

**FACULTY OF ECONOMICS & BUSINESS**  
**SYLLABUS**

**for**

**Bachelor of Business Administration (B.B.A)**

**(Semester: I-VI)**

**(Under Continuous Evaluation System)**

**Session: 2021-22**



**The Heritage Institution**

**KANYA MAHA VIDYALAYA**  
**JALANDHAR**  
**(Autonomous)**

## Kanya Maha Vidyalaya, Jalandhar(Autonomous)

### SCHEME AND CURRICULUM OF EXAMINATION OF THREE YEAR DEGREE PROGRAMME

#### BACHELOR OF BUSINESS ADMINISTRATION

SESSION: 2021-22

Semester I							
Course Code	Course Name	Course Type	Marks				Examination time (in Hours)
			Total	Ext.		CA	
				L	P		
BBRL-1421 BBRL-1031 BBRL-1431	Punjabi(Compulsory) <sup>1</sup> Basic Punjabi <sup>2</sup> Punjab History & Culture	C	50	40	-	10	3
BBRL-1212	English (Compulsory)	C	50	40	-	10	3
BBRL-1323	Basic Accounting	C	50	40	-	10	3
BBRL-1324	Business Organization and System	C	50	40	-	10	3
BBRL-1175	Managerial Economics-I	C	50	40	-	10	3
BBRL-1106	Business Communication	C	50	40	-	10	3
BBRM-1127	Computer Applications for Business-I	C	50	25	15	10	3+1
AECD-1161	*Drug Abuse: Problem Management and Prevention (Compulsory)	AC	50	40	-	10	3
SECF-1492	*Foundation Course	AC	25	20	-	05	1
<b>Total</b>			<b>350</b>				

**C-Compulsory**

**AC-Audit Course**

<sup>1</sup> Special paper in lieu of Punjabi (Compulsory).

<sup>2</sup> Special paper in lieu of Punjabi (Compulsory) for those students who are not domicile of Punjab.

\*Marks of these papers will not be added in total marks and only grades will be Provided.

## Kanya Maha Vidyalaya, Jalandhar (Autonomous)

### SCHEME AND CURRICULUM OF EXAMINATION OF THREE YEAR DEGREE PROGRAMME

#### BACHELOR OF BUSINESS ADMINISTRATION

SESSION: 2021-22

Semester II							
Course Code	Course Name	Course Type	Marks				Examination time (in Hours)
			Total	Ext.		CA	
				L	P		
BBRL-2421 BBRL-2031 BBRL-2431	Punjabi (Compulsory) <sup>1</sup> Basic Punjabi <sup>2</sup> Punjab History & Culture	C	50	40	-	10	3
BBRL-2212	English (Compulsory)	C	50	40	-	10	3
BBRL-2323	Business Laws	C	50	40	-	10	3
BBRL-2324	Principles of Management	C	50	40	-	10	3
BBRL-2175	Managerial Economics-II	C	50	40	-	10	3
BBRL-2326	Computer Based Accounting System	C	50	40	-	10	3
BBRL-2327	Fundamentals of Banking	C	50	40	-	10	3
AECD-2161	*Drug Abuse: Problem Management and Prevention (Compulsory)	AC	50	40	-	10	3
SECM-2502	*Moral Education Programme	AC	25	25	-	-	1
<b>Total</b>			<b>350</b>				

**C-Compulsory**

**AC-Audit Course**

<sup>1</sup> Special paper in lieu of Punjabi (Compulsory).

<sup>2</sup> Special paper in lieu of Punjabi (Compulsory) for those students who are not domicile of Punjab.

\*Marks of these papers will not be added in total marks and only grades will be Provided.

## Kanya Maha Vidyalaya, Jalandhar(Autonomous)

### SCHEME AND CURRICULUM OF EXAMINATION OF THREE YEAR DEGREE

#### PROGRAMME BACHELOR OF BUSINESS ADMINISTRATION

SESSION:2021-22

Semester III							
Course Code	Course Name	Course Type	Marks				Examination time (in Hours)
			Total	Ext.		CA	
				L	P		
BBRL-3421 BBRL-3031 BBRL-3431	Punjabi (Compulsory) <sup>1</sup> Basic Punjabi <sup>2</sup> Punjab History & Culture	C	50	40	-	10	3
BBRL-3212	English (Compulsory)	C	50	40	-	10	3
BBRL-3173	Statistics for Business	C	50	40	-	10	3
BBRL-3324	Fundamentals of Human Resource Management	C	50	40	-	10	3
BBRL-3325	Fundamentals of Marketing Management	C	50	40	-	10	3
BBRL-3326	Indian Financial System	C	50	40	-	10	3
BBRL-3327	Management Accounting	C	50	40	-	10	3
AECE-3221	*Environmental Studies (Compulsory)	AC	100	60	20	20	3
SECP-3512	*Personality Development	AC	25	20		05	1
	<b>TOTAL</b>		350				

### C-Compulsory

### AC-Audit

### Course

<sup>1</sup> Special paper in lieu of Punjabi (Compulsory).

<sup>2</sup> Special paper in lieu of Punjabi (Compulsory) for those students who are not domicile of Punjab.

\*Marks of these papers will not be added in total marks and only grades will be provided.

