & Non Economic Environment in India, Macro Economic Environment: Government Budget, Industrial Policy, Monetary Policy, Role of Banking and other Non- Banking Financial Institutions and their Impact on Business, Planning In India- Achievements and Failures
- UNIT 14: Non-Economic Environment of Business:** Political and Legal Environment, Demographic and Social cultural environment, Natural Environment, Technical Environment, Social Responsibility of Business.
- UNIT 15: Monetary and Fiscal Policies:** Concept and objectives of Monetary Policy, Instruments of Monetary Policy, Limitations of Monetary Policy, concept of Fiscal Policy, Fiscal policy and Economic stability, Instruments of Fiscal Policy and Limitations of Fiscal Policy.

**BBA (SI) 03 BUSINESS MATHEMATICS****Total Marks: 20+80 = 100**

- UNIT 1: Importance of Mathematics in Business:** History of Mathematics, Business mathematics- basic concept, use of business mathematics in business (Production & cost calculation, price determination, profit measurement, financial analysis)
- UNIT 2: SETS:** Basic concepts, types, operations on sets, Venn Diagrams
- UNIT 3: Relation & Functions:** Binary relations and their types; Basic terminologies, types, graphical / geometric representation of functions, Functions related to business
- UNIT 4: Mathematics of Finance:** Simple and Compound interest, Depreciations, Annuity
- UNIT 5: Basic Algebraic Concepts:** Quadratic Equation, Roots of Quadratic Equation, Simultaneous Equation with Two or Three Unknowns
- UNIT 6: Arithmetic Progression:** Arithmetic progression and Series, Geometric Progression and Series, Summation of A.P. and G.P. Series
- UNIT 7: Logarithms:** Definition, Properties of Logarithms, Application of Logarithms
- UNIT 8: Binomial Theorem:** Binomial Theorem, Properties of Binomial Coefficient.\
- UNIT 9: Matrices:** Definition and notation, various types – square, rectangular, diagonal, null, unit, identity and singular, addition of matrices, multiplication of matrices, Inverse of a matrix
- UNIT 10: Limit and Continuity :** Limit of a function, Evaluation limit of function, Application of limits in business, Continuity of a function.
- UNIT 11: Derivatives of Function:** Differentiation, Rules of differentiation
- UNIT 12: Application of Derivatives in Business Area :** Derivatives as instantaneous rate of change, Maxima and minima of a function, simple Optimization Problems
- UNIT 13: Integration:** Methods of integration, Integration by substitution, Integration by parts
- UNIT 14: Application of Integration in Business Area:** Definite integrals, simple problems
- UNIT 15: Linear Programming Problem:** Formulation of a Linear Programming Problem- solution of LPP by Graphical (simple problems only)

**BBA (SI) 04 BUSINESS ENVIRONMENT****Total Marks: 20+80 = 100**

- UNIT 1: Introduction to Business Environment:** Types of Environment, nature scope and objectives of business, environmental analysis and forecasting
- UNIT 2: Business and Society:** Social environment, social responsibility of business and corporate governance
- UNIT 3: Industrial Policies:** Industrial policy upto 1991, new industrial policy, privatization and disinvestment, IRDA
- UNIT 4: Trade Environment:** Industrial growth and diversification, Public and private sector industries , small scale industries and cottage industries
- UNIT 5: Village and Small Industries:** Definition of small and village industries, state industrial policies, khadi and village industries,
- UNIT 6: Industrial Sickness:** Definition, causes of sickness, preventive and curative measures
- UNIT 7: Labour Environment:** Principles of labour legislation, labour legislation, labour welfare, definition of industrial relation; trade union ;workers participation in management; quality circles , VRS and Golden handshakes
- UNIT 8: Financial Environment:** Introduction to money market and capital market with special reference to India, organized and unorganized money market
- UNIT 9: Political Environment:** Introduction, Political Environment and the Economic system, Types of Political Systems, Indian Constitution and Business, Changing Profile of Indian Economy , Business Risks Posed by the Indian Political System
- UNIT 10: Globalization of Business:** Concept and evolution (GATT, WTO and Uruguay Round Agreement), meaning and features of international business, importance of international business
- UNIT 11: Multinational Corporations:** Definition and meaning, MNCs and International trade, Merits and demerits of MNCs, MNCs in India
- UNIT 12: Patents and trade marks:** Definition of Patent and trade marks, falsifying and falsely representing trademarks as registered, registration of trade marks as associated trade marks.
- UNIT 13: Economic Planning:** Planning in India, planning commission, formulation of plan, twelfth plan

**UNIT 14: Economic development:** Industrial development, salient features of industrial planning and development, role of public and private sectors, import and export

**UNIT 15: Case Studies**

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## 2<sup>nd</sup> SEMESTER

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### ***BBA (S2) 05 BUSINESS STATISTICS***

**Total Marks: 20+80 = 100**

**UNIT 1: Introduction to Statistics:** Meaning and importance of Statistics, Frequency Distribution, Tabulation of Data, Methods of presenting Statistical information

**UNIT 2: Measure of Central Tendency:** Meaning of Measure of Central Tendency, Different Types of Measure of Central Tendency Frequency Distribution, Mean, Median, Mode, Measure of Dispersion.

**UNIT 3: Measure of Dispersion:** Meaning of Dispersion, Different Measures of Dispersion,

**UNIT 4: Moments, Skewness and Kurtosis:** Moments, Moments –raw and central, Relation between raw and central moments, Skewness, Measures of skewness, kurtosis, Measures of kurtosis

**UNIT 5: Correlation and Regression:** Meaning of Correlation, Scatter Plot and Correlation, Type of Correlation, Correlation Coefficient, Rank Correlation Coefficient, Meaning of Regression, Line of Regression and Regression Equation, Correlation and Regression Analysis: A Comparison

**UNIT 6: Fundamentals of Probability:** Random experiment, Definition of Probability, Axiomatic Definition of Probability, Elementary Theorems on Probability

**UNIT7: Conditional Probability:** Multiplication theorem of probability, Independent events, Multiplication theorem of probability for independent events, Extension of multiplication theorem of probability, Law of Total probability, Baye's theorem

**UNIT8: Sampling and Sampling Distributions:** Introduction , Population and Sample - Universe or Population - Types of Population – Sample , Advantages of Sampling, Sampling Theory - Law of Statistical Regularity - Principle of Inertia of Large Numbers - Principle of Persistence of Small Numbers - Principle of Validity - Principle of Optimization , Terms Used in Sampling Theory , Errors in Statistics , Measures of Statistical Errors , Types of

Sampling - Probability Sampling - Non-Probability Sampling, Case let on Types of Sampling, Determination of Sample Size, Central Limit Theorem

- UNIT 9: Random Variables and Probability Distribution:** Definition, discrete and continuous distribution
- UNIT 10: Theoretical Distribution- I:** Standard Distributions: Discrete type Bernoulli, Binomial, Poisson distributions (definition, properties and applications).
- UNIT 11: Theoretical Distribution-II:** Continuous distribution, Normal (definition, properties and applications)
- UNIT 12: Index Numbers:** Concept and Uses of Index Numbers, Types of Simple Index Numbers, Properties of Relatives, Construction of Simple Index Numbers, Construction of Weighted Index Numbers, Test of Adequacy of Index
- UNIT 13: Time Series :**Definition and importance, components of a time series, estimation of the trend by the method of moving averages
- UNIT 14: Basic Concepts in Sampling:** Definition of Population, Parameter and Sampling, Random and non random sampling, Sampling with and without replacement, Mean and Standard Deviation in Sampling, Errors in sampling
- UNIT 15: Testing Of Hypothesis :**Hypothesis, Null Hypothesis, Alternative Hypothesis, Large sample test, small sample test, level of significance

### ***BBA (S2) 06 MARKETING MANAGEMENT***

**Total Marks: 20+80 = 100**

- UNIT 1: Introduction to marketing Management:** Nature, scope, definition and importance of marketing: basic concepts in Marketing, Evolution of marketing concepts- from selling concepts to modern marketing concept, marketing functions
- UNIT 2: Consumer Behavior:** Definition, Factors influencing consumer behavior, buying process
- UNIT 3: Marketing Environment:** Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment



- UNIT 4: Marketing Mix:** Introduction, Evolution of the “Marketing mix”, Components of a traditional marketing mix , Additional components in the mix, Importance of marketing mix in marketing decisions
- UNIT 5: Marketing Planning and Strategies:** Introduction, Management Processes in Marketing, Types of Marketing Plan, Competitive Marketing Strategies, Interactions between Marketing Mix and Marketing Environment , Control Mechanisms in Marketing
- UNIT 6: Market Segmentation:** Marketing targeting and positioning, Factors involved in market segmentation
- UNIT 7: Concept of product:** Consumer and industrial product, product planning and development, Product diversification, standardization and simplification, Product strategy, Product innovation and diffusion, product lifecycle and product line policy.
- UNIT 8: Branding:** Definition, brand name, characteristics of branding, Brand image, brand identity, brand personality, concept of Brand equity
- UNIT 9: Price:** Objectives, factors affecting, Pricing decision and designing pricing strategies and programmes; pricing techniques
- UNIT 10: Managing Marketing channels:** Types of channels and their importance, channel strategies, designing and managing channels, Managing retailing and wholesaling , Physical distribution, marketing logistics and supply chain management.
- UNIT 11: Promotion:** Meaning and its importance, types, Promotion Mix, sales promotion (push versus pull) programme
- UNIT 12: Selling functions in marketing:** Personal selling-nature, importance and process, **direct** marketing: E- commerce and e- Business, Concept of ECRM
- UNIT 13: Service marketing:** Definition, Service Marketing Mix; Growth of Services; Difference between Goods and Service Marketing; Characteristics of Service Marketing
- UNIT 14: International Marketing:** Meaning and scope of international marketing, difference between domestic and international marketing, concept of Indian export and import policy
- UNIT 15: Case Studies**

