

**SOPHIA GIRLS'
COLLEGE, AJMER
(AUTONOMOUS)**



**SYLLABUS
(Batch)
2023-24
FOR
BACHELOR OF BUSINESS
ADMINISTRATION
Semester – I to VI**

BACHELOR OF BUSINESS ADMINISTRATION

Eligibility for admission in First Year of BBA is 10+2 examination of any board with at least 50% marks. With regard to admission in reserved category seats, government rules will be applicable.

SCHEME OF EXAMINATION

The number of the paper and the maximum marks for each paper together, with the minimum marks required to pass are shown against each subject separately. It will be necessary for a candidate to pass in the theory as well as the practical part of a subject/paper, wherever prescribed, separately.

Classification of successful candidates shall be as follows:

| | | |
|-----------------|-----|---|
| First Division | 60% | } of the aggregate marks prescribed in Semesters I to VI taken together |
| Second Division | 48% | |

All the rest shall be declared to have passed the examination.

1. For passing a candidate shall have to secure at least 40% marks in each course (Theory and Practical separately).
2. No division shall be awarded in Semesters I to V.
3. Wherever a candidate appears for a due paper examination, she will do so according to the syllabus in force.
4. A candidate not appearing in any examination/absent in any paper of term end examination shall be considered as having DUE in those papers.

End Semester Examination Pattern

Maximum Marks: 70

Duration: 2 ½ Hrs.

Section A

Contains 10 Questions of 1 mark each and all are compulsory.
Three questions from each unit and one extra question from any one unit.
 $3 + 3 + 4 = 10$ Questions

$10 \times 1 = 10$ marks

Section B

Contains 3 questions with internal choice (Two questions from each unit).
Each Question carries 5 marks.
A student has to attempt 3 questions, choosing at least one question from each unit.

$3 \times 5 = 15$ marks

Section C

Contains 3 questions with internal choice (Two questions from each unit).
Each Question carries 10 marks.

A Student has to attempt 3 questions, choosing at least one question from each unit.

$3 \times 15 = 45$ marks

Course Structure BBA – I Year

| Semester I | | | | | | | | |
|-------------|------------------------------------|------------------------|---------|-------------|-----|------------|-----------------|---------------|
| Paper Code | Nomenclature Of the Paper | Contact Hours Per Week | Credits | Total Marks | | Max. Marks | Min. Pass Marks | Exam Duration |
| | | | | CIA | ESE | | | |
| MJBBA-101 | Basics of Accounting | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA-102 | Principles of Business Management | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA-103 | Business Ethics and Sustainability | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| Semester II | | | | | | | | |
| MJBBA - 201 | Organisation Behaviour | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 202 | Business Statistics | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 203 | Fundamentals of Entrepreneurship | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |

BBA Semester I

MJBBA 101 - Basics of Accounting

Max. Marks: 100

Credits: 4

Min. Marks: 40

Duration: 2 ½ Hrs

Learning Outcome: On successful completion of the course the students will be able to:-

1. Understand and apply the basic concepts of accounting.
2. Prepare the final accounts of business.
3. Report and rectify the errors in and after preparation of trial balance.
4. Summarize the process of computerized accounting.

Note: Please make a 60:40 distribution in numerical: theory questions.

Unit – I

Meaning and scope of Accounting; Need, development and definition of accounting, Bookkeeping and accounting, Objectives of Accounting, Accounting Transactions.

Accounting Concepts & Conventions.

Journal, Ledger, Trial Balance.

Unit- II

Rectification of Errors: Types, Rectification of error traced before preparation of Trial Balance and after preparation of Trial Balance.

Final accounts: Trading Account, Profit and Loss Account, Balance Sheet, Adjustment Entries.

Unit- III

Depreciation Accounting: Meaning, Objective, Causes. Methods of Depreciation- Straight line Method, WDV Method, Sinking Fund Method and Annuity Method. Change in method of Depreciation from Straight Line to WDV and WDV to straight Line with retrospective and without retrospective.

Computerized Financial Accounting: Meaning, Need, Importance, Objective, Basic concepts, Fundamentals of Tally, Features of Tally.

Reference Books:

- Hanif, M., Mukherjee A., Modern Accountancy-Part I, , Tata McGraw Hill.
- Jain, Khandelwal, Pareek, Fundamentals of Accountancy Part-I, , Ajmera Book Co.
- Gupta Vikas Business Accounting & Tally ERP9 DEOTECH.
- Kumar V Mishra, Tally with GST, T. Balaji, New Delhi.

Note: Latest edition of books to be referred.

MJBBA 102 - Principles of Business Management

Max. Marks: 100

Min. Marks:40

Credits:4

Duration: 2 ½ Hrs

Learning Outcome: On successful completion of the course the students will be able to:-

1. Interpret the concept of management, decision-making & MBO.
2. Analyse organisation structure, authority & responsibility relationships.
3. Understand the various concepts of Office Management
4. Summarise about various management functions.

Unit- I

Introduction: concept, nature, process and significance of management; Principles of Management, Development of management thought

Planning: concept, process, types, Essentials of effective planning. Decision making-concept, Types and process; Management by Objectives.

Unit- II

Organization: concept, nature, process and significance, Authority- Meaning, Types, Sources, Characteristics; Responsibility & Accountability-Meaning & Characteristics, Centralization and decentralization with their respective meaning, advantages & disadvantages, **Delegation of Authority-** Meaning, Importance, Limitations & Essentials to make effective delegation. Organization structure-forms.

Managerial control- concept and Process; Effective control system; Techniques of control - Traditional and modern.

Unit- III

Office management: objectives, responsibility for office work, selection of office site, layout. Organizing and method, office machinery and equipments, the future offices.