**Kanya Maha Vidyalaya, Jalandhar (Autonomous)**

**SCHEME AND CURRICULUM OF EXAMINATION OF THREE YEAR DEGREE PROGRAMME**

**BACHELOR OF BUSINESS ADMINISTRATION**

**SESSION: 2021-22**

Semester IV							
Course Code	Course Name	Course Type	Marks				Examination time (in Hours)
			Total	Ext.		CA	
				L	P		
BBRL-4421 BBRL-4031 BBRL-4431	Punjabi (Compulsory) <sup>1</sup> Basic Punjabi <sup>2</sup> Punjab History & Culture	C	50	40	-	10	3
BBRL-4212	English (Compulsory)	C	50	40	-	10	3
BBRL-4323	Financial Management	C	50	40	-	10	3
BBRL-4324	Production and Operations Management	C	50	40	-	10	3
BBRL-4325	Business Environment	C	50	40	-	10	3
BBRL-4326	Operations Research	C	50	40	-	10	3
BBRL-4327	Fundamentals of Insurance	C	50	40	-	10	3
SECS-4522	<sup>3</sup> Social Outreach	AC	25	20		5	-
	TOTAL		350				

**C-Compulsory**

**AC-Audit Course**

<sup>1</sup> Special paper in lieu of Punjabi (Compulsory).

<sup>2</sup> Special paper in lieu of Punjabi (Compulsory) for those students who are not domicile of Punjab.

<sup>3</sup> Marks of these papers will not be added in total marks and only grades will be provided.

**After the end semester exams of semester IV and before the commencement of Semester V, students are required to go for compulsory Internship of 4 weeks and on the basis of this internship they are required to submit a project.**

**KANYA MAHA VIDYALAYA, JALANDHAR (Autonomous)**  
**SCHEME AND CURRICULUM OF EXAMINATION OF THREE DEGREE**  
**PROGRAMME BACHELOR OF BUSINESS ADMINISTRATION**  
**SESSION 2021-2022**

Semester V							
Course Code	Course Name	Course Type	Marks				Examination time (in Hours)
			Total	Ext.		CA	
				L	P		
BBRL-5421 BBRL-5031 BBRL-5431	Punjabi (Compulsory) <sup>1</sup> Basic Punjabi <sup>2</sup> Punjab History & Culture	C	50	40	-	10	3
BBRL-5212	English (Compulsory)	C	50	40	-	10	3
BBRL-5323	Company Law	C	50	40	-	10	3
BBRL-5324	Entrepreneurship and Small Business	C	50	40	-	10	3
BBRL-5325	Cost Accounting	C	50	40	-	10	3
BBRL-5326 (OPTION CI)	All these options to be selected from any one of the groups in the table given below	C	50	40	-	10	3
BBRL-5327 (OPTION CII)		C	50	40	-	10	3
<b>BBRS-5328</b>	<b>SEMINAR based on Internship Project</b>	<b>C</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>	
SECI-5541/ SECI-5551	<sup>3</sup> Innovation, Entrepreneurship and Development/ Job Readiness Course	AC	25	20	-	5	
	<b>TOTAL</b>		<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Note: Students can opt for any one of the following groups:-</b>							
<b>Group A:</b>							
Option AI	Consumer Behaviour						
Option A II	Advertising & Sales Management						
<b>Group B:</b>							
Option BI	Industrial relations & Labour Legislations						
Option BII	Organisation Change & Development						
<b>Group C:</b>							
BBRL-5326 (OPTION CI)	Management of Banking Operations						
BBRL-5327 (OPTION CII)	Insurance and Risk Management						

**C-Compulsory**

**AC- Audit Course**

<sup>1</sup>Special paper in lieu of Punjabi (Compulsory).

<sup>2</sup>Special paper in lieu of Punjabi (Compulsory) for those students who are not domicile of Punjab.

<sup>3</sup>Marks of these papers will not be added in total marks and only grades will be provided.

**KANYA MAHA VIDYALAYA, JALANDHAR (Autonomous)**  
**SCHEME AND CURRICULUM OF EXAMINATION OF THREE DEGREE PROGRAMME**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**Session 2021-22**

Semester VI							
Course Code	Course Name	Course Type	Marks				Examination time (in Hours)
			Total	Ext.		CA	
				L	P		
BBRL-6421 BBRL-6031 BBRL-6431	Punjabi (Compulsory) <sup>1</sup> Basic Punjabi <sup>2</sup> Punjab History & Culture	C	50	40	-	10	3
BBRL-6212	English (Compulsory)	C	50	40	-	10	3
BBRL-6323	Income Tax	C	50	40	-	10	3
BBRL-6324	Fundamentals of Capital Markets	C	50	40	-	10	3
BBRV-6327	Viva-Voce	C	50		-		
BBRL-6325 (Option- BI)	sAll these options to be selected from any one of the groups in the table given below	C	50	40	-	10	3
BBRL-6326 (Option-BII)		C	50	40	-	10	3
	TOTAL		350				
	AGGREGATE MARKS		2150				
<b>Note: Students can opt for any one of the following groups:-</b>							
<b>Group A:</b>							
Option AI	Services Marketing						
Option A II	E-Marketing						
<b>Group B:</b>							
BBRL-6325 (Option BI)	Training and Development						
BBRL-6326 (Option-BII)	Contemporary Issues in Human Resource Management						
<b>Group C:</b>							
OPTION-C1	Security Analysis and Portfolio Management						
OPTION-CII	Contemporary Issues in Accounting						
<b>Group D:</b>							
OPTION-DI	Export- Import Management and Documentation						
OPTION-DII	Global Strategic Management						

**C: COMPULSORY**

<sup>1</sup>Special paper in lieu of Punjabi (Compulsory).