**BBA (S2) 07      ENGLISH FOR PROFESSIONAL STUDIES (COMMON PAPER)****Total Marks: 20+80 = 100**

**UNIT 1: Some Concepts of Grammar I:** English Grammar an Introduction, Nouns—Kinds of Nouns, Forms of Nouns, Functions, The noun phrase, Agreement, Determiners—Articles, Demonstratives, Possessives, Quantifiers, Wh-determiner, Pre-determiners, Verb Forms

**UNIT 2 : Some Concepts of Grammar II:** Adjectives, Adverbs, Prepositions

**UNIT 3 : Vocabulary:** Synonyms and Antonyms, One word Expression, Words used as Different Word Classes, Phrasal Verbs, Distinction between Similar Words Often Confused

**UNIT 4 : Punctuation, Synthesis and Transformation of sentences**

**UNIT 5 : Common Errors and Phrases & Idioms**

**UNIT 6: Essay and Story Writing:** Introduction to Essay Writing, Structure of Essay, Sample of Essays, Introduction to Story Writing, Techniques of Story Writing, Sample of Stories

**UNIT 7: Precis Writing:** Precis Writing, How to Write a Precis, Examples, Exercises

**UNIT 8: Note Making:** Note making and note taking, Skimming and Scanning, format of note making, Samples

**UNIT 9: Communication:** Defining Communication, Significance and Process of Communication, Communication Network, Communication Media or Methods, Barriers To Communication, Effective Communication.

**UNIT 10: Introduction to Office Management:** Meaning of Office, Introduction to Office Management, Functions of Office, Relationship of Office with Other Departments, Office Accommodation, Layout and Environment, Office Furniture and Stationery, Office Correspondence and Filing System

**UNIT 11: Correspondences I:** Letter Writing, How to Write a Letter, Format of a Business Letter, How to Write a Memo, Examples

**UNIT 12: Correspondences II:** Notices, Types of Notices, How to Write a Notice, Press Release, How to Write a Press Release, Format of a Press Release

**UNIT 13: Business Presentation I:** Report Writing, Process of Writing a Report, Determining the Purpose of the Report, Determining the Factors, Gathering the Information Needed, Interpreting the Findings, Organizing the Report Information, Writing the

Report, Project Report Writing, Criteria of a Good Project, Advantages of a Good Project, Disadvantages of Project Method, Format of a Project Report

**UNIT 14: Business Presentation II:** Writing Executive Summaries, Making Business Presentations

**UNIT 15: Writing Curriculum Vitae/Resume:** Difference between CV and Resume, Tips for writing CV/Resume, Essentials for writing CV/Resume, Facing Interviews based on CV/Resume, Telephonic Interviews based on CV/Resume

**BBA (S2) 08 FINANCIAL ACCOUNTING**

**Total Marks: 20+80 = 100**

**UNIT 1: Fundamentals of Accounting:** Concept of Accounting, Difference between Accountancy and Accounting, Accounting as Science and Art, Features of Accounting; Scope and Functions of Accounting;

**UNIT 2: Accounting Concepts, Principles and Conventions :** Accounting Principles : Meaning of Accounting principles, Generally accepted Accounting, Features of Accounting principles, Need / Importance of Accounting principles, Classification of Accounting principles; Accounting Concepts; Meaning of Accounting Standard : Definition, Benefits of Accounting Standards; Recognition and Measurement of the elements of Financial Statement, Types of Accounting Conventions, Accounting standards, International Financial Reporting Standards [IFRS]

**UNIT 3: Accounting Mechanics- II:** The Double-Entry System : Practical application of the Principle of Double Entry, Meaning of Account, Meaning of Debit and Credit, Classification of Accounts; Golden rules of Accounting; An Introduction to the Books of Accounts; Journal : Format of Journal, Process of Journalizing.

**UNIT 4: Accounting Mechanics –II:** Concept of Ledger: Meaning of Ledger, Need for Ledger and Subdivision of Ledger, Format of a Ledger Account, Distinction between Journal and Ledger; Ledger Posting: Meaning of Posting and basic Points regarding posting, Procedure for Balancing of an Account; Trial Balance : Meaning and features of Trail balance, Preparation of a Trial Balance; Methods of preparation of Trial Balance; The Suspense Account; Nature of Ledger Account Balances

**UNIT 5: Sectional and Self Balancing Ledger Systems:** Meaning of Sectional Ledger Balancing System; Features of Sectional Ledger Balancing System; Advantages of Sectional Ledger Balancing System; Defects of Sectional Ledger Balancing System; Procedure of Sectional Ledger Balancing System : Preparation of Total Debtors' Account, Preparation of Total Creditors' Account; Meaning and Features of Self-

- Balancing Ledger System; Advantages of Self- Balancing Ledger System; Procedure of Self- Balancing Ledger System : Entries to be passed under Self- Balancing Ledger System, Posting from the Sales Book when Ledgers are on Self-Balancing Ledger System, Self- Balancing of Debtors' Ledger, Self- Balancing of Creditors' Ledger, Self- Balancing of General Ledger
- UNIT 6: Bank Reconciliation Statement:** Pass book and statement of decerent; Concept of Bank Reconciliation statement; Importance of Bank Reconciliation statement; Distinctions between Bank statement and Bank Reconciliation Statement; Preparation of Bank Reconciliation Statement; Causes of differences
- UNIT 7: Bills of Exchange:** Introduction, bill of exchange, Acceptance of a Bill, Due Date, Recording of Bill of Exchange in the books of Accounts
- UNIT 8: Hire-Purchase System:** Meaning and Features of Hire Purchase System; Advantages and Disadvantages of Hire Purchase System; Rights and Obligations of Hire Purchaser and Seller; Accounting for Hire Purchaser System;
- UNIT 9: Installment Purchase System:** Meaning and Features of Installment Purchase System; Differences between Hire Purchase and Installment Purchase Systems; Accounting for Installment Purchase System
- UNIT 10: Presentation of Final Accounts-I :**Preparation of Final Accounts, Trading Account, Meaning of trading account and gross profit, Contents of Trading Account, Journal entries relating to preparation of Trading Account, Specimen form of Trading Account, Profit and Loss account.
- UNIT 11: Presentation of Final Accounts-II :** Preparation of profit and loss account, Balancing of profit and loss account, Distinction between Trading and Profit and Loss A/c, Format of Profit and Loss Accounts, Provisions & Reserves, Provision for Bad and Doubtful Debts, Usual Adjustment Entries, Closing entries for Preparation of Profit and Loss Account, Balance Sheet, Meaning, Steps for Preparation of Balance Sheet, Classification of Assets, Classification of Liabilities, Items appearing in the Balance Sheet, Format of Balance Sheet.
- UNIT 12: Depreciation:** Concept of Depreciation, Depreciation Accounting, Depreciation- as a source of fund, Causes of Depreciation, Characteristics of Depreciation, Choice of Methods for Computing Depreciation, Methods of recording depreciation, Methods of providing depreciation.
- UNIT 13: Partnership:** Meaning of Partnership, Accounting for Partnership firm, Admission of a new Partner, Retirement or Death of a Partner, Computation of retiring /deceased partners share in the firm, Mode of payment of retiring / deceases partners share, Dissolution of firm, Dissolution of Partnership and Dissolution of firms, Settlements of accounts, Accounting entries for dissolution, Insolvency of Partner/Partners.

**UNIT 14: Financial Statement Analysis:** Financial Statement, Balance Sheet, Components of Balance Sheet, Assets, Profit And Loss Account, Concept of Profit, Statement of Cash Flow, Sources and Uses of Cash, Change in Current Assets, Change in current Liabilities, Funds flow Statement, Sources and Uses of Working Capital, Forms of funds flow statement, Uses Of Statement Of Changes.

**UNIT 15: Ratio Analysis:** Ratio Analysis— Its meaning and types, Liquidity ratios, Leverage Ratio, Activity Ratio/ Turnover Ratio, Profitability Ratio, Limitations Of Ratio Analysis, Time Series Analysis.

### 3<sup>rd</sup> SEMESTER

#### ***BBA (S3) 09 HUMAN RESOURCE MANAGEMENT***

**Total Marks: 20+80 = 100**

**UNIT 1: Introduction to HRM:** Concept of human resource management, Role of human factor in management process, Major activities under human resource management, Structure of human resource department, Human resource development

**UNIT 2: Personnel Management and Policies:** Meaning of personnel Management, Characteristics of Personnel management, Functions of Personnel Management, Difference between Human resource management and Personnel management, Meaning of Personnel Policy, Objectives of personnel policy, Types of Personnel policies

**UNIT 3: Human Resource Planning:** Nature and importance of Human Resource Planning, Definition of human resource planning, Factors affecting human resource planning, Planning process, Requisite for successful human resource planning.