Electronic data interchange- concept, objectives and importance.

Reference Books:

- Naulakha R.L, Principles of Management RBD Publications
- Sudha G.S, Management, Ramesh Book Depot
- Rajpurohit, Sharma, Sharma, Gupta, Management Ajmer a Book Company, Jaipur.

Note: Latest edition of books to be referred

MJBBA 103 - Business Ethics and Sustainability

Max. Marks: 100

Min. Marks: 40

Credits: 4

Duration: 2½ Hrs

Learning Outcome: On successful completion of the course, the student will be able to:

1. Interpret the concept of business ethics incorporated.
2. Analyse the relationship between business ethics and different areas of management.
3. Evaluate ethical decision making and corporate sustainability.
4. Summarise the impact of business ethics on corporate and society.

Unit-I

Business Ethics: Meaning, Features, Objectives, Importance, Factors influencing business ethics, Relation between Ethics and Business Management.

Moral & Values: Meaning, Types of values, Sources of ethics, Values for Indian Managers, Workplace Ethics, Religion & Ethics, Moral and Ethics.

Ethics in Management- Vision, Mission, Corporate Culture. Role of Board of directors, Code of Ethics, Code of Conduct, Ethics Committee, Concept of Whistle Blower, Ethics Audit.

Unit-II

Ethics in Functional and Operational Management- Ethics in Marketing, Finance, HRM, Operations and Technology, IT, E-Commerce and BPO, Accountancy.

Corporate Social Responsibility- Meaning, Benefits, Arguments for and against CSR, Responsibilities towards the Stakeholders, Latest initiatives by corporates.

Unit- III

Ethical Decision Making- Meaning and Process, Ethical values and Dilemmas, **Corporate Governance-** Meaning, Features of good corporate governance, Factors influencing corporate governance, Corporate governance in India, Environmental Concerns and Corporations. **KYOSEI** Technique, **Triple Bottom Line (TBL).**

Reference Books:

- K Aswathappa, J Usha Rani, Sunanda GundaVajhala; Himalayala Publishing house; First edition 2017.
- Business Ethics and Corporate Governance: Dr. S S Khanka; S Chand and Company Pvt Ltd; First edition 2014
- Albuquerque Daniel (2013): Business Ethics, Principles and Practices, Oxford university press, New Delhi
- Murthy C.V (2016), Business ethics, Himalaya Publishing House, Mumbai
- Velasquaz G Manual (2016), Business Ethics, Dorling Kindersley Pvt. Ltd.
- Business ethics and corporate governance, B.N.Ghosh.

Note: Latest edition of books to be referred

BBA Semester II

MJBBA 201 - Organization Behaviour

Max. Marks: 100

Credits:4

Min. Marks: 40

Duration: 2½ Hrs

Learning outcome: On successful completion of the course the students will be able to:-

1. Interpret the concepts of Personality, Perception, Attitude.
2. Appraise group behaviour, group decision making, leadership theories.
3. Assess the concepts of conflict management, Motivation.
4. Summarise about dynamics of organization behaviour.

Unit-I

Understanding and managing Individual behavior- Personality: concept, theories, determinants of personality, personality development, personality traits affecting behavior, personality traits of Indian managers, Personality measurement, organizational applications of personality.

Perception: Concept, Importance, process, perceptual selectivity, perceptual organization, Interpersonal perception, factors in perceiver, factors in person perceived, situational factors, developing perceptual skills. Attitudes: concept, attitudes and behavior, factors in attitude

formation, attitudes relevant for organizational behavior, attitude change (methods, developing positive attitudes)

Unit-II

Foundation of Group Behaviour: Concept, elements of groups, external conditions, group member resources, group formation and development

–Four stage model, five stage model, punctuated equilibrium model, dimensions of group behavior.

Group decision making: concept, importance, positive and negative aspects, methods.

Leadership: concept, theories- Trait theory, behavioral theory, situational theory, leadership styles based on behavioural approach.

Unit-III

Motivation: concept, features, motivation & behavior, motivation & performance, theories of motivation- Maslow's need hierarchy, Herzberg's two factor theory, Vroom's expectancy theory, Equity theory, Carrot & stick approach, McGregor's theory 'X'&'Y', Theory Z, Porter –Lawler model of motivation.

Conflict management: concept, nature, types, stages and levels, causes of organizational conflict, process, or model of conflict, approaches, process and methods of conflict management.

Reference Books:

- K. Aswathappa Organizational Behaviour Himalaya Publishing House.
- Subba Rao P., Organizational behavior, Himalaya Publishing House
- Sudha G.S., Organisational Behaviour, Malik & Company.

Note: Latest edition of books to be referred

MJBBA 202 - Business Statistics

Max. Marks: 100

Credits:4

Min. Marks: 40

Duration: 2½ Hrs

Learning outcome: On successful completion of the course the students will be able to:-

1. Develop the skill to collect, present & classify the data
2. Analyze statistical data using measures of central tendency and dispersion
3. Compute the degree of correlation & construct the regression lines
4. Interpret the concept & computation of Index numbers and Time series
5. Develop the understanding of statistical technique as applicable in different fields of research

Unit-I

Introduction to statistics: Definition, function of statistics, scope and importance of statistics, limitations and distrust of statistics, types of statistical methods, Data collection and Analysis, Types of data - primary and secondary, methods of data collection, classification of data.

Measures of central tendency: Meaning and definition, types of average, Median, Mode (excluding Graphical method), Arithmetic mean. Measures of dispersion-Range, Quartile Deviation, Mean deviation and Standard Deviation. (Excluding Graphical method)

Unit- II

Measures of correlation: Meaning and definition of correlation, uses of correlation, types of correlation, methods of Correlation- Karl Pearson, Rank Correlation, Probable error, coefficient of Determination and Non-determination.