<sup>2</sup>Special paper in lieu of Punjabi (Compulsory) for those students who are not domicile of Punjab.

**Session 2021-22**  
**Bachelor of Business Administration Semester I**  
**Course Code: BBRL -1323**  
**Course Title: Basic Accounting**

**Course Outcomes:**

After successful completion of this course, students will be able to –

CO1: Acquire conceptual knowledge of basic accounting and gain skills required for recording various kinds of business transactions.

CO2: Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.

CO3: Prepare financial statements in accordance with Generally Accepted Accounting Principles

CO4: Prepare final accounts of sole proprietor (Trading account, Profit & Loss Account and Balance Sheet).

**Session 2021-22**  
**Bachelor of Business Administration Semester I**  
**Course Code: BBRL -1323**  
**Course Title: Basic Accounting**

**Examination Time: 3 Hours**

**Max. Marks: 50**

**Theory: 40**

**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

<b>Unit-I</b>
<p><b>Introduction:</b> Financial Accounting-Definition and Scope, Objectives of Financial Accounting, Accounting v/s Book Keeping, Terms used in accounting, Users of Accounting Information and Limitations of Financial Accounting.</p> <p><b>Conceptual Frame work:</b> Accounting Concepts, Principles and Conventions, Accounting Standards-Concept, Objectives, Benefits, Brief review of Accounting Standards in India, Accounting Policies, Accounting as a measurement discipline.</p> <p><b>Recording of Transactions:</b> Accounting Process/Cycle, Journal.</p>
<b>Unit-II</b>
<p>Subsidiary Books, Ledger, Cash Book, Trial Balance, Bank Reconciliation Statement.</p> <p><b>Depreciation:</b> Meaning, need &amp; importance of depreciation, methods of charging depreciation (WDV &amp; SLM).</p>
<b>Unit-III</b>
<p><b>Final Accounts:</b> Meaning of Financial Statements, Usefulness of Financial Statements, Elements of Financial Statements, Preparation of Trading and Profit &amp; Loss Account and Balance Sheet without Adjustments.</p> <p><b>Final Accounts with Adjustments:</b> Treatment of Some Items which may be Direct Items, Indirect Items, Incomes and Expenses, Treatment of Items of Adjustment Appearing Outside the Trial Balance, Treatment of Items of Adjustment Appearing Inside the Trial Balance.</p>
<b>Unit-IV</b>
<p><b>Introduction to Company Final Accounts:</b> Important provisions of Companies Act, 2013 in respect of preparation of final accounts of a company. Understanding the Annual Report of a Company.</p> <p><b>Computerised Accounting:</b> Computers and its application in accounting. Accounting software package (Tally)</p>

**References/ Textbooks:**

1. Gupta, Ambrish, “Financial Accounting for Management: An Analytical Perspective”, Pearson Education, New Delhi.
2. Khatri, Dhanesh, “Financial Accounting” Tata McGraw-Hill, New Delhi.
3. Horngren, Charles T., Sundem, Gart I, Elliot, John A.Philbrick, Donna R., “Introduction to Financial Accounting”, Prentice Hall, New Delhi.
4. Ramachandran, N and Kakani, Ram, “Financial Accounting for Management”, Tata McGraw-Hill,New Delhi.
5. Shukla, M.C., Grewal T.S. and Gupta, S.C., “Advance Accounts”, Sultan Chand & Sons, New Delhi.

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester I**  
**Course Code: BBRL-1324**  
**Course Title: Business Organisation and Systems**

**Course Outcomes:**

On successful completion of this course, students will be able to:

CO1. Understand the nature of business activities and the environment within which they function.

CO2. Develop an understanding of the role of business activities in the modern world.

CO3. Learn the theoretical and practical aspects of the operation of various types of business organizations.

CO4. Develop an awareness of the changing and integrated nature of business problems and an ability to explore and deal with these problems.

**Session 2021-22**  
**Bachelor of Business Administration Semester I**  
**Course Code: BBRL-1324**  
**Course Title: Business Organisation and Systems**

**Examination Time: 3 Hours**

**Max. Marks: 50**  
**Theory: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

<b>Unit-I</b>
<b>Introduction to Business and Commerce:</b> Meaning and definition of business, Objectives of business, Essentials of a successful business, Scope of business, Business as an economic system Trade and aids to trade- Meaning, scope, functions and evolution of commerce & industry, Industrial Revolution-its effects. Industrialization in India.
<b>Unit-II</b>
<b>Forms of Business Organization:</b> Sole-proprietorship, Partnership, Joint stock Company, Cooperative Society, Public Utilities, Selection of a suitable form of organization, Classification based on Business Unit. <b>Setting up a New Enterprise:</b> Promotion of a business. Decisions in setting up an Enterprise – opportunity and idea generation, Role of creativity and innovation, Feasibility study and Business Plan, Business size and location decisions, various factors to be considered for starting a new unit, Problems in starting a new business.
<b>Unit-III</b>
<b>Business and Society:</b> Changing Concepts and Objectives of Business, Professionalization, Business ethics, Business and culture, Technological Development and Social Change, Social responsibilities of business, Social Audit, Manager and his environment: external and internal <b>Domestic &amp; Foreign Trade:</b> Import export trade procedure & their organization.
<b>Unit-IV</b>
<b>Organization of wholesale &amp; retail trade</b> - Recent trends in wholesale & retailing. Malls and Super Markets – their effect on economy. <b>Stock Exchange and Produce Exchange:</b> Definition and Meaning, Importance, Functions, Listing, Dealers.