**UNIT 4: Recruitment and Selection:** Meaning of Recruitment, Factors influencing recruitment, Sources of recruitment, Recruitment Process, Meaning of Selection, Importance of Selection, Difference between Selection and Recruitment and Selection Procedure

**UNIT 5: Training, Development and Growth:** Orientation, orientation programme, Meaning and nature of Training and development, Importance of training and development, Methods of training Growth of employee, Career development

**UNIT 6: Performance Appraisal:** Meaning and concept, Benefits of Appraisal, Conflict and confrontation, Process of performance appraisal, Methods of performance appraisal

- UNIT 7: Wages and Salary Administration:** Concept of Wages, Theories of Wages, Wage determination process, Wage payment procedure, Types of Wages and Wage differentials
- UNIT 8: Compensation Management:** Concept of Compensation Management, Evolution of Compensation, Evolution of Strategic Compensation, Importance of Compensation, Types of Compensation, Direct Compensation, Indirect Compensation, Wage Determination Process, Wage Differential, Importance of Wage Differential, Executive Remuneration Compensation Plan, Special Features of Executive Remuneration, Components of Executive Remuneration, Executive Remuneration in Indian Industries
- UNIT 9: Industrial Relations:** Concept and Meaning of industrial Relation (IR), Importance of IR, Objectives of IR, Approaches to IR, Measures to improve IR,
- UNIT 10: Industrial Disputes:** Concept of Industrial Disputes, Nature of Industrial Disputes, Causes of Industrial Disputes, Settlements of Disputes
- UNIT 11: Strategic HRM:** Meaning of Strategic HRM, Nature of Strategic HRM, Strategic Management Process, Types of HRM Strategy and their Features, HR Functions with Strategic Management Process, Importance of Strategic Management
- UNIT 12: Employee Empowerment:** Introduction, Concept of Employee Empowerment, Process of Empowerment, Empowerment in Indian Scenario, Empowerment in Global Scenario
- UNIT 13: International Human Resource Management and e-HRM:** Meaning of Domestic H.R.M. & International H.R.M., H.R. Challenges of International Business, Reasons for International HRM, How Inter country Differences Affects on H.R.M., Reasons for International Assignment Failure, A Global H.R. System, International Staffing, International Staffing Policy, Concept of e-HRM, e-HR Activities
- UNIT 14: Future Challenges in HRM:** The Job and Challenges, the New Professional Approach, Challenges in Human Resource Management, Major Challenges in Human Resource Management
- UNIT 15: Case Studies**

***BBA (S3) 10 PRODUCTION & OPERATIONS MANAGEMENT***

**Total Marks: 20+80 = 100**

- UNIT 1: Introduction to Production Management:** Introduction; History of Production and Operations Management; Definitions of Production Management; Production Process; Production: The Heart of an Organization; Objectives of Production Management; Scope of Production Management; Importance of Technology in Production
- UNIT 2: Introduction to Operations Management:** Definition of Operations Management: An Outline of Operations Strategy; Factors Affecting Operations Management; Objectives of Operations Management; Functions and Scope of Operations Management: Planning, Organizing, Controlling, Manufacturing and Non-Manufacturing Operations and their Classifications, Productivity Figure , Operations Planning and Control
- UNIT 3: Process Design:** Product Selection; Definitions of Product Design and Development: Need for Product Design and Development, Origin of the Product Idea and Selection from Various Alternatives, Choosing among Alternative Products, Modifying the Existing Products, Sources of Product Innovation, Characteristics of a Good Design, Reverse Engineering, Concurrent Engineering; Process Design—Meaning, Need, Factors and Types: Framework for Process Design, Process Planning Procedure, Relationship between Process Planning and other POM Activities, Type of Process Designs.
- UNIT 4: Plant Location:** Defining Plant location, Nature of location decision, factors affecting plant location, Location choice.
- UNIT 5: Plant layout:** Principles and methods of layout, Basic types of layout. Building design, roof structure.
- UNIT 6: Job Design:** Defining Job Design, Work Study, Method Study, time study, Work Measurement, Work Sampling, steps in productivity and work study
- UNIT 7: Production planning and control:** Objectives, advantages, steps in production planning and control
- UNIT 8: Purchasing:** Objective and importance, organization, purchasing methods, purchasing procedure, Purchasing Research, Forward Buying, Ethics in purchasing, legal aspects in purchasing
- UNIT 9: Inventory Management:** Introduction, Types of Inventory, Disadvantages of high and low Inventory, Reasons for Maintaining Inventory, Types of Inventory Systems
- UNIT 10: Functions of Inventory:** Stores keeping objective and importance, function of inventory control EOQ/ABC analysis standardization, simplification and codification, kardex system
- UNIT 11: Product Design:** Types of New Products, The Process of New Product Development, Design for Manufacturability (DFM), designing for Quality, Rapid Prototyping, Designing and developing new Services
- UNIT 12: Material Requirement Planning:** Basic concepts of MRP, Handling uncertainties, Evolution of MRP into MRP II

- UNIT 13: Quality Management:** Definition of Quality and its benefits, Dimensions of Quality, Quality Control, Quality Assurance, Costs of Quality, Total Quality Management, JIT Philosophy, ISO-9000 Quality Standards, Quality control-objective and importance inspection and quality control statistical quality control, control surplus and waste disposal
- UNIT 14: Maintenance Management:** Maintenance Management: Definition of Maintenance Management, Need for Maintenance, Objectives of Maintenance Management, Types of Maintenance Systems, Activities in Maintenance Management
- UNIT 15: Supply Chain Management:** Introduction to Supply Chain Management, Need for a Good Supply Chain Management, Components of Supply Chain, Design of Supply Chains

***BBA (S3) 11 BUSINESS AND LABOUR LAWS***

**Total Marks: 20+80 = 100**

- UNIT 1: Indian Contract Act, 1872:** Essential conditions of a Valid Contract under Indian Contract Act, Offer and Acceptance; Consideration, Capacities of Parties to Contract, Performance of Contract, Discharge of Contract, Breach of Contract and Its Remedies, Indemnity and Guarantee, Bailment and Pledge, Contract of Agency
- UNIT 2: Sales of Goods Act, 1930:** Essential of Contract of Sales, Difference between Sale and Agreement to Sell, Condition and Warranty, Passing of Property in Goods, Transfer of Title by non- owners, Performance of Contract of Sale, Rights of Unpaid seller, Breach of Contract of Sale, Auction Sale
- UNIT 3: Formation of a Company:** Formation of a Company, Stages of formation of Company, Documents Required for Incorporation, Types of Company, Meaning of Meetings and Kinds of Company, Meaning of Minute, Recording and Signing of Minutes, Role of Chairman, Postal Ballot, Resolution and its Different Kinds
- UNIT 4: The Indian Partnership Act, 1932:** Basic Concept of Partnership, Advantages and Disadvantages of Partnership firm, Kinds and Deeds of Partnership, Kinds, Rights and Duties of Partners, Minor as a Partner and Partner's Express and Implied Authority, Registration and Dissolution of Partnership Firm
- UNIT 5: Consumer Protection Act, 1986:** Definitions under the Act, Redressal Agencies under the Act, Powers of Redressal Agencies, Procedure of Filing a Complaint, Consumer Protection Councils, Penalties under the Act
- UNIT 6: Foreign Exchange Management Act, 1999:** Difference between FERA and FEMA, Scope of FEMA, Salient Features and Provisions of FEMA, Offences under FEMA



- UNIT 7: The Indian Factories Act, 1948:** Definitions under the Act, Statutory agencies and their powers for enforcement of the Act, Health, Safety and Welfare Provisions, Provisions regarding Hazardous Work, Employment of young person, Penalties and Provisions
- UNIT 8: The Industrial Disputes Act, 1947:** Objectives of the act; Important definitions; History of the law of industrial disputes; Authorities under the Act and their duties; Reference of disputes; Procedure and powers of authorities; Award and settlement, Illegal Strikes and Lock-outs; Unfair Labour Practices, History of the law of industrial disputes; Authorities under the Act and their duties; Reference of disputes; Procedure and powers of authorities; Award and settlement
- UNIT 9: The Trade Unions Act, 1926:** Objectives of the Trade Unions Act; Important definitions; Registration of Trade Union; Rights and Liabilities of registered Trade Union; Penalties
- UNIT 10: Minimum Wages Act, 1948:** Object and scope of the Act; Definitions; Fixation and Revision of wages; Safeguards in payment of minimum wages; Enforcement of the Act
- UNIT 11: Workmen's Compensation Act, 1923:** Object and scope of the Workmen's Compensation Act, 1923; Important definitions; Disablement; Employer's liability for compensation; Employer's liability when contractor is engaged; Commissioner; Compensation
- UNIT 12: The Arbitration and Conciliation Act:** Meaning of Arbitration and its Types; Arbitration Agreement and essentials of a valid arbitration agreement; Arbitration and his appointment; Powers and Duties of Arbitrator; Conciliation its meaning and Proceedings; Role of Conciliator; Kinds of Conciliation; Drafting of Agreement; Suggestions for improving the conciliation machinery
- UNIT 13: Employees' Provident Funds and Miscellaneous Provisions Act, 1952:** Scope and Applicability of the Act; Various schemes provided under the Act; Central Board and its constitution, functions and powers; State Board and their constitution; Duties and Powers of Inspectors appointed under the Employee's Provident Funds and Misc Provisions Act, 1952; Constitution and working procedure of Employees' Provident Fund Appellate Tribunal
- UNIT 14: The Payment of Gratuity Act, 1972:** Objects and Scope of the Payment of Gratuity Act; Provisions of the payment of Gratuity Act; Procedure of determination and payment of gratuity under the Payment of Gratuity Act; Dispute regarding the amount of gratuity; Appointment and Power of Inspector under the Payment of Gratuity Act; Controlling Authority and its Power