Regression Analysis: Meaning, definition of regression, difference between correlation and regression. Linear Regression, Methods of constructing Regression Lines.

Unit- III

Index Number: Meaning, types, characteristics and uses, Methods of constructing of price and quantity indices (simple and aggregate), Test of adequacy; chain base index number, Consumer price Index, problems in constructing index numbers. Analysis of Time series; Causes of variations in time series data; components of a time series: Decomposition-Additive and multiplicative models; Determination of trend-Moving averages method and method of least squares, Computation of seasonal indices by simple averages, ratio to trend, ratio to moving averages and link relative methods.

Theory of Probability - Concept, Theorems of Probability - Addition & Multiplication, Conditional Probability, Bayes' Theorem, Mathematical Expectation Value

Reference Books:

- Oswal, Agrawal, Saraswal Paldecha, Agrawal - Statistics Ramesh Books Depot publications, Jaipur.
- Ranga, Gupta, Goyal, Bhatnagar, Soni; - Business Statistics & Statistical Methods; Ajmera Book Co., Jaipur.
- Dr. Agarwal Business Statistics; Vrinda Publications (P)Ltd.
- Hooda, R.P.: Statistics for business and economics - Macmillan, New Delhi
- Lewin and Rubin: Statistics for management; - Prentice-Hall of India, New Delhi

Note: Latest edition of books to be referred

MJBBA 203 - Fundamentals of Entrepreneurship

Max. Marks: 100

Credits:4

Min. Marks: 40

Duration: 2½ Hrs

Learning outcome: On successful completion of the course the students will be able to: -

1. Understand the basics of entrepreneurship
2. Identify the opportunities for business and develop a business plan.
3. Analyse financing and managing the new ventures and evaluate the benefit of women entrepreneurship
4. Articulate various entrepreneurial skills.

Unit I

Entrepreneur- Definition, Functions, Qualities, Types and Benefits of becoming an entrepreneur

Entrepreneurship- Meaning, Factors motivating entrepreneurship, Types.

Qualities/Traits of Entrepreneur

Role of an Entrepreneur in socio-economic development.

Unit II

Forms of Ownership – Sole Proprietorship, Joint Hindu Family, Partnership, Limited Liability Partnership, Joint Stock Company, Co-operative Society -Meaning and Features.

Creating and Starting the Venture - Identifying and evaluating business opportunities, Risk taking; Decision making process.

Business planning – Meaning, Characteristics, Need, Importance and Process to make a business plan.

Legal requirements for establishing a new unit and documentation needed.

Unit III

Financing and managing the new venture – Sources of Venture capital, Record keeping, Recruitment, Motivating and Leading teams, Marketing and sales controls - Meaning and Importance,

E-commerce and Entrepreneurship -Meaning and benefit.

Women Entrepreneurship- Concept, Characteristic, Obstacles, Remedies for women entrepreneurs. Role of SHG in women entrepreneurship development.

Example of Budding Entrepreneurs (Any 2)

Reference Books:

- G.S.Sudha, Fundamentals Of Entrepreneurship, R.B.D. Publications.
- Ramchandani, Sharma, Pareek, Saxena, Fundamentals Of Entrepreneurship, Ajmera Book Company.
- Dr. S. S. Khanka, Entrepreneurial Development, S. Chand & Company Pvt. Ltd.
- Drucker P. Innovation and Entrepreneurship. Butterworth-Heinemann Publication
- Prasanna Chandra: Project Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill.

Note: Latest edition of books to be referred

Course Structure BBA – II Year

Semester III

| Paper Code | Nomenclature Of the Paper | Contact Hours Per Week | Credits | Total Marks | | Max. Marks | Min. Pass Marks | Exam Duration |
|-------------|--|------------------------|---------|-------------|-----|------------|-----------------|---------------|
| | | | | CIA | ESE | | | |
| MJBBA-301 | Marketing Management | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA-302 | Economics for Management | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA-303 | Cost Accounting | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA -304 | Business Communication and Managerial Skills | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 305 | Business Regulatory Framework | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |

Semester IV

| | | | | | | | | |
|-------------|-----------------------------------|----|----|----|----|-----|----|--------|
| MJBBA - 401 | Financial Management | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 402 | Business Research | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 403 | Production & Operation Management | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 404 | Company Law | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MNBBA- 405 | Purchasing & Material Management | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |

Semester III

MJBBA 301 - Marketing Management

Max. Marks: 100

Credits:4

Min. Marks: 40

Duration: 2½ Hrs

Learning outcome: On successful completion of the course the students will be able to:-

1. Interpret concept of marketing mix, marketing environment and market research.
2. Simulate knowledge relating to market segmentation and STP.
3. Appraise concepts of distribution channels, promotion mix and advertising media
4. Integrate various marketing aspects.
5. Interpret knowledge to work as assistant to marketing manager.

UNIT – I

Marketing: - Meaning, Nature, Scope, Importance, functions; selling Vs marketing, Marketing mix- Meaning, Components, Factors affecting marketing mix; **Marketing environment**- Meaning, Nature, types, Importance of studying marketing environment; Market Research - Meaning, Objectives, Advantages, Limitations, Process

UNIT – II

Market segmentation – concept and importance, Basis of market segmentation, STP Strategy.

Product: Concept, Product Classifications, New Product Development, Branding, Labelling and Packaging Strategies, Pricing Methods and Strategy, Product Life Cycle.

UNIT – III

Channels of Distribution – meaning, importance, modes(types): wholeselling and retailing, factors affecting channels of distribution.