**References/ Textbooks:**

1. Kaul, Vijay Kumar “Business Organization and Management: Text and Cases”, Pearson Education, New Delhi.
2. Singla, R.K., “Business Organization and Management”, V.K. (India) Enterprises, New Delhi.
3. Daft, Richard L., Daft, J., Murphy, H., & Willmott, “Organization Theory and Design”, Cengage Learning EMEA, New Delhi.
4. Fernando, A.C., “Business Environment” Pearson Education, New Delhi.
5. Archie B. Carroll, Ann K. Buchholtz, “Business & Society: Ethics, Sustainability and Stakeholder Management”, Cengage Learning, New Delhi.

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester – I**  
**Course Code: BBRL-1175**  
**Course Title: Managerial Economics- I**

**Course Outcomes:**

After passing this course, students will be able to:

**CO:** After passing this course, students will be able to have an in-depth understanding of the preliminary concepts about consumer behavior, costs and revenue curves, production behavior and market structure.

**Session 2021-22**  
**Bachelor of Business Administration Semester – I**  
**Course Code: BBRL-1175**  
**Course Title: Managerial Economics- I**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**CA: 10**

**Note: Instructions for the Paper–Setter:**

Two questions, each carrying 8 marks, from each of the Units I-IV (i.e. a total of eight questions) are to be set. Candidates are required to attempt five questions, selecting at least one from each unit. The fifth question may be attempted from any unit.

**Unit – I**

**Theory of Demand:** Meaning of demand and its types, Law of demand; Price Elasticity of demand: degrees and its measurement.

**Consumer’s Behaviour:** Utility approach (Brief outline of law of diminishing marginal utility and law of equi-marginal utility).

**Unit – II**

**Indifference Curve Approach:** Consumer equilibrium, Income, Price and Substitution effect.

Revealed Preference Approach.

**Theory of Supply:** Concept and law of supply, factors affecting supply.

**Unit – III**

**Theory of Production:** Law of variable proportions, total, average and marginal physical product, Law of Returns to scale, Economies and diseconomies of scale.

**Theory of Cost:** Short and Long period costs, Concept of total cost, Marginal and Average cost, Theory of Cost in Short-run and Long-run.

**Concept of revenue:** Total Revenue, Average Revenue, Relationship between Average and Marginal Revenue and Price Elasticity of Demand.

**Unit – IV**

**Pricing Under Various Market Conditions:** Perfect Competition - Equilibrium of Firm and Industry under Perfect Competition; Monopoly - Price determination under Monopoly; Monopolistic Competition - Price and Output determination under Monopolistic Competition.

**Suggested Readings:**

1. Ahuja, H.L.(2018), ‘*Advanced Economics Theory: Micro Economics analysis*’, S. Chand Publishing.
2. Dwivedi, D.N. (2018), ‘*Microeconomics: Theory and Applications*’, Pearson Education, New Delhi.
3. Koutsoyiannis, A.(2015), ‘*Modern Microeconomics*’, Macmillan Press, London.
4. Sen, A. (2007), ‘*Microeconomics: Theory and Applications*’, Oxford University Press, New Delhi.

*Note: The latest edition of the books is recommended..*

**Session 2021-22**  
**Bachelor of Business Administration Semester I**  
**Course Code: BBRL-1106**  
**Course Title: Business Communication**

**Course Outcomes:**

After passing this course, the students will be able to:

CO1: Acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

CO2: Learn effective business writing and business communication.

CO3: Develop and deliver effective presentations.

CO4: Acquire interpersonal communication skills that maximise team effectiveness.

CO5: Write job interview and application letters and how to prepare for an interview

**Session 2021-22**  
**Bachelor of Business Administration Semester I**  
**Course Code: BBRL-1106**  
**Course Title: Business Communication**

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

<b>Unit-I</b>
<b>Business Communication</b> – Meaning & Importance, Communication purpose, process, elements, barriers to communication and conditions for successful communication. Forms of Communication, basic models of communication, 7C's of effective business communication. <b>Organizational Communication:</b> Importance of Communication in Management, Formal and Informal Communication, Internal and external communication
<b>Unit-II</b>
<b>Presentation Skills:</b> Presentation on any chosen topic, Oral presentations, Principles of oral presentations, factors affecting presentations. <b>Business Etiquette:</b> Understanding etiquette, Cross-cultural etiquette, Business manners. Business to business etiquette.
<b>Unit-III</b>
<b>Internal Correspondence:</b> Memos, Circulars, Notices, Office Orders. <b>Correspondence with banks:</b> Regarding overdrafts, Cash credits, Loans. Drafting of sales letters, Circulars, Preparation of sales reports, <b>Customers' Correspondence:</b> Complaints, Regarding dues, follow up letters.
<b>Unit-IV</b>
Preparation of resume, Difference between Resume, Bio-Data & C.V. Job application, Drafting of interview letters, call letters, final appointment orders. Employment Communication: Group Discussions- understanding about group discussions, ways to form groups, present arguments and ways to defend; Interviews- How to face an interview. Article writing