**UNIT 15: The Payment of Wages Act, 1936:** Definition of wages, few important terms under the Payment of Wages Act, 1936 and its objects and application; Responsibility for payment of wages; Time of Payment of Wages; Deduction and its various kinds; Deductions claims for wrongful deductions

***BBA (S3) 12 SPOKEN ENGLISH***

**Total Marks: 20+80 = 100**

**UNIT 1: Spoken English and Grammar in Context**

**UNIT 2: Issues in Modality**

**UNIT 3: Speech Skills**

**UNIT 4: Communication Skills**

**UNIT 5: Telephone Skills**

**UNIT 6: Interviewing and Public Speaking**

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**4<sup>TH</sup> SEMESTER**

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***BBA (S4) 13 FUNDAMENTALS OF FINANCIAL MANAGEMENT***

**Total Marks: 20+80 = 100**

**UNIT 1: An Introduction to Financial Management:** Meaning of Financial Management; Finance Function; Significance of Financial Management; Relationship of Financial Management with other Areas of Management; Objectives of Financial Management; Role of the Financial Manager

**UNIT 2: Financial Planning:** Steps in Financial Planning; Financial Plan; Financial Policies; Some Aspects Of Short-term Financial Policy; Forecasting or Estimating Financial Requirements; Taxation and Financial Planning

- UNIT 3: Long Term Finance:** Nature and importance of human resource planning; Factors affecting human resource planning; Planning Process; Requisite for successful human resource planning; Suggestions for effective Human Resource Planning
- UNIT 4: Concept of Value and Return:** Concept of Time Value of Money; Future Value of a Single Amount; Semi Annual Compounding; Other Compounding Periods; Future Value of An Annuity; Present Value of A Single Amount; Present Value of An Uneven Series; Present Value of Annuity
- UNIT 5: Financial Statements and Cash Flow and Funds Flow Analysis:** Financial Statement; Profit And Loss Account; Statement of Cash Flow; Funds flow Statement; Uses Of Statement Of Changes in Financial Position
- UNIT 6: Financial Statements Analysis:** Ratio Analysis; Significance Of Ratio Analysis; Types of Ratios; Limitations of Ratio Analysis; Time series analysis
- UNIT 7: Cost of Capital:** Concept and Definition of Cost of Capital; Significance of Cost of Capital; Classification of Cost of Capital; Determination of Specific Cost; Weighted Average Cost of Capital
- UNIT 8: Capital Budgeting Decisions:** Meaning of Capital Budgeting; Types of Investments Decisions; Investment Criteria; Capital Rationing
- UNIT 9: Leverage:** Meaning of leverage; Financial Leverage; Measure of Financial Leverage; Degree of Financial Leverage; Impact of Financial Leverage on Investor's Rate of Return; Operating Leverage; Degrees of Operating Leverage; Combined effect of Financial and Operating Leverage
- UNIT 10: Capital Structure Policies and Dividend Decision:** Meaning and Importance of Capital Structure; Optimum Capital Structure; Features of an Optimum Capital Structure; Determinants of Capital Structure; Approaches to Determine Appropriate Capital Structure; E.B.I.T.-EPS Analysis; R.O.I.-R.O.E. Analysis; Dividend Decisions; Dividend; Dividend Policy; Factors Influencing Dividend Policy; Forms of Dividend
- UNIT 11: Working Capital Management:** Concept of Working Capital; Need for Working Capital; Types of Working Capital; Determinants of Working Capital; Working Capital Management; Principles of Working Capital Policy
- UNIT 12: Receivable Management:** Concept of Receivables; Factors influencing the Size of Receivables; Goals of Receivables Management; Dimensions of Receivables Management; Credit Policy; Credit Terms; Collection Policies; Control of Accounts Receivables

**UNIT 13: Inventory Management:** Meaning of Inventory and its components; Need to Hold Inventory; Risks and Costs of Holding Inventory; Inventory Management; Inventory Management Techniques; Selective Inventory Control

**UNIT 14: Lease and Hire Purchase Finance:** Meaning of Lease; Types of Lease; Advantages of Leasing; Lease Rental Calculation; Meaning of Hire Purchase; Difference Between Lease Financing and Hire Purchase

**UNIT 15: Financial System:** Meaning and Components of Financial System; Functions of Financial System; Financial Markets; Classification of Financial Markets; Functions of Financial Markets; Differences between Money Market and Capital Market; Financial Intermediaries; Structure of Indian Financial Intermediaries; Regulatory Institutions; Specialised Financial Institutions or Developmental Banks; Financial Instruments

#### ***BBA (S4) 14 HUMAN RESOURCE DEVELOPMENT***

**Total Marks: 20+80 = 100**

**UNIT 1: Introduction to Human Resource Development:** Purpose of HRD, Meaning of HRD, Characteristics of HRD, Objectives and benefits of HRD, Difference between HRD and HRM and HRD methods

**UNIT 2: Planning and Organizing the HRD system:** HRD philosophy, HRD Policies, HRD strategy and Action Plan, organizing the HRD system, Forms of HRD Organization

**UNIT 3: Individual development:** Role of Individual Development, responsibilities in Individual Development, understanding employees learning, learning organization, improving individual development through learning

**UNIT 4: Career Development:** Concept of career development, benefits of career development, barriers to career development, organizational and employee's responsibilities in career development, Career planning process, Stages of career development and Career development programmes

**UNIT 5: Management Development:** Meaning of Management development, Importance of management Development, Steps in Management Development, Process and Methods of Management Development

**UNIT 6: Organizational Development:** Concept of Organizational development, goals and objectives of Organizational development, Organizational Development process, change agent

- UNIT 7: Technology and OD:** Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD
- UNIT 8: HRD Consultants:** Need for HRD consultants, Types of HRD Consulting and Consultants, Responsibilities of HRD Consultants, trends in HRD consulting.
- UNIT 9: Group Behaviour:** Meaning of Group and Group behaviour, Types of Groups, Stages in group development, Group cohesiveness
- UNIT 10: Team Development:** Meaning of Team, Types of Team and Difference between group and team
- UNIT 11: Performance Appraisal and Potential Appraisal:** Meaning and concept of Performance Appraisal, Objectives of Performance Appraisal, Process of Performance Appraisal and Methods of performance appraisal, Meaning of potential appraisal, steps for setting up a potential appraisal system
- UNIT 12: Quality of Work Life (QWL):** Meaning of quality of work life, Objectives of QWL, Interventions of QWL and Techniques of improving QWL
- UNIT 13: Benefits and Services:** Concept of Benefits and Services, meaning of Vacations and Holidays, Sick Leave, pension Plans, Social Security, Labour Welfare , VRS and Golden Handshake
- UNIT 14: Strategies for Advancing HRD:** Schools of Strategic thinking, the strategic role of HRD, Adopting a strategic HRD perspective, Scenario building Plus Strategic Planning
- UNIT 15: Case studies**

***BBA (S4) 15 COST AND MANAGEMENT ACCOUNTING***

**Total Marks: 20+80 = 100**

- UNIT 1: Cost Accounting:** Meaning of Cost Accounting; Objectives of Cost Accounting; Cost accounting, financial accounting and management accounting; Advantages of Cost Accounting; Limitations of Cost Accounting
- UNIT 2: Classification of Cost:** Cost concept; Techniques of costing; Classification of Cost

- UNIT 3: Materials Cost Control:** Meaning of Materials; Material Costing; Functions of Material Costing; Fixation of Stock Level; The ABC Analysis; Inventory System; Method of Pricing of Materials Issues
- UNIT 4: Labour Cost Control:** Meaning of Labour Cost; Types of Labour Cost; Control of Labour Cost; Idle Time; Abnormal Idle Time; Accounting Treatment of normal idle time and abnormal idle time; Method of Remuneration
- UNIT 5: Overheads:** Meaning and definition of Overhead Cost; Importance of Overhead Cost; Classification of Overheads; Procedure or Steps in Overhead
- UNIT 6: Absorption of Overhead:** Meaning of Overhead Absorption; Overhead Rates; Methods of Absorption Overhead; Under absorption and over absorption of Overheads; Administration, Selling and Distribution Overheads
- UNIT 7: Job and Contract Costing:** Meaning and Definition of Job Costing; Concept of Contract Costing.
- UNIT 8: Cost Sheet:** Elements Of Cost; Materials Cost; Labour Cost; Expenses;
- UNIT 9: Process Costing:** Process Costing- Basic Concepts; Meaning; Characteristics; Difference between Job Costing and Process Costing; Advantages and Disadvantages of Process Costing; Process Loss
- UNIT 10: Standard Costing:** Meaning, Advantages, Limitations, Preliminaries, Steps in setting up of standard costs, Differences between Budgetary control and standard costing, Estimated cost
- UNIT 11: Variance Analysis:** Meaning, Favourable and Unfavourable variances, Controllable and uncontrollable variances, Uses of variances, Analysis of variances, Types of variances
- UNIT 12: Marginal Costing and Break Even Analysis:** Meaning and Definition of Marginal Costing; Absorption Costing; Differential Costing; Cost Volume profit Analysis
- UNIT 13: Budgetary Control:** Basic Concepts of Budget; Budgetary Control; Types Of Budget;
- UNIT 14: Cash Flow Statement:** Cash Flow Statement; Sources and Application of Cash; Cash from Operations; External Sources and Application of Cash
- UNIT 15: Reconciliation of Cost:** Reconciliation of Cost and Financial Account; Importance of Reconciliation; Method of Reconciliation