Promotion mix- Meaning, components of promotion mix with their relative meaning and features, factors affecting promotion mix;

Advertising Management: Meaning, objectives, merits, demerits, characteristics of an effective advertisement, Advertising media: Meaning, types, their relative merits and demerits, points to be considered for selecting advertising media.

Reference Books:

- Sherlekar S.A., Marketing Management, Himalaya Publishing House
- Bose Biplab S., Marketing Management, Himalaya Publishing House
- Kotler Philip: Marketing Management – Pearson Education.
- Karunakaran,k.,Goyal K.C. Marketing Management, Himalaya Publishing House.
- Kothari Milind, Principles of Marketing, R.B.D Publications.
- Rajpurohit, Sharma, Khicha, Saxena, Principles of Marketing, Ajmera Book Company.
- Kotler Philip and Armstrong Gary: Principles of Marketing, Prentice-Hall of India, New Delhi.

Note: Latest Edition of the books to be referred

MJBBA 302 - Economics for Management

Max. Marks: 100

Min. Marks: 40

Credits: 4

Duration: 2 ½Hrs

Learning Outcome: On the successful completion of course, student will be able to

1. Analyze the concept of consumer behavior & supply.
2. Demonstrate law of variable proportions & relationship between cost & output.
3. Devise different methods of measuring national income.
4. Illustrate price determination under different types of market.

Unit-I

Micro-economics-Meaning, Scope and methods, basic problems of an economy. **Utility analysis-** Indifference Curve Analysis, Consumer Surplus,

Demand Analysis-Meaning, market function, demand curve, factors affecting demand, increase and decrease in demand, Elasticity of demand, graphical presentation of price elasticity of demand

Supply- Meaning and elasticity of supply

Unit II

Production Function- Meaning, Law of variable Proportions, Returns to scale. **Iso-Product Curves-** meaning and features,

Cost Concepts- Meaning and types, Cost – output relationship in short and long run.

Break Even Point- Meaning, features and significance.

Unit III

Market Structure and Pricing Theory - Pricing under different market conditions - perfect competition, imperfect competition and monopoly. Price discrimination under monopoly and necessary conditions and degrees of price discrimination.

National Income- Meaning, concepts, various methods of measurement, Difficulties in measuring National Income

Trade Cycle- Introduction, various phases of trade cycle, Hicks Theory of trade cycle, Keynes Theory of Trade cycle.

References:

- Mote Paul, Gupta, Managerial Economics, TMH.
- H.Craig Peterson, W.Cris Lewis, Managerial Economics, PHI.
- Gupta G.S., Managerial Economics, TMH
- P.L. Mehta, Managerial Economics, PHI.

Note: Latest edition of books to be referred

MJBBA 303 - Cost Accounting

Max. Marks: 100

Credits:4

Min. Marks: 40

Duration: 2½ Hrs

Learning outcome: On successful completion of the course the students will be able to:-

1. Interpret the concept of Cost accounting and different types of cost
2. Understand the wage system and overhead classification.
3. Acquire the necessary skills to compute costs related to the manufacturing industry.
4. Develop the cost computation techniques.

Unit-I

Cost Accounting: Nature and scope, concept of different costs, Installation of costing system.

Material control: concept and techniques, Methods of issue of Material, store ledger, Treatment of Material Losses.

Unit-II

Labour cost control: labour turnover, methods of wage payment-time and piece rates, incentive schemes

Overhead control: classification and departmentalization, Allocation and Apportionment, absorption of overheads.

Unit-III

Cost Ascertainment: Unit Costing, Contract costing, Operating costing, Process costing (excluding Equivalent Production).

Reference Books:

- Oswal, Maheshwari, Sharma, Mantri Sharma (2012-13) Cost Accounting, Ramesh Books Depot Jaipur
- Dr. D.C. Jain, Dr. M.C. Khandelwal and R. Govind Pareek, 2012 Cost Accounting Ajmera Books Co., Jaipur.
- Jain khandelwal Pareek , 2016-17 Cost Accounting, Ajmera Book Company.
- Dr. P.C Tulsian 2008 Cost Accounting, S. Chand & Co.Ltd.
- Dr. B.K Mehta 2015 Cost Accounting, S.B.P.D Publishing House

Note: Latest edition of books to be referred

MJBBA 304 - Business Communication and Managerial Skills

Max. Marks: 100

Credits:04

Min. Marks: 40

Duration: 2½ Hrs

Learning outcome: On successful completion of the course the students will be able to:-

1. Analyze communication process and different forms of Communication.
2. Interpret channels, barriers and guidelines for effective Listening, presentation skills.
3. Assess elements of commercial letters and Preparing resume etc.
4. Summarize business communication in the organizational backdrop.

Unit-I

Business communication: Nature, Need and Significance. Communication Process, Essentials of Good Communication, Barriers of Business Communication and Management of Barriers.

Medias of Communication: Verbal and Non-Verbal, Oral communication- Forms, Advantages and Disadvantages. Written Communication- Forms, Advantages and Disadvantages; Non-Verbal Communication- Forms, Advantages and Disadvantages.

Unit-II

Channels of Communication - Formal and Informal, Listening- Importance, Barriers and Guidelines for Effective Listening; Inter-office Memo, Notice, Agenda & Minutes of the Meeting; Presentation and Speeches

Unit-III

Report Writing- Concept, Types, Procedure, Essentials of Good Business report Commercial Letters-Functions, Parts of a letter, Characteristics of effective business letter, Letters Inviting Quotations, Sending Quotations, Placing Orders, Sales Letters, Claim & Adjustment Letters, Bank Letters, Job Application Letter; Preparing Resume and CV, Difference between Resume and CV

Reference Books:

- Kumar Varinder, Bodh Raj , Business Communication, Kalyani Publishers
- Rai Urmila, Rai S.M. , Business Communication, Himalaya Publishing House
- Kaul Asha, Effective Business Communication, PHI Learning.