**References/ Textbooks:**

1. Taylor, S. and Chandra, V., “Communication for Business: A Practical Approach”, Fourth Edition, 2011, Pearson Education.
2. Bovee, C. and Thill, J., “Business Communication Today”, 2011, Prentice Hall.
3. Sethi, A and Adhikari, B. “Business Communication”, 2009, McGraw Hill Education.
4. Kaul, A., “Business Communication”, 2004, Prentice Hall of India, New Delhi.
5. Dulek, R. and Fielden, J., “Principles of Business Communication”, 1990, Macmillan Publishing Co., New York.
6. Rodriques M.V., (2003), “Effective Business Communication”, 13<sup>th</sup> Edition.
7. Doshi S.R., (2008), “Business Communication & Management–Methods & Techniques”.
8. Herata. A. Murphy, Charles E. Peck, (1981), 3<sup>rd</sup> Edition, “Effective Business Communication”, Tata McGraw Hill Publishing Co. Ltd.

**Note: The latest Editions of the books should be followed.**



**Session 2021-22**  
**Bachelor of Business Administration Semester II**  
**Course Code: BBRL -2323**  
**Course Title: Business Laws**

**Course Outcomes:**

After passing this course, the students will be able to:

CO1: Demonstrate the relationship between law and economic activity through awareness of legal principles involved in economic relationships and business transactions.

CO2: Understand the Indian Contract laws and Contract of Sale of Goods laws

CO3: Understand the provisions regarding Limited Liability Partnership Act and Consumer Protection Act.

CO4: Develop the habit of analytical thinking and logical reasoning as a technique for decision making.

**Session 2021-22**  
**Bachelor of Business Administration Semester II**  
**Course Code: BBRL -2323**  
**Course Title: Business Laws**

**Examination Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

<b>Unit-I</b>
<b>Law of Contract (1872):</b> Nature of contract, Classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration. Legality of object, Agreement declared void, Performance of contract; Discharge of contract, Remedies for contract of contract.
<b>Unit-II</b>
<b>Sales of Goods Act (1930):</b> Formation of contracts of sale; Goods and their classification, price; conditions and warranties. Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.
<b>Unit-III</b>
<b>The Consumer Protection Act (1886):</b> Definition of consumer, Features, Grievance redressed machinery.
<b>Unit-IV</b>
<b>Negotiable Instruments Act (1881):</b> Definition of negotiable instruments, Features; Promissory note, Bill of Exchange, Cheque; Holder and holder in the due course. Crossing of a cheque, types of crossing. Negotiation, Dishonour and discharge of negotiable instrument.

**Suggested Readings:**

1. Singh, Avtar, "The Principles of Mercantile Law", Eastern Book Company, Lucknow.
2. Kapoor, N.D., "Business Law", Sultan Chand & Sons, New Delhi.
3. Tulsian, P.C., "Business Law", Tata McGraw Hill, New Delhi.
4. UsaTbpUsa, "Indian Business Law", International Business Publications, USA.

**Note: The latest editions of the books should be followed.**

**Session 2021-22**  
**Bachelor of Business Administration Semester II**  
**Course Code: BBRL -2324**  
**Course Title: Principles of Management**

**Course Outcomes:**

After successful completion of this course, students will be able to –

- CO1. Demonstrate their knowledge of business and management principles.
- CO2. Understand the global environment in which business operates.
- CO3. Identify and evaluate social responsibility and ethical issues involved in business situations.
- CO4. Practice the process of managerial functions of management.
- CO5. Acquire critical thinking and problem-solving skills.
- CO6. Acquire the ability to recognize when change is needed in business and adapt to change as it occurs.
- CO7. Discuss and communicate management evolution and how it would affect future managers.

**Session 2021-22**  
**Bachelor of Business Administration Semester**  
**Course Code: BBRL -2324**  
**Course Title: Principles of Management**

**Examination Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks:40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

<b>Unit-I</b>
<p><b>Management:</b> Meaning and definition, nature, purpose, scope, importance and functions, Management as art, science and profession, Management as a social system, Concept of management, administration and organization Principles of management, Scientific Management.</p> <p><b>Evolution of Management Thought:</b> Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Chester Barnard &amp; Peter Drucker to the management thought. Various approaches to management (i.e. Schools of Management Thought), Indian management thought.</p> <p><b>Management Techniques:</b> Management by Objective: Meaning, Process, Benefits, And Weaknesses.</p>
<b>Unit-II</b>
<p><b>Planning:</b> Meaning, Significance, Types of plans, Nature, Elements: Objectives, Policies, Rules, Procedure, Strategy, Decision Making.</p> <p><b>Organizing:</b> Meaning, Nature and Purpose of organization, Theories of organization, principles of organization, Forms of organization: Line, Functional and Line and Staff, Formal and informal organization, Delegation, Span of Management: Factors determining effective span.</p>
<b>Unit-III</b>
<p><b>Departmentation:</b> Definition, Departmentation by function, Territory, Product/service, Customer group and matrix organization, Decentralisation and Departmentation.</p> <p><b>Authority:</b> Definition, types, responsibility and accountability, delegation; definition, steps in delegation, obstacles to delegation and their elimination, decentralization vs centralization, determinants of effective decentralization</p>
<b>Unit-IV</b>
<p><b>Staffing:</b> Meaning, nature and functions of HRM, Manpower management, factors affecting staffing, Recruitment, Selection, Training and Development, Performance appraisal: need and process.</p> <p><b>Directing:</b> Motivation: Meaning, Nature, Importance, Types, Theories of Motivation: Mc. Gregor's, Maslow and Herzberg. Leadership: Meaning, Nature, Styles, Managerial grid, Likert system, Theories: Trait, Behavioural, Situational and Followers.</p> <p><b>Coordination:</b> Principles and Techniques, Difference between coordination and cooperation.</p> <p><b>Controlling:</b> Meaning, nature, importance, scope, principles, prerequisites, steps, limitations and techniques.</p>