***BBA (S4) 16 ENVIRONMENTAL STUDIES*****Total Marks: 20+80 = 100**

- UNIT 1: Concept of Environmental Studies:** Definition of Environmental Studies and its Scope; Environmental Studies and its Multi Disciplinary Nature; Rules and Regulations of Environmental Studies and Public Awareness
- UNIT 2: Natural Resources :** Natural Resources; Types of Natural Resources; Forest Resources; Water Resources; Mineral Resources; Food Resources; Energy Resources; Land Resources; Conservation of Natural Resources; Sustainable Development
- UNIT 3: Ecosystem:** Ecosystem; Food Chain; Food Web; Energy Flow; Ecological Pyramid; Main Ecosystems
- UNIT 4: Biodiversity and its Conservation:** Definition of Biodiversity; Values of Biodiversity; Biodiversity at Global, National and Local Levels; Hotspots of Biodiversity; Endangered and Endemic Species; Threats to Biodiversity Conservation of Biodiversity
- UNIT 5: Environmental Pollution:** Environmental Pollution-Definition; Air Pollution; Water Pollution Soil Pollution; Noise Pollution; Thermal Pollution; Role of Individual in Prevention of Pollution
- UNIT 6: Concept of Disaster:** Defining Disasters; Types of Disasters; Difference between Hazard: Disaster, Risk and Vulnerability; Causes, Effects and Mitigation Measures of Some Natural Disasters; Manmade Disasters
- UNIT 7: Disaster Management:** Disaster Management; Safety Measures Immediately before a Disaster; Emergency Aid; Methods or Steps Taken for Disaster Management; NGO and Participation of Civil Society; Regional Disaster Management and Planning

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**5<sup>th</sup> SEMESTER**

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***BBA (S5) 17 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT*****Total Marks: 20+80 = 100**

- UNIT 1: Introduction to Entrepreneurship:** Meaning and characteristic of an entrepreneur, Emergence of an entrepreneurial class, Theories of entrepreneurship, Role of Entrepreneurs in Economic Growth

- UNIT 2: Entrepreneurial Development Programme:** EDP- meaning and importance, Course content and curriculum of EDP, Role of EDP in context of N.E. region, Institutions providing EDP in India
- UNIT 3: Promotion of a Venture:**Meaning of Promotion of a venture, Sources of Business ideas, Steps in identification of business opportunities, External environmental analysis, Establishment of a new business unit- legal requirements, Venture capital, sources of venture capital, Documentation for obtaining venture capital.
- UNIT 4: Social Responsibilities of Business:**Meaning and scope of social responsibility in business, Social responsibilities - Indian Business Houses, Forces influencing the working of the business, Relationship between the Government and Business houses.
- UNIT 5: Size of a Business Unit:**Standards to measure the size of a business unit, Factors determining the size of a business unit, Optimum size of a firm, Principles of location of business unit, Factors influencing location of business unit, Plant location in the North East Region- the present and future status.
- UNIT 6: Introduction to Small Business and Management:** Evolution and development of Small Business, Definition and concept of Small Business, Importance of Small Business, Small business.
- UNIT 7: Small Enterprise:**Definition of Small Enterprise, Characteristics of Small Enterprise, Relationship between small and large scale units, objectives and scope of small enterprise, Role of small enterprises in economic development, Problems of small scale units.
- UNIT 8: Ownership Structure:** Concept of proprietorship, concept of partnership, Concept of Company, Concept of Co-operatives, Selection of an appropriate form of ownership structure, Ownership pattern in Small Scale Industries in India, Growth strategies in small business.
- UNIT 9: Industrial Sickness:** Meaning of Industrial Sickness; Warning Signals of Industrial Sickness; Causes of Industrial Sickness : External causes of Industrial Sickness, Internal causes of Industrial Sickness, Factors responsible for sickness of small business; Consequences of Industrial Sickness; Corrective Measures
- UNIT 10: Tax Benefits to Small Scale Industries:** Need for tax benefits; Tax Exemption; Rehabilitation Allowance; Investment Allowance; Tax Concession to small scale industries in rural areas; Tax concession to small scale industries in backward areas; MODVAT and Small Scale industries
- UNIT 11: Financing of an Enterprise:** Meaning of Financial Planning; Needs for Financial Planning; Sources of Finance; Sources of short term finance; Capital Structure :



Theories of Capital Structure, Factors determining Capital Structure; Term loan : Features of Term Loan, Significance of Term Loan, Limitations of Term Loan; Capitalisation : Over-Capitalisation, Under-Capitalisation; Venture Capital : Significance of Venture capital, Function of venture capitalists, Essential Features of Venture Capital, Advantages of Venture Capital, Venture Capital Instruments, Banks and Venture Capital; Export Finance : Importance of Export Finance, Exim Bank Finance, Forfeiting

**UNIT 12: Franchising:** Definition of Franchising; Classification of Franchising; Features of Franchising; Types of Franchising; Advantages of Franchising : To Franchisee, To Franchisor; Disadvantages of Franchising : To franchisee, To Franchisor; Franchising Agreement; Franchising in India; Laws regarding Franchising

**UNIT 13: Industrial Finance to Entrepreneurs:** Concept of Commercial bank; Concept of other development financial institution : IDBI, IRBL, LIC, STCIS, SIDC's, SIDBI, EXIM BANK, NABARD, NEDFI, IFCI, UTI

**UNIT 14: Small Enterprises in International Business and Electronic Commerce & Small Units:** Export promotion and trends of small enterprises; Concept of major constraints; Concept of export potentials of small-scale units; Suggestions to improve exports; Meaning of e-commerce; Concept of evolution and growth; Benefits of e-commerce; Suitability of e-commerce for small units; Prospective areas for e-commerce; Challenges faced by e-commerce

**UNIT 15: Case Studies**

### ***BBA (S5) 18 SALES AND RETAILING MANAGEMENT***

**Total Marks: 20+80 = 100**

**UNIT 1: Concept and Importance of Sales Management:** Objectives of Sales Management, Functions of Sales management, Difference between Marketing and sales Management, types of selling

**UNIT 2: Sales organization:** Functions, Structure- Formal and informal, Horizontal and Vertical, Centralized and Decentralized organization, relationship of sales departments with other departments

**UNIT 3: Designing the Sales Force:** Objectives, Structure, Size and compensation,

**UNIT 4: Recruitment and Selection:** Managing the Sales Force-Recruitment and Selection,

- UNIT 5: Sales Training:** Sales Training Programmes, Training Methods, Supervising Sales personnel and Evaluation of Sales personnel
- UNIT 6: Remuneration of sales personnel:** Money as motivator, sales compensation plan, Types of compensation plan, bonus and fringe benefit, Motivation by sales management, setting standards for sales personnel, comparing standards to performance, control, Negotiation and Bargaining tactics, Role of personal selling in Industrial Marketing.
- UNIT 7: Personal Selling:** Objectives of personal selling: Qualitative Objectives, Quantitative Objectives; Personal Selling Process; Challenges in Personal Selling
- UNIT 8: Methods of sales forecasting:** Executive judgment method, Sales force composite method, Experts' opinion, Market test method, Statistical and Quantitative method
- UNIT 9: Sales Budget:** Form and content, Budgetary Procedure, Factors in preparing sales budget. Setting of Sales quotas and Sales Territory, Sales Control and Cost Analysis
- UNIT 10: Retailing:** Definition of retailing, Meaning, nature scope and importance of retailing Characteristics and functions of Retailing, Difference between retailer and retailing, Retail Industry in India-different forms, Retailing Environment legal, social economic, technological issues
- UNIT 11: Classifications of Retail Units:** Retail Space Management and Merchandise Planning in Store designing, Vertical Marketing system in Indian Retailing- Its scope and importance
- UNIT 12: Wholesaling:** Concept, importance and functions of wholesalers, wholesaler marketing decisions, trends in wholesaling
- UNIT 13: Case studies**

### ***BBA (S5) 19 INSURANCE AND BANKING***

**Total Marks: 20+80 = 100**

- UNIT 1: Introduction to Insurance:** Meaning and Characteristics of Insurance; Importance of Insurance; Principles of Insurance; Features of Insurance; Classification of insurance