Note: Latest edition of books to be referred.

Semester IV

MJBBA 401 - Financial Management

Max. Marks: 100

Credits: 4

Min. Marks: 40

Duration: 2 ½ Hrs

Learning Outcome: On successful completion of the course the students will be able to:-

1. Interpret the concept of Financial Management and Time Value of Money.
2. Analyze the sources of capital
3. Summarise skills for financial statement analysis.
4. Evaluate the management of Working Capital.
5. Understand the effect of dividend policy on valuation of firm.

Unit I

Financial Management: Meaning, Scope, objectives—Profit vs. Wealth Maximization, Liquidity Vs Profitability

Time Value of Money

Sources of Financing

Capital Structure: Meaning, Capital Structure and Financial Structure, Patterns of Capital Structure, Optimum Capital Structure, Capital Structure Theories, Factors Determining Capital Structure.

Unit-II

Cost of Capital: Concept, Importance, Classification and Determination of Cost of Capital.

Leverages: Concept, Types of leverages and their significance.

Capital Budgeting: Concept, Importance And Appraisal Methods: Payback period, DCF techniques, Accounting rate of return, Capital Rationing.

Unit-III

Working Capital Management: Concept, Management of Cash, Management of Inventories, Management of Accounts Receivable and Accounts Payable, over and under Trading. Working capital financing.

Dividend Policy- Relevance and Irrelevance Concepts of Dividend, Models of Dividend policy.

Reference Books

- Maheshwari S.N., Financial Management, Principles and Practice, Sultan Chand & Sons.
- Khan M.Y, Jain P.K., Financial Management, Tata McGraw Hill.
- Pandey I. M., Financial Management, Revised Ed., Vikas Publishing House.

Note: Latest Edition of Books to be referred.

MJBBA 402 – Business Research

Max. Marks: 100

Min. Marks:40

Credits:4

Duration: 2½ Hrs

Learning Outcome: On successful completion of the course the students will be able to:-

1. Demonstrate knowledge of research designs and identifying the research problem.
2. Appraise the methods of data collection and sampling.
3. Assess sample test and prepare a research report.
4. Summarise the dynamics of business research methodology and plan and execute a research project.

Unit-I

Introduction of Business research: definition, nature, objectives, importance, types- (Descriptive, Analytical, Applied, Fundamental, Quantitative, Qualitative, Conceptual and Empirical research) Research approaches- Quantitative and Qualitative Approaches, Research methods Vs Research methodology- Research Process.

Defining the Research Problem – Identification and formulation of research problem, Hypothesis: Meaning, formulation, Significance, types of hypotheses. **Testing of Hypothesis-** Large Sample test, small sample test: t test, Anova, (Concept only).

Unit-II

Research Design – Meaning, features and types (conceptual knowledge), Variables – meaning and types.

Methods of Data collection- primary and secondary data collection - Concept, Techniques, Difference between primary and secondary data, merits and demerits, observation method, survey method, interview method, Questionnaire Design - concept, Types, Guidelines for developing a good questionnaire, Reliability of Data.

Unit-III

Sampling: Meaning, Types of Sampling: Non-probability & Probability sampling techniques, Advantages and Limitation.

Report writing and presentation – Meaning and techniques of data interpretation, Types of Research Reports, Guidelines for Writing a Report, Report Format.

Use and significance of computers in research.

Reference Books:

- C.R. Kothari, Research Methodology, New Age International Pvt. Ltd.
- Mishra Prahlad, Business Research Methods, Oxford University Press, New Delhi.
- Michael V P, Research Methodology in Management, Himalaya Publishing House.
- J K Sachdeva, Business Research Methodology, Himalaya Publishing House.

Note: Latest edition of books to be referred.

MJBBA 403- Production & Operation Management

Max. Marks: 100

Min. Marks: 40

Credits:4

Duration: 2½Hrs

Learning Outcome: On successful completion of the course the students will be able to:-

1. Understand the ever-growing importance of Production and Operations management in uncertain business environment.
2. Gain an in-depth understanding of resource utilization of an organization.
3. Understand the unique challenges faced by firms in services and manufacturing.
4. Understand the subject as a crucial part of Quality Management and its approaches.
5. Develop skills to operate competitively in the current business scenario.

Unit I

Product Design and development – Product design and its characteristics:

Product development process: Product development techniques. Process selection- Project, job, Batch, Mass and Process types of Production Systems.

Operation Management: Concept, Functions.

Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques.

Unit II

Facility Layout – Objectives: Advantages: Basic types of layouts.

Capacity Planning – Concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions.

Production Planning & Control (PPC) –Concepts, Objectives, Functions.

Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy

Unit III

Quality Management - Quality Concepts, Difference between Inspections, Quality Control, Quality Assurances.

Introduction to modern productivity techniques – Statistical Process Control, Kaizen, Just In Time, Kanban System. Benchmarking & Six Sigma.

Quality System Standards- ISO 9001:2000: Scope, Normative Reference, Quality Management System, Management Responsibility, Resource Management, Product Realization, Measurement, Analysis and Improvement Environmental Management Standards: ISO 14000- concepts, requirements and benefits.

Reference Books:

- K. Ashwathhapa, Production and Operation Management. Note: Latest edition of books to be referred
- Sharma D.D. Total Quality Management- Principles Practices And Cases.

Note: Latest edition of books to be referred.