**Suggested Readings:**

1. Robbins, S.P., & Coulter, M.K., "Management", Pearson Education Inc., New Delhi.
2. Gupta, Meenakshi, "Principles of Management", PHI Learning Pvt. Ltd., New Delhi.
3. Koontz, H., Weihrich, H., & Aryasri, A.R., "Essentials of Management", Tata McGraw-Hill, New Delhi.
4. Aswathapa, K. "Essential of Business Administration", Himalaya Publishing House, Mumbai.

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration (Semester – II)**  
**Course Code: BBRL-2175**  
**Course Title: Managerial Economics- II**

**Course Outcomes:**

After passing this course, students will be able to:

**CO1:** understand the Consumption and investment behaviour of an economy and factor affecting consumption and investment decisions.

**CO2:** understand the basics of national income accounting and theoretical details of classical and Keynes model of employment.

**CO3:** understand the problem of inflation, its causes, effects and solutions in an economy.

**Session 2021-22**  
**Bachelor of Business Administration (Semester – II)**  
**Course Code: BBRL-2175**  
**Course Title: Managerial Economics- II**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**

**CA: 10**

**Note: Instructions for the Paper–Setter:**

Two questions, each carrying 8 marks, from each of the Units I-IV (i.e. a total of eight questions) are to be set. Candidates are required to attempt five questions, selecting at least one from each unit. The fifth question may be attempted from any unit.

**Unit-I**

**Macroeconomics:** Meaning, nature and scope. Basic concepts: Stock and flow variables, static, comparative static and dynamic analysis.

**National Income:** Concept and Importance of National Income, Gross and Net National Product, Gross and Net Domestic Product, Personal Income and Disposable Income.

**Measurement of National Income:** Income, Output and Expenditure Method, Problems in Measurement of National Income.

**Unit-II**

**Consumption Function:** Meaning and Nature, Determinants and Measures to raise Propensity to Consume, Keynes Psychological Law of Consumption- Meaning, Properties and Implications.

**Unit-III**

**Investment:** Classical Theory of Investment, Keynesian Theory of Investment, Accelerator Theory of Investment.

**Keynesian Economics:** Theory of Money, Saving and Investment Function.

**Multiplier:** Static and Dynamic Analysis; Balanced Budget Multiplier, Employment Multiplier.

**Unit-IV**

**Business Cycle:** Keynes's Theory of Trade Cycle, Kaldor's Theory of Trade Cycle, Hicks' Theory of Trade Cycle, Samuelson's Theory of Trade Cycle

**Inflation:** Meaning, Types, Theories, Causes, effects and Context.

**Suggested Readings:**

1. Dwivedi D.N.(2018), *Macroeconomics: Theory and Policy*, Tata McGraw-Hill.
2. Jhingan M. L.(2014), *Macroeconomic Theory*, Varinda Publications Delhi.

*Note: The latest edition of the books is recommended.*

**Session 2021-22**  
**Bachelor of Business Administration Semester II**  
**Course Code: BBRL -2326**  
**Course Title: Computer Based Accounting System**

**Course Outcomes:**

After passing this course, the student will be able to:

CO1: Understand the role of computerised accounting software in the business environment.

CO2: Develop competence and expertise, to an advanced level, using different accounting software packages, in maintaining data and providing user information.

CO3: Become familiar with basic accounting software named TALLY ERP9.

CO4: Maintain accounts in TALLY ERP9.

**Session 2021-22**  
**Bachelor of Business Administration Semester II**  
**Course Code: BBRL -2326**  
**Course Title: Computer Based Accounting System**

**Examination Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

<b>Unit-I</b>
Computerized Accounting: - Meaning, need, Concepts of Accounting groups, Hierarchy of accounts, Codification in accounting. Accounting package - Setting up an accounting entity, Creation of groups and accounts Designing and creating vouchers; Data Entry operations using the vouchers, Processing for reports to prepare ledger accounts, trial balance and balance sheet.
<b>Unit-II</b>
<b>Database Design for Accounting</b> Identifying and appreciating the data content in accounting transactions; overview of database concepts, ER model; creating and implementing RDM for Financial Accounting; SQL to retrieve data and generate accounting information.
<b>Unit-III</b>
Documenting transactions using vouchers; System of vouchers and database design for accounting; Storing and maintain transaction data. <b>Tally</b> Financial Accounting Packages: Preparation and online finalization of accounts on Tally, ERP 9.0; Introduction of Tally, ERP 9.0, Phases of Implementation, Aides for implementation. Accounts Management (Using Tally, ERP 9.0 Software Package);
<b>Unit-IV</b>
Accounts Masters, Accounts Transaction, Accounts Reports. Preparation and Compilation of complete balance sheet of any Industries/Organization/ Firms. (The mentioned versions of Tally must be replaced with latest available version)

**Suggested Readings:**

1. Hall, J.A, "Accounting Information System", South Western College Publishing.
2. Gelinas, Ultric, J. and Steve, G. Suffon, "Accounting Information System, South Western Thomson Learning.
3. "Tally- ERP 9, Simple Steps of Learning", Kogent Learning.