- UNIT 2: Risk and Undertaking of Risk:** Meaning and importance of Risk Management; Principles of Risk Management; Features of Business Risks; Causes of Business Risks; Types of Business Risks; Methods of Handling Risks
- UNIT 3: Policy Service and Claim Settlement:** Insurance Documents; Nomination and Assignments; Alterations and revival; Surrender value and paid up value; Claim and their settlement
- UNIT 4: Life Insurance:** Meaning of life Insurance; Difference between life insurance and non-life insurance; Features of life insurance; Advantages of life insurance; Types of life insurance plan
- UNIT 5: Fire Insurance:** Defining Fire Insurance: Causes of Fire, Fire Prevention, Functions of Fire Insurance, The beginning of Fire Insurance; Kinds of Fire Insurance Policies; Procedure of Recovering Fire Insurance Claim
- UNIT 6: Marine Insurance:** Defining Marine Insurance; Marine Insurance Contract; Insurance of Property; Marine Insurance Act 1963; Difference Between Fire and marine Insurance; Kinds of Marine Insurance Policies; Types of Marine Losses : Total Loss, Partial Loss
- UNIT 7: Banking Sectors:** Evolution and Meaning of Banking; Development of Banking In India; Corporate banking; Retail banking; International Banking; Rural banking
- UNIT 8: Banker Customer Relationships:** Definition of Banker and Customer; Relationships between Banker and Customer : Relationship of Debtor and Creditor, Relationship of Creditor and Debtor, Relationship of Trustee and Beneficiary, Relationship of Bailee and Bailor, Relationship of Agent and Principal; Rights of Banker; Obligations of Banker; Duties of Paying Banker; Duties of Collecting Banker; Know Your Customer (KYC) Guidelines
- UNIT 9: Employment of Bank Funds:** Liquid Assets-Cash in Hand, Cash with RBI & Cash with other Banks, Investment in securities, Advances - Secured and Unsecured, Loans, Term Loans, Cash Credit, Overdraft, Discounting of Bills of Exchange, Modes of creating charge on Securities, Types of Securities.
- UNIT 10: Negotiable Instruments:** Definition & Characteristics of Cheques, Bills of Exchange & Promissory Notes, Crossings, Endorsements, Collection and payment of Cheques, Liabilities of Parties.
- UNIT 11: Ancillary Services of Banks:** Safe custody of valuables, Lockers, Remittances – RTGS/NEFT/Drafts, Fee based services- Issuing Guarantees and letters of credit, Selling Third Party Products- Insurance and Mutual fund units, Credit Cards, Debit Cards, Brokerage and Demit Services.

**UNIT 12: Innovations in Banking Technology:** Bank Computerization, Core Banking, Online Banking, Mobile Banking, Internet Banking, ATMs.

**UNIT 13: Commercial Bank:** Meaning of Commercial Bank; Functions of Commercial Bank; Types of Banks; Role of Commercial Banks in Economic Development; Emerging Services in Indian Banking

**UNIT 14: Mutual Fund:** Meaning of mutual fund; Constitution and Management of Mutual Fund; Buy back of securities; Conditions for buy-back of securities; Mode of Buy back of securities

**UNIT 15: Case studies**

### ***BBA (S5) 20 COMPUTER APPLICATIONS IN MANAGEMENT***

**Total Marks: 20+80 = 100**

**UNIT 1 : Basics of Computer:** Computer– Definition; Components of a Computer; Evolution of Computer; Generation of Computers; Classification of Computer; Applications of Computer

**UNIT 2 : Data Storage Techniques:** Storing Data in Computer; Binary Number System: Binary to Decimal Conversion, Decimal to Binary Conversion; Computer Memory: Random Access Memory, Read Only Memory, Cache Memory and Virtual Memory, Secondary Memory

**UNIT 3 : Software and Multimedia:** Computer Software Basics; System Software; Application Software; Integrated Software; Multimedia Computing; Legal Restriction on Software

**UNIT 4 : MS Word – I:** Starting MS-WORD; Basic Components of MS Word; Entering and Saving Text in a Document; Closing the MS-Word document and Closing MS-Word; Opening of an Existing Document; Copy and Cut (Move); Formatting the Document; Find a Particular Pattern; Insertion; Implementing Formula on Table Contents; Header and Footer; Page Setup; Indents; Tabs; Columns; Change Case

**UNIT 5 : MS Word – II:** File Needed to Work with Mail Merge, Creating a Mail Merge Document, Inputting the Data, Printing the Merged Document, Modifying the Records in the Data Source

- UNIT 6 : MS Excel – I:** Starting of Microsoft Excel, Part of MS-Excel Window, Components of an Excel Work Book, Closing the Excel Work Book, Worksheets within Work Book, Enter an Edit Data, Saving and Creating the Work Book, Cell Contents
- UNIT 7 : MS Excel – II:** Ranges and Common Excel Functions, Custom List, Alignment, Database, Charts
- UNIT 8: MS PowerPoint:** Starting of Microsoft Power Point, Part of Power Point, Creation of Power Point Presentation, To Include a Chart in the Slide, To Impart a Data Sheet, Formatting Options, Slide Transaction, Different Views of the Presentation
- UNIT 9: Information Technology:** Areas of Information Technology, Advantages and Disadvantages of Information Technology, Application of Information Technology
- UNIT 10: Working with Internet:** Introduction to Internet ,Internet Architecture, Evolution of Internet, Basic Internet Terminologies, Getting connected to Internet , Application of Internet
- UNIT 11: Internet Tool:** Web Browsers, Web Server, Electronic Mail, Search Engines, World Wide Web, Internet Security, Types of Attack and Malicious Software
- UNIT 12: Management Issues in MIS:** Concept of MIS, Information Security and Control, Quality Assurance, Ethical and Social Dimensions, Intellectual property rights as related to IT services/IT products and Managing global Information systems.
- UNIT 13: E-Enterprise System:** Introduction: Managing the E-enterprise, Organisation of Business in an E-enterprise, E-business, E-commerce, E-communication, E-collaboration,
- UNIT 14: Security and Networking:** Introduction, Simple File Sharing, Internet Information Services, Peer to Peer Networking

## 6<sup>th</sup> SEMESTER

### **BBA (S6) 21 PROJECT STUDY**

**Total Marks: 60+40= 100**

Towards the partial fulfillment of the requirement of the Graduate Degree in Business Administration the students are required to undertake a two months project work on the real life problems in industrial and business organizations. In this course, students are encouraged to work on a specific problem in any area of management and submit a report thereon.

The objective is to give the student an opportunity to develop their skills in identifying issues in concrete management situations, collecting and analyzing data and applying management concepts and techniques to deal constructively with management problems and suggest solutions. For the project work each student will be under the guidance of a faculty adviser. He will be required to submit a comprehensive report of the assignment and defend the same before an examining body.

The project carries 100 marks and it is mandatory to submit the Project Report before the completion of the programme.

#### **a. TIME SCHEDULE FOR THE PROJECT**

<b>Sl No.</b>	<b>Topic</b>	<b>Date</b>
1	Submission of the synopsis of the project at the respective Study Centre	Upto 31 <sup>st</sup> January
2	Viva-voce to be conducted	1 <sup>st</sup> August to 10 <sup>th</sup> August
3	Candidate should bring three copies of the project report along with them at the time of Viva-Voce	

#### **b. TYPES OF PROJECT:**

- The Project may be taken on any one of the following areas :  
Marketing /Finance/ HRM
- The project should be done in core specialization area of B.B.A course only.
- Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations)
- Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- Evolution of any new conceptual / theoretical framework.
- Field study (empirical study).
- The project can be based on primary or secondary data.

**c. PROJECT PROPOSAL (SYNOPSIS):** Submission, Changes and Acceptance of Project Proposal (synopsis):

- Learners are advised to send their project synopsis and name and address of the project guide to the Coordinator, Study Centre. The synopsis should include the following:
  - Title of the Study
  - Objectives and importance (significance) for the Study
  - Research Methodology opted for the Study (stating nature, sources, collection of data; research tools and techniques to be used; sampling procedure). Along with this, a brief profile of the organization proposed to be covered in the project should also be included.
  - Limitations and Scope of the Study.
- If the learner wants to undertake a new project by changing his/her earlier project proposal, he will have to justify his new choice. Without valid ground and certification from his/her guide, no change in project proposal will be entertained.
- In any case, changes in project proposal will not be allowed after submitting the second project proposal. The second proposal will be considered as final.
- It is necessary that the learners finalize their project proposal well ahead of time.
- It is to be noted that changes in project proposal will not be entertained in the last month of the programme.
- In order to complete the project in due time, a learner should devote at least 120 days for his/her project. This time should be judiciously divided into various phases like field study & interview, data collection, data tabulation, data interpretation and data analysis.

**d. PROJECT GUIDE:**

- Faculties at the School of Professional Studies (Commerce, Management or Economics) of KKHSOU headquarter.
- Faculties in the departments of Commerce, Business Management or Economics in colleges/institutions affiliated to any Indian University and having minimum five years of teaching experience.

**e. MARKS DISTRIBUTION AND VIVA VOICE:**

Total marks (100) = 80 (Report writing) + 20 (Viva Voice)

Both internal guide and the external examiner will evaluate the project report and award marks out of 80. Candidate shall appear in a viva voice examination to be scheduled by the university and to be held one of the study centres. At least one of the two examiners mentioned above should be present to conduct the viva examination and award marks out of 20.