MJBBA 404 - Company Law

Max. Marks: 100

Credits:4

Min. Marks: 40

Duration: 2½ Hrs

Learning outcome: On successful completion of the course the students will be able to:-

1. Understand the provision of Companies Act 2013 in respect of incorporation.
2. Develop the Skill to prepare MOA and AOA.
3. Acquire the Knowledge of Share capital, its types and Membership of the company.
4. Appraise the Provisions regarding Company Winding Up and Striking off of name of companies.

Unit I

Company: Meaning and Characteristics, Classification of companies. Private Company-Special Privileges, Conversion into Public Company, One Person Company- definition, Salient Features, benefits and limitation.

Promotion and Incorporation of companies.

Memorandum of Association-Meaning, importance, Contents, alteration of Memorandum, Doctrine of Ultra Vires- Meaning, ultra Vires acts, exception to the doctrine.

Articles of Association- Definition, Characteristics, contents, Alteration of Articles, Doctrine of Constructive Notice, Doctrine of Indoor Management

Unit-II

Prospectus- Meaning, Content, Registration, Provision regarding issue of Prospectus, Abridged Prospectus, Deemed Prospectus, Shelf prospectus, Red herring prospectus.

Transfer, Nomination and Transmission of Shares.

Charges and Mortgage- Meaning, kinds, Registration, Register of Charges, Satisfaction of Charges, Consequence of Non-registration.

Shareholders and Members- Meaning , Eligibility of Membership, Distinction between member and Shareholder, Modes of acquiring Membership, Cessation, Rights of Members, liabilities of members.

Key Managerial Personnel- Board composition, Appointment, Disqualifications Power, Duties and Liabilities of Directors.

Unit-III

Company Meetings- Notices, Quorum, Agenda, Resolutions, Minutes, Provision regarding Annual General meeting, Extraordinary General Meeting, Class Meeting and Board Meeting.

E-Filing- E-Governance and MCA-21, Scope of E-Governance, Operational aspects of MCA-21: launch of MCA-21, E-forms, DIN, CIN, GLN, Digital Signature Certificate, front office and Back Office, STP forms, Non STP documents. Substantial benefits MCA-21, Scope of Filing E-Forms, important terms used in E-filing: Pre-fill, Attachment, Modify, Radio Button, Check box, Drop-Down Box, Text Box, Check form submit.

Winding up of Companies- Meaning, Modes of winding up, Procedure of winding up by tribunal, Voluntary Winding up: Meaning, Conditions and procedure.

Reference Books:

- Kapoor N.D.: Elements of Company Law, Sultan Chand & sons, New Delhi.
- Dr.Nolakha R.L., Company Law, RBD Publishing.

Note: Latest edition of books to be referred.

Course Structure BBA – III Year

| Semester V | | | | | | | | |
|-------------|--|------------------------|---------|-------------|-----|------------|-----------------|---------------|
| Paper Code | Nomenclature Of the Paper | Contact Hours Per Week | Credits | Total Marks | | Max. Marks | Min. Pass Marks | Exam Duration |
| | | | | CIA | ESE | | | |
| MJBBA-501 | Business Environment | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA-502 | Summer Training & Viva-Voce | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA-503 | Industrial Relation & Industrial Law | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA-504 | Management Accounting | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| Semester VI | | | | | | | | |
| MJBBA - 601 | Business Policy and Strategic Management | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 602 | Human Resource Management | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 603 | Operation Research | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |
| MJBBA - 604 | Banking and Financial System | 04 | 04 | 30 | 70 | 100 | 40 | 2½ hrs |

Semester V MJBBA 501 - Business Environment

Max. Marks: 100**Credits:4****Min. Marks:40****Duration: 2½ Hrs****Learning Outcome-** On successful completion of the course the students will be able to:-

1. Describe the concept of business environment and scanning.
2. Analyse various economic policies, applicable in business environment.
3. Evaluate significant statutory bodies, established to support Indian business.
4. Summarise about dynamics of business environment.

Unit I

Business Environment - Nature, Concept and Significance, Types of business environment- Internal and External Environment, **Environment scanning**- meaning, significance, techniques and process, Interaction between internal and external environments.

Unit II

Major economic policies of India: fiscal policy, monetary policy, industrial policy, policy for small scale sector, Export-Import policy, Overview of FDI Policy, Industrial sickness.

Unit III

Niti Ayog, FEMA, Consumer Protection Act, Role and function of SEBI, Role of SIDBI, Competition Act.

International Business - Introduction, Significance, Scope & Challenges

Reference Books:

- Cherunilam Francis, Business Environment, Himalaya Publishing House.
- Assawthappa K. Essentials of Business Environment, Himalaya Publishing House.
- Shaikh, Saleem. Business Environment, Pearson Education India.

Note: Latest edition of books to be referred

MJBBA 502 - Summer Training & Viva-Voce

Max. Marks: 100

Min. Marks: 40

Credits: 4

Duration: 2½ Hrs

Learning Outcome- On successful completion of the course the students will be able to:-

1. Transfer their analytical, integrative, team skills honed in the classroom to the workplace
2. Understand the complexities of the corporate world first hand
3. Focus on a narrow problem within a selected topic/field
4. Identify opportunities for networking with people in industry/ corporates/ organizations.

At the end of 4th semester, students are expected to learn on the job by way of association with a business organization. The student will undergo a part time on the job training under the close supervision of a supervisor in the business organization for the period of 24 working days. This training should develop a perspective of wholesome management of business activities. This would enable her to appreciate the importance of business activities being interrelated. She will have to submit a summer training report on the organization she has undergone training and make a presentation before a panel faculty member.

There are 20 marks for report, 30 Marks for presentation and 50 Marks for Viva-Voce.