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester II**  
**Course Code: BBRL -2327**  
**Course Title: Fundamentals of Banking**

**Course Outcomes:**

After the successful completion of this course, students will be able to:

CO1: Describe the commercial banks-evolution, nature and importance for economy.

CO2: Explain the different types of banks and their role in economic development

CO3: Elucidate the broad functions of banks; primary and secondary functions

CO4: Explain the role of RBI, and identify the techniques of credit control and credit creation

CO5: Understand the nature of negotiable instruments- cheques, bills of exchange, promissory notes and role of clearing house

**Session 2021-22**  
**Bachelor of Business Administration Semester II**  
**Course Code: BBRL -2327**  
**Course Title: Fundamentals of Banking**

**Examination Time: 3 Hours**

**Max. Marks: 50**

**Theory Marks:40**

**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

<b>Unit-I</b>
Commercial Banks—Introduction, evolution, nature, functions, importance and services provided by commercial banks.  Types of Banks-Commercial Bank, Regional Rural Banks, Foreign Banks, Cooperative Banks, Public bank and Private bank, difference between public and private banks.
<b>Unit-II</b>
Central Bank—meaning and functions, Techniques of credit control, mechanism of Credit Creation.  Practical Aspect of Banking- Negotiable Instruments— Cheques, bills of exchange and promissory notes, endorsements, difference between cheques and bills of exchange.
<b>Unit-III</b>
Customer’s Pass Book-Entries in Pass Book, Effects of errors favourable to the Banker and Customer. Clearing House System
<b>Unit-IV</b>
Systems of Banking- Group and Chain Banking, Unit and Branch Banking, Investment Banking and Mixed Banking.

**Suggested Readings:**

1. Sundharam, Varsheney, “Banking Theory, Law & Practice”, Sultan Chand & Co.
2. Shekhar, K.C; Shekhar, Lekshmy, “Banking Theory and Practice”, Vikas Publishing House.
3. Sethi, Jyotsana; Bhatia, Nishwan, “Elements of Banking and Insurance”, PHI Learning Private Limited, New Delhi
4. [www.rbi.org](http://www.rbi.org)

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester – III**  
**Course Code: BBRL-3173**  
**Course Title: Statistics for Business**

**Course Outcomes:**

After passing this course students will be able to:

- CO1: understand the techniques of presentation, analysis of data, basics of time series data and probability.
- CO2: understand basics of matrices and determinants.

**Session 2021-22**  
**Bachelor of Business Administration Semester – III**  
**Course Code: BBRL-3173**  
**Course Title: Statistics for Business**

**Time: 3 Hours**

**M. Marks: 50**

**Theory: 40**  
**CA: 10**

**Note: Instructions for the Paper–Setter:**

Two questions, each carrying 8 marks, from each of the Units I-IV (i.e. a total of eight questions) are to be set. Candidates are required to attempt five questions, selecting at least one from each unit. The fifth question may be attempted from any unit.

**UNIT-I**

Matrix Algebra: Types of matrices, basic operations of matrices, determinant of a matrix and its properties, rank and inverse of a matrix, solution of simultaneous linear equations – Cramer’s rule and matrix inversion method, application of matrices. Introduction and Methods of Presentation of Statistical Information, Collection and Presentation of Data. Frequency distributions. Concept of sampling and sampling Designs.

**UNIT-II**

Measures of Central Tendency: Mean, Median, Mode. Measures of dispersion: Range, quartile deviation, Average deviation and Standard deviation.

**UNIT-III**

Simple Correlation and Regression Analysis: Assumptions, Karl Pearsons product moment and Spearman’s rank correlation method, least squares technique, properties of correlation and regression coefficients. Time Series Analysis: Trend analysis using moving average and regression analysis, seasonal, cyclic and regular fluctuations.

**UNIT-IV**

Index number construction of unweighted and weighted index numbers, quantity Index. Elementary Probability Theory: Deterministic and non–deterministic experiments, different types of events, a priori and empirical definition of probability, Conditional probability, laws of addition and multiplication of probability, Properties of binomial, Poisson and normal distributions.

**Suggested Readings:**

1. Gupta, S.C.(2018), *Fundamentals of Statistics*, Himalaya Publishing House, 7th Edition, Delhi.
2. Gupta, S.P. (2014), *Statistical Methods*, Sultan Chand& Sons, 43rd Edition , Delhi.

**Note: The latest edition of the books is recommended..**

**SESSION 2021-22**  
**Bachelor of Business Administration Semester III**  
**Course Title: Fundamentals of Human Resource Management**  
**Course Code: BBRL-3324**

**Course Outcomes:**

After passing this course the student will be able to:

Co1: have understanding of basic legal and conceptual framework for managers.

Co2: become aware of the practices and techniques for evaluating performance, structuring teams.

Co3: understand the basic concepts, functions and processes of Human Resource Management.

Co4: become aware of role and functioning of human resource department of the organisation.

Co5: evaluate the developing role of human resources in global arena and develop the required skills for absorption in various organisations.