**BBA (S6) 22 OFFICE MANAGEMENT****Total Marks: 20+80 = 100**

- UNIT 1: Introduction to Office Management:** Meaning and importance of office, Nature and functions of Office, Relationship of office with other departments, Functions- basic and auxiliary, Position and role of an office manager
- UNIT 2: Office Administration:** Administrative office management, objectives of administrative office management, functions of administrative office manger, scientific office management
- UNIT 3: Office Layout:** Office Layout and Working Condition, Location of office, Office building, Office layout-nature, principles, types, Open and private offices,
- UNIT 4: Office Environment** - lighting, ventilation, safety from physical hazards, sanitary requirements, cleanliness, security and Temperature and interior decoration
- UNIT 5: Office services:** Centralization versus decentralization of office services, departmention of office, departments of a modern office
- UNIT 6: Workflow in Office:** Workflow in Office, Concept of work-flow and flow charts, Difficulties in work flow.
- UNIT 7: Office Organization:** Office Organization Principles, Types - line, line and staff and services Organization, Office charts and manuals.
- UNIT 8: Office Communication:** Basic Principles, Internal Communication and External communication, Handling Inward and Outward communication; Mail Organization of the mailing section, Arrangements with post offices, Inward Mail routine, Dealing with correspondence, Outward mail routine, Mechanizing mail service.
- UNIT 9: Filing and Indexing:** Filing - meaning and importance, Classification of papers for filing, Methods of filing: horizontal and vertical
- UNIT 10: Office Stationary:** Meaning of office stationary, types of Stationary, selection of supplies, standardization of office supplies, Purchasing supplies, control over stationary in stores, issue of stationary and stores, office manger and stationary control
- UNIT 11: Office Automation:** Uses and abuses of labour saving appliances. A study of various types of commonly used appliances i.e. typewriter, duplicator, accounting machines, addressing, machines, calculator, franking machine, weighting and folding machine, Dictaphone, cash register, coin sorter, time recorder, photocopier, telephone, facsimile, computer, scanner, printer, letter opener, time and date stamps etc.



**UNIT 12: Correspondence:** Routine of handling mail. Importance of correspondence in business and Govt. offices. Essentials of good business and official correspondence. Various forms of correspondence.

**UNIT 13: Company meeting:** Meaning and types of meeting; Secretarial practices relating to holding of meetings with special reference to notice, agenda, quorum, motions, resolutions, sense of meeting, adjournment of meeting and minutes. Minutes writing-types of minutes, minutes book, contents of minute, drafting or writing of minutes.

**UNIT 14: HRM for office Management:** Recruitment, Selection and Training of office staff. Office supervision-duties and responsibilities of supervisory staff. Motivation-Financial and non-financial incentives to subordinates.

**UNIT 15: Management Reporting :**Report writing, types of report, specimen of reports, précis writing

### SPECIALISATION

*In the 6<sup>th</sup> semester, the learners have to select any one specialization from HRM or Marketing or Finance. The area wise courses are listed below*

#### HRM (SPECIALIZATION)

#### **BBA (S6) 22 ORGANIZATIONAL DEVELOPMENT**

**Total Marks: 20+80 = 100**

**UNIT 1: Organization Design:** Meaning of Organization; Organization as a structure, as a process; Importance of sound organization; Importance of Organizing, guidelines for effective organization, principles of organizational structure and design, Types of organization design and theories of organization

**UNIT 2: Organizational Culture:** Components and determinants of organizational culture (OC), Functions of Organizational culture, Types of OC, HRD culture/climate

**UNIT 3: Organizational Change:** An Introduction, Importance of Change, Forces of Change, organizational change, Types of organizational change, determinants of planned and unplanned change, types of change, Change Agents-principles of change agents and qualities of change agents

**UNIT 4: Values and Ethics in OD:** Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement

- UNIT 5: Models and Process of Management of Organizational Change:** Forced Field Analysis, Kurt Lewin's Model of change, Action Research, Process model, a system model of change
- UNIT 6: Managing Resistance to change:** Individual resistance to change, Organizational resistance to change, Social resistance to change , managing resistance to change, activities for managing change.
- UNIT 7: Organizational Development: An Introduction:** Definition of Organizational Development (OD), Objectives of OD, Characteristics of OD, evolution and Assumptions of OD
- UNIT 8: Process of Organizational Development:** Process of Organizational Development; Steps in Organizational development Process, Six-Box Model of Organizational Development
- UNIT 9: Organizational Development Models:** The change Model-Ronald Lippitt, Jeanne Watson and Bruce Westley, 7-S Model for OD, Trans-Theoretical Model, Burke-Litwin Model, ADKAR Model
- UNIT 10: OD Interventions:** OD Interventions: Concept and characteristics; OD Interventions to improve effectiveness of the organizations- Team interventions, Inter-group development intervention, Third party peace-making intervention, Comprehensive intervention, Structural interventions
- UNIT 11: Process of OD Interventions:** Role playing, sensitivity training, Team-Building interventions, Transactional analysis, process consultation, third party peace making interventions, workflow, Flexible working hour, Job evaluation and Role analysis techniques, Job redesign strategies
- UNIT 12: Teams and Teambuilding:** Meaning and importance of Team, benefits of Team Building, Strategies for team building, types of Teams, Self Managing Teams
- UNIT 13: Training Experience:** Sensitivity or T group training, Behavioural Modelling, Career Planning Intervention, Coaching and Mentoring
- UNIT 14: Issues in Consultant -Client Relations:** Organisational Consultants and the client system, Entry and Contracting, Consultant Client Relationship, Implication's for Consumer Behaviour, Dependency issue and Terminating the Relationship and Ethical Standards in O.D.
- UNIT 15: The future of OD:** Fundamental, Strengths of OD, OD's Future, Leadership and Values, OD Training,

**BBA (S6) 24 INDUSTRIAL RELATION****Total Marks: 20+80 = 100**

- UNIT 1: Industrial Relations: An Introduction:** Meaning and definition of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relation, Trade unionism, Tripartite and Bipartite bodies and Industrial disputes.
- UNIT 2: Theoretical framework of Industrial Relations:** Environmental / External theories, Implant Theories, Gandhian Approach to Industrial Relations
- UNIT 3: Industrial Workers:** Background, education, skills and adjustments, absenteeism, influence of trade unions
- UNIT 4: Trade Unions:** Evolution of trade unions in India, recognition of a Union, rights and responsibilities of registered trade union, Trade Union Act 1926
- UNIT 5: Industrial Dispute and Employee Grievance:** Nature and scope of Industrial Dispute, causes and consequences of Industrial Dispute, Prevention and settlement of Industrial dispute in India, Nature of Grievance, Causes of Grievance, the grievance redressal procedure.
- UNIT 6: Organizational discipline:** Introduction, Overview of Organisational Discipline, Types of Organisational Discipline, Types of Disciplinary Problems, Disciplinary Procedure
- UNIT 7: Machinery for prevention and settlement of Industrial Dispute:** Statutory and non-statutory measures and other statutory measures
- UNIT 8: Collective Bargaining:** Meaning and concept of collective bargaining, Features and strategies of Collective Bargaining, approaches to collective Bargaining, Impact of collective bargaining and workers participation in management on Industrial Relations.
- UNIT 9: Labour Welfare and Social Security:** Labour welfare, evolution social security measures, health programmes, safety programmes
- UNIT 10: Workers Participation in Management:** Concept of Workers Participation in Management, Features and objectives of workers participation in management, Forms of workers participation in India, Merits of workers participation in management, Demerits of workers participation in management, W.P.M in India and Making WPM effective.
- UNIT 11: Laws related to Employee Relations:** Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organisational Conflicts, Laws Relevant to Employee Wages and Compensation

- UNIT 12: Industrial Health:** Meaning of Industrial health and safety, Importance of industrial health and safety, Occupational hazards and diseases, Protection against hazards and statutory provisions concerning health in India
- UNIT 13: Concept of Wages:** Meaning and concept of wages, Objectives of wage and salary administration, Theory of Wages, Methods of Wage Payment and Wage differentials
- UNIT 14: Technology and Industrial Relations:** Concept and impact of technological change, IT and IT enabled service sectors in India, Industrials in IT sector in India
- UNIT 15: India and ILO:** Objectives and structure of ILO, Impact of the ILO, ratification of ILO standards, ILO recommendation

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## MARKETING

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### ***BBA (S6) 23 ADVERTISING AND PROMOTION STRATEGY***

**Total Marks: 20+80 = 100**

- UNIT 1: Advertising- basic concepts:** Concepts of advertising, objectives and scope of advertising, social and ethical implications of advertising, types of advertising, advertising as an industry
- UNIT 2: IMC and advertising:** IMC; advertising as a communication process; communication models; AIDA model and its purpose; the changing marketing environment
- UNIT 3: Marketing promotion mix:** characteristics of promotional mix; elements of the promotional mix, advertising as an element in marketing promotion, factors considered while developing the promotional mix
- UNIT 4: Developing effective Promotion:** Identifying the target audience, determining the promotional objectives, designing the promotion and selecting the channel, push vs. pull strategy, establishing the promotional budget and implementing promotional strategy
- UNIT 5: Managing advertising I :** Developing and managing advertising program, Setting advertising objectives, DAGMAR, Deciding on advertising budget
- UNIT 6: Managing advertising II :** Developing the advertising message, role of music and humour in advertising, factors considered while developing the advertising copy, creativity in advertising,