MJBBA 503 - Industrial Relations & Industrial Law

Max. Marks: 100

Min. Marks: 40

Credits: 4

Duration: 2½ Hrs

Learning Outcome: On successful completion of the course the students will be able to: -

1. Analyze the concept of Industrial Relation and trade unionism.
2. Interpret grievance management procedure and effect of technological changes on industrial relations.
3. Assess the various laws applicable to industry.
4. Summarize the various provisions of The Factories Act, 1948

Unit I

Framework of Industrial Relations: Concept, Nature, Scope, Objectives, Significance and factors affecting Industrial relation, Evolution, parties and role of State. Trade unionism: Concept, Objectives, functions, Need, approaches: Marxian Class Struggle theory, Webbs Theory of Industrial Democracy, Cole's Theory of Industrial Unionism, Mahatma Gandhi's Sarvodaya Theory, Methods, Problems and Measures of Strengthening Trade Unions.

Unit II

Industrial Conflicts, Discipline and grievance management; Negotiation and collective bargaining, participative management, Industrial relations and Technological change.

Industrial relations laws-laws Relating to Industrial Dispute Act: Meaning of Industrial Dispute, Authorities under the Industrial Dispute Act and their duties, Strike: Meaning, types and their legality: Lockouts, layoffs and Retrenchment.

Unit III

Workman Compensation Act: objects, scope, employers liability for compensation, obligations and responsibility of an employer.

Employee State Insurance Act: Constitution and functions of employee state Insurance Corporation, Employees State Insurance fund, provision relating to contribution.

Minimum Wages Act and Payment of Wages Act: Importance, Definitions and brief study of the provisions.

Payment of Bonus Act: Object, Scope, Application, Eligibility for Bonus and its payment.

The Factories Act: Object, Scope, Definitions, Provisions relating to Health, safety and welfare of the workers, working Hours of Adults and Provisions relating to Employment of women in a Factory

Reference Books:

- Srivastava S.C, Industrial Relation and Labour Law, Vikas Publishing House, New Delhi.
- Malik P.L., Handbook of Industrial Law, Eastern Book, Lucknow.

Note: Latest edition of books to be referred

MJBBA 504 - Management Accounting

Max. Marks: 100

Credits:4

Min. Marks:40

Duration: 2½ Hrs

Learning Outcome- On successful completion of the course the students will be able to:-

1. Describe the concept of Management Accounting and Management Accountant.
2. Analyse various Types of Cost, their behaviour and its use in Managerial Decision making.
3. Develop the skill to prepare Budget for different functions.
4. Summarise about dynamics of Management Accounting in Business Problem.

Unit I

Management Accounting- Meaning, scope and limitation, distinction between financial accounting and management accounting and cost accounting, role of management accountant in decision making.

Analysis and interpretation of Financial Statements - Nature, Significance, Types of financial Analysis, Tool of Financial Analysis - Comparative, Common Size and trend analysis.

Unit II

Cost analysis: Absorption and variable costing, understanding about cost behavior, fixed, variable, semi- variable cost, cost-volume profit analysis, Alternative choice decision, relevant cost, sunk cost, programme cost, special offer, make or buy process and further process, shutdown. Economic Value Added - Concept, Types and Methods.

Unit III

Business budget: concept and use in budget in planning and control, type of budgets. Flexible and fixed budget, cash budget, standard costing system, Zero base budgeting. Variance Analysis: Material variance, Labour variance, Fixed and variable overhead variance, Sales variance.

Management Reporting system.

Reference Books:

- Khan And Jain, Managerial Accounting, Macmillan Publishers
- M.R. Agarwal, Management Accounting, Garima Publications
- R.P. Rustagi, Financial Management, Galgotia publications

Note: Latest edition of books to be referred

Semester VI

MJBBA 601 - Business Policy and Strategic Management

Max. Marks: 100

Min. Marks: 40

Credits: 4

Duration: 2½Hrs

Learning outcome: On successful completion of the course the students will be able to:-

1. Interpret processes of strategic management, strategic planning and decision-making.
2. Analyze different business approaches and strategies.
3. Evaluate the concept of strategy formulation, implementation and strategic control.
4. Integrate various strategic management aspects for dynamic business environment.

Unit I

Strategic Management- Introduction , Scope, Importance, Process, Vision and mission of a firm; Strategy- Introduction, Objectives, Levels, Types, Importance,

Business policy- Introduction, Difference between business policy and strategic management, Strategic Planning-Meaning, process,

Strategic Choice: Analysis & Decision -Making-Meaning, Process, Mintzberg's modes of strategic decision making

Unit II

Scanning the environment: Identifying external and internal environmental variables, Porter's approach to Industry Analysis. Internal scanning - Resource based approach to organizational analysis, Value chain analysis, scanning functional resources.

Situation Analysis-SWOT Analysis.

Unit III

Strategy Formulation- Business Strategy- Porter's Competitive Strategies, Corporate Strategy- Directional Strategy, Portfolio Strategy, and Functional Strategy.

Strategy Implementation: Concept of strategy implementation, Major Issues in Strategy Implementation, Structural Implementation, Behavioral Implementation, **Evaluation and**

Control in strategic Management: Concept, Process, Problems, Techniques

Reference Books:

- J.D. Hunger and T. L. Wheeler Strategic Management and Business Policy, Pearson Education.
- Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
- Thompson & Strickland Strategic Management-Concepts and Cases; Tata McGraw Hill Publishing Co. Ltd. New Delhi.
- Garth Saloner, Andrea Shepard and Joel Podolny Strategic Management, John Wiley & Sons
- John A. Pearce & R.B. Robinson, Strategic Management – Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi.
- Ramaswamy and Namakumari, Strategic Planning -Formulation of Corporate Strategy, MacMillan India Ltd.