- UNIT 7 :** **Media Strategies:** Media planning and objectives, deciding on media, different types of media and their advantages and disadvantages, choosing among major media types, media schedule decisions, space and time buying
- UNIT8 :** **Evaluating advertising effectiveness:** Deciding on reach, frequency and impact, Copy testing, Advertising recognition and recall tests, Issues in assessing impact of advertising, Measuring the performance of an advertising agency
- UNIT 9:** **Promotion Mix and Elements:** Promotion mix-its Objectives and Importance, kinds of promotion-Advertising, Direct marketing, Interactive/Internet marketing, Personal Selling, Sales Promotion, Publicity/Public Relations
- UNIT 10:** **Promotion Tools:** Factors considered in deciding promotional tools, budgeting consideration for promotion
- UNIT 11:** **Sales Promotion:** Introduction, Meaning and Importance of Sales Promotion; Strengths and Limitations of Sales Promotion; Difference between Sales Promotion and Advertising; Tools and Techniques of Consumer Sales Promotion; Trade Promotions; Organising Sales Promotion Campaigns
- UNIT 12:** **Personal Selling:** Defining Personal Selling, Scope and Significance, Aims and Objectives of Personal Selling, AIDAS Principles, Personal Selling Process, Customer Delight
- UNIT 13:** **Direct Marketing:** Introduction, Meaning and Importance of Direct Marketing, Strengths and Limitations of Direct Marketing, Products Suitable for Direct Marketing, The Indispensable Elements of Direct Marketing, The list, The offer, The message, Media for Direct Marketing, Regulations and Ethics in Direct Marketing
- UNIT 14:** **Ethics in Advertising:** Introduction, Perceived Role of Advertising; The Advertising Standards Council of India (ASCI); Forms of Ethical Violations; Misleading advertising; Advertising to children, Product endorsements, Stereotyping, Cultural, religious and racial sensitivity in advertising, Obscenity in advertising

**UNIT 15: Case studies*****BBA (S6) 24 CONSUMER BEHAVIOUR*****Total Marks: 20+80 = 100**

- UNIT 1: Introduction to Consumer Behavior:** Scope, importance and interdisciplinary nature, Marketing concept, the social marketing concept, social responsibility in marketing, the consumer research process, quantitative and qualitative research.
- UNIT 2: Market Segmentation:** Importance and use, Bases of segmentation, Effective targeting and segmentation strategies, Positioning strategies, Differentiation of Consumer Market
- UNIT 3: Market Positioning:** An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors
- UNIT 4: Consumer Motivation:** Needs, goals and their interdependence, rational vs emotional motives, Dynamic nature of motivation
- UNIT 5: Personality and Consumer behavior:** Nature of personality, Freudian, Neo-Freudian and trait theories. Role of personality in understanding consumer diversity, Product personality and brand personification, Self-image, Vanity and consumer behavior
- UNIT 6: Consumer perception:** Absolute and differential threshold, subliminal perception, Perceptual selection, organization and interpretation, Product and service positioning, Perceived price, quality and risk, Manufacturer's image.
- UNIT 7: Consumer Attitudes:** Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies
- UNIT8: Consumer learning:** Motivation, cues, response and reinforcement, Behavioral learning and cognitive learning theories, Recognition and recall, Attitudinal and behavioral measures of brand loyalty.
- UNIT 9: Cultural Influences on Consumer Behaviour:** Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications
- UNIT 10: Social Class and Group Influences on Consumer Behaviour:** Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols,

Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership

- UNIT 11: Attitude formation and change:** Meaning of attitude and its formation, Cognitive dissonance theory and attribution theory, Communication process and design of persuasive communication.
- UNIT 12: Diffusion of Innovation:** Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion
- UNIT 13: Influence of reference groups:** Friendship, Work, Celebrity and family, Impact of social class, culture, subculture and cross-cultural factors on consumer behavior.
- UNIT 14: Consumer decision-making process:** The process of opinion leadership and motivation behind opinion leadership, Diffusion and adoption process of innovations, Profile of consumer innovators, Levels of Consumer decision making, Consumer gifting behavior.
- UNIT 15: Organizational Buying Behaviour:** Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

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## FINANCE SPECIALIZATION

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### ***BBA (S6) 23 INDIAN FINANCIAL SYSTEMS***

**Total Marks: 20+80 = 100**

- UNIT 1: The Financial System:** Financial System - Concept, Characteristics and Functions; Role of Financial System - National Income Accounts, Flow of Funds Accounts, Savings and Investment; Financial System and Economic Development
- UNIT 2: Indian Financial System:** Structure of Indian Financial System- Organised vs. Unorganised Sector of Indian Financial System. Components of Financial System- Financial market, financial instruments, financial institutions and financial services.

- UNIT 3: Financial Market:** Nature and Scope of Financial Market; Features and Structure of Indian Financial Market; Types of Financial Market- Primary vs. Secondary market, Money market, Capital market, Forex Market, Derivative Market.
- UNIT 4: Money Market in India:** Meaning, Nature and Functions of the Money Market, Constituents of the Money Market – Call Money market, Treasury Bills, Commercial Bills, Commercial Papers, Certificate of Deposits, Money Market Intermediaries, Reforms in Indian Money Market.
- UNIT 5: Capital Market in India:** Meaning and Nature and Scope, Functions; Structure of Indian Capital Market; Capital Market Instruments- Equity and Debt, Reforms in Indian Capital Market.
- UNIT 6: Primary Markets in India:** Nature and Scope, Functions, Organization of primary market in India, Methods of distribution of securities, primary market intermediaries, new issue market, pricing of securities, book building.
- UNIT 7: Secondary Markets in India:** Meaning, Nature and Scope, Stock Market in India, Organization and Management of Stock Market in India, Listing of Securities, Trading Arrangements, Trading and Settlement, Stock Market Index, BSE , NSE, OTCEI, Regional Stock Exchanges.
- UNIT 8: Financial Institutions :** Banking Institutions; Merchant Banks, Non-banking Institutions; Money Market Institutions; Insurance Companies, Foreign Institutional Investors (FIIs).
- UNIT 9: Mutual Fund:** Meaning, importance, management and structure of mutual fund, Types of mutual fund, Performance of mutual funds in India, Problems and Prospects.
- UNIT 10: Derivative Markets :** Derivatives: Meaning, nature and scope, Types of derivatives, Derivative Markets in India.
- UNIT 11: Foreign Exchange Market :** Meaning and Importance of Forex Market; Structure of Foreign Exchange Market in India,



**UNIT 12: Credit Rating:** Credit Rating- Meaning and importance, growth of credit rating services in India, Credit Rating Agencies in India;

**UNIT 13: Depository Services:** Depository System- meaning and functions; Depository Mechanism, Depositories in India- NSDL and CSDL.

**UNIT 14: Regulation of Financial Markets in India:** Regulatory Framework, Regulatory Role of the Government, Regulatory Role of the RBI, Regulatory Role of the SEBI.

**UNIT 15: Investor Protection:** Grievances concerning stock exchange dealings and their removal; Grievance cells in stock exchanges; SEBI; Company law Board; Remedy through courts.

### ***BBA (S6) 23 RURAL DEVELOPMENT AND RURAL FINANCE IN INDIA***

**Total Marks: 20+80 = 100**

**UNIT 1: Basic Concepts of Rural Development:** Concept of Rural Development; Why Rural Development?, Some Dilemmas in Development – Rural Vs Urban Development, Agriculture Vs Industrial Development, Capital Vs Labour Dogma, Autonomous Vs Induced Development

**UNIT 2: Rural Economy of India:** Size and Structure of the Indian Rural Economy; Importance and Role of the Rural Sector in India; Economic, social and Demographic Characteristics of the Indian Rural Economy; Causes of Rural Backwardness (Indian Context)

**UNIT 3: Approaches to Rural Development:** Community Development Programmes; Gandhian Approach to Rural Development; Balancing Rural and Urban Development

**UNIT 4: Cottage Industries in India:** Role of Cottage Industries in Indian Economy; Various Cottage Industries of India; Government Policies for Cottage Industries

**UNIT 5: Rural Indebtedness in India:** Meaning; Nature; Consequences of Rural Indebtedness; Programmes for Removal of Rural Indebtedness

**UNIT 6: Rural Unemployment in India:** Characteristics; Incidence of Rural Unemployment in India; Employment Generation Measures

**UNIT 7: Poverty in Rural India:** Characteristics; Incidence of Rural Poverty in India; Poverty Eradication Measures

**UNIT 8: Role of Technology in Rural Development:** Importance of Rural Technology in Agriculture and Allied Sectors; Issues with Use of Technologies

**UNIT 9: Agriculture and Livestock Insurance in India:** Role of Agriculture and Livestock Insurance in India; An Assessment of Different Rural Insurance Schemes in India

**UNIT 10: Rural Finance in India:** Non-Institutional Sources of Rural Finance in India – Indigenous Banker, Money Lenders, Landlords, Traders; Institutional Sources of Rural Finance in India – Co-Operative Banks, Public Sector Banks, Corporations and Apex Bodies (NABARD, Agricultural Finance Corporation, RRBs)

**UNIT 11: Role of Commercial Banks in Rural Finance in India:** Progress of Commercial Banks; Priority Sector Lending; The Lead Bank Scheme; Analysis of Major Schemes of the Government of India undertaken since 1990 in different sectors – Agriculture, Animal Husbandry, Fishery, Cottage Industries; Difficulties faced in Implementation of these Schemes

**UNIT 12: Co-Operative Banks:** Progress of Co-operative Banks in India; Advantages of Co-Operative Institutions; Problems faced by Co-Operative Banks in Financing Rural Development

**UNIT 13: Regional Rural Banks:** Objectives and Functions of RRBs; Evaluation of Progress and Activities of RRBs; Critical Assessment of Functions of RRBs

**UNIT 14: NABARD:** Objectives and Functions of NABARD; Evaluation of Progress and Activities of NABARD; Critical Assessment of Functions of NABARD

**UNIT 15: Recent Innovations in Rural Finance:** Micro Credit, NGOs and Self-Help Groups, Rural Service Centres of Banks.