Note: Latest edition of books to be referred

MJBBA 602 - Human Resource Management

Max. Marks: 100

Min. Marks: 40

Credits: 4

Duration: 2½Hrs

Learning outcome: On successful completion of the course the students will be able to:-

1. To have an understanding of the basic concepts, functions and processes of human resource

management.

2. To design and formulate various HRM processes such as Recruitment, Selection, Training, Development, etc.
3. To have an understanding of the concept of performance management and compensation management.

Unit I

Human resource management: Meaning, features, objectives, functions and importance & scope, HRM issues in Indian Organisations, Role of HR Manager – Qualities and characteristics necessary for a good HR Manager.

Human Resource Development - definition, goals and challenges. Difference between HRM and HRD

Human Resource planning – concept, objectives and process.

Unit II

Job Analysis- Meaning, Uses and Process

Job Design- Meaning and features. Job Simplification, Job Rotation, Job Enlargement and Job Enrichment with their meaning and merits.

Recruitment – Concept, significance and sources.

Selection- Concept, importance and process.

Induction- Meaning, objectives, significance, major contents and problems.

Unit III

Training & Development - Concept, objectives, benefits and methods of training

Performance Appraisal- Concept, Objectives, Traditional and Modern methods, Limitations.

Compensation Management- Objectives & Scope, Fringe benefits - Meaning and types of fringe benefits, incentives objectives of wage & salary administration.

Reference Books:

- Venkata Ratnam C. S. & Srivatsava B. K., Personnel Management And Human Resources, Tata Mc-Graw Hill, New Delhi
- Aswathappa, Human Resource Management, Tata Mcgraw Hill, New Delhi
- Pravin Durai, Human Resource Management, Pearson, New Delhi

Note: Latest Edition of the books to be referred

MJBBA 603 - Operation Research

Max. Marks: 100

Credit: 4

Min. Marks: 40

Duration: 2½ hrs

Learning Outcome: On successful completion of the course, the students will be able to:

1. Understand the basic concept of operational research.
2. Develop the skill to compute transportation and assignment.
3. Analyse the game theory.
4. Interpret concept of network analysis.
5. Develop quantitative analysis skills.

Note: Please make a 60:40 distribution in practical: theory

Unit-I

Operations Research: Introduction, Definition, scope of Operations Research, characteristics, Process of Operations Research. Quantitative approach to decision making, models & modelling in Operations Research. Limitation of operation.

Linear programming: Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model Graphic and Simplex Methods, Concept of Dual.

Unit-II

Transportation and Assignment: Transportation problem, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), degeneracy (theory only), Assignment problems, Introduction, General structure, problems on minimization & maximization.

Unit-III

Network Analysis: CPM and PERT, Crashing.

Theory of games- formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, M x N game, pure with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.

Reference Books:

1. Sharma S. D, Operations Research: Theory, Methods and Applications, Kedar Nath, Ram Nath & Co., New Delhi.
2. Taha H. A, Operations Research: An Introduction, PHI, New Delhi.
3. Gupta, P. K., and Hira, D. S., Operations Research, S. Chand & Company, New Delhi
4. Vohra N. D, Operations Research, TMH, New Delhi.
5. Frederick S. Hillier, Gerald J. Lieberman, Introduction to Operations Research, Tata McGraw-Hill, New Delhi

Note: - Latest edition of the book to be referred.

MJBBA 604 - Banking & Financial System

Max. Marks: 100

Credits: 4

Min. Marks:40

Duration: 2½ Hrs

Learning Outcome- On successful completion of the course the students will be able to:-

1. Understand the working of Indian Financial System
2. Interpret the structure of the Indian banking system.
3. Understand the most useful terminologies of banking.
4. Assess non performing assets and management of risk aspects.
5. Integrate various concepts of banks and institutional management.

Unit – I

Concept of Financial System - Functions of financial system, Nature and role of financial institutions and financial markets. Types of Financial markets in India. Financial system and the economy.

Indian Banking System: Structure and organisation of Banks. Nationalisation of Banks. Major Reforms in the Indian Banking Sector.

Reserve Bank of India: Objectives, functions and working. Apex banking institutions; Commercial banks; Regional Rural Banks; Co-operative banks, Development Banks.

Non-Banking Financial Companies - Introduction, Types and Role.

Unit- II

Credit Management: Introduction, Objectives, Importance, Credit Analysis and Appraisal, credit Problems.

Banking Innovations: Introduction, Concept, Innovative financial services-PIN Generation, Credit cards, Debit Cards, ATMs, Mobile Banking, online fund transfer, ECS, pay utility Bills.

NPA -Causes and Remedial Measures - Management of NPAs - Debt Recovery Tribunals - Asset Reconstruction Fund.

Unit – III

Investment Management: nature and significance of Investment Management in commercial Banks- Fundamentals principle of security Investment by commercial banks.

Asset liability Management: Concept, Objectives, Functions, Process, measurement and management of Risk.

Merchant Banks: Introduction, role of Merchant Banks, Merchant Banking Services, Merchant Banking in India.

Reference Books:

- Jhingan M.L. (2012), Money, Banking, International Trade and Public Finance, Vrinda Publications Pvt. Ltd.
- Gopinath M.N. (2012) Banking Principles and Operations, Ashit Thakkar For Snow White Publications Pvt. Ltd.
- Desai Vasant (2006) Banks & Institutional Management, Himalaya Publishing House
- Srivastava Prem Kumar (2009), Banking Theory and Practice, Himalaya Publishing House

Note: Latest edition of books to be referred.