**SESSION 2021-22**  
**Bachelor of Business Administration Semester III**  
**Course Title: Fundamentals of Human Resource Management**  
**Course Code: BBRL-3324**

**Time: 3 hours**

**Max. Marks: 50**  
**Theory: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit I**

**Human Resource Management (HRM):** Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing trends in HRM. Status and competencies of HR manager.

**Human Resource Planning (HRP):** Concept, need and importance of HRP, factors affecting HRP, Human Resource Planning Process.

**Job Analysis:** Meaning and Objectives, Process, Methods of collecting Job Data, Uses of Job Analysis, Problems of Job Analysis.

**UNIT II**

**Recruitment and Selection:** Meaning and factors governing Recruitment, Recruitment sources and techniques. Meaning and Process of selection, problems associated with Recruitment and Selection.

**Employee Retention:** Meaning, factors responsible for high employee turnover, employee retention strategies.

**UNIT III**

**HR Training and Development:** Concept and Need, Process of training, Development programme:- Identification of training and development needs, objectives, strategy & designing of training and development, implementation and methods of training programme and levels of training evaluation.

**Performance Appraisal:** Meaning, purpose, essentials of effective performance appraisal system, various components of performance appraisal, methods and techniques of performance appraisal

**UNIT IV**

**Managing Compensation and Employee Remuneration:** Concept, objectives, components of Employee Remuneration, factors influencing Employee Remuneration, Challenges of remuneration, Incentive Plans, Fringe Benefits, Employee Health and Safety and employee grievance system.

**Job Evaluation:** Meaning, Process and Methods of Job evaluation.

## Suggested Readings:

1. Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
2. Durai, Pravin, "Human Resource Management," New Delhi, Pearson.
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill.
4. Mathis, Robert L. and Jackson, John H, "Human Resource Management," New Delhi, Thomson Publishing.
5. Gomez, Mejia, Balkin, Cardy, "Managing Human Resources," New Delhi, Pearson Education.
6. Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi, Tata McGraw – Hill.
7. Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi, Cengage Learning.

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester III**  
**Course Title: Fundamentals of Marketing Management**  
**Course Code: BBRL-3325**

**Course Outcomes:**

After passing this course the student will be able to:

CO1: understand what marketing is and how it improves an organisation's profitability and competitiveness.

CO2: develop an understanding of marketing skills and knowledge that combine principles of marketing strategy and tactics to successfully manage and deliver marketing plans.

CO3: apply this knowledge of marketing principles to support their future career development.

CO4: describe core marketing concepts and make marketing-based decisions.

**Session 2021-22**  
**Bachelor of Business Administration Semester III**  
**Course Title: Fundamentals of Marketing Management**  
**Course Code: BBRL-3325**

**Time: 3  
hours**

**Max. Marks: 50**  
**Theory: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

**Marketing:** Concepts, Philosophies and Importance, Scope of Marketing, the selling concept, the Marketing concept, Components of a modern marketing information system, Marketing Intelligence.

**UNIT II**

**Analyzing the Microenvironment;** Needs and Trends, The Demographic Environment, Economic, Social-Cultural and Natural, Technological, Political-Legal Environment.

The Buying Decision Process: The Five Stage Model. Levels of Marketing Segmentation, Bases for segmenting consumer markets: Market Targeting, Bases for segmenting business markets.

**UNIT III**

**Product Life Cycle Marketing Strategies:** Introduction stage and the Pioneer advantage, Growth, Maturity and Declining Stage. Product Characteristics and Classifications; Product levels; The Customer value hierarchy, Product Classification, Differentiation. Packaging, Labeling, Branding. Understanding Pricing; Setting the Price.

**UNIT IV**

**Marketing Communications:** Advertising: - Evolution, Definition, Features, Importance, Advertising and Publicity, Functions of advertising. Advertising media, advertising copy, Objections against advertising. Sales Promotions. Direct Marketing, Personnel Selling, Interactive Marketing and Word of Mouth marketing and Channels of distributions.

**Suggested Readings:**

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, “Marketing Management: South Asian Perspective”, Pearson Education New Delhi.
2. Ramaswamy, V.S. and Namakumari, S., “Marketing Management: Global Perspective, Indian Context”, MacMillan.
3. Kurtz, David L. and Boone, Louis E., “Principles of Marketing, Thomson South-Western”.
4. Enis, B. M., “Marketing Classics: A Selection of Influential Articles”, New York, McGraw- Hill.
5. Saxena, Rajan, “Marketing Management”, Tata McGraw-Hill, New Delhi.

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester III**  
**Course Title: Indian Financial System**  
**Course Code: BBRL-3326**

**Course Outcomes:**

On successful completion of this course, students will be able to:

CO1: understand the functioning of the Indian Financial System in present scenario.

CO2: develop an understanding of the role of financial markets, financial instruments & financial institutions in the development of Indian Economy.

CO3: understand the operations of secondary market mechanism.

CO4: acquire analytical skills in the market analysis in the context of raising medium & long term funds.

**Session 2021-22**  
**Bachelor of Business Administration Semester III**  
**Course Title: Indian Financial System**  
**Course Code: BBRL-3326**

Time: 3 Hours

Max. Marks: 50  
**Theory: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

**Financial System:** Functions, organisation/structure and an overview of Indian Financial System.

**Financial Markets:** Functions, organisation and types of financial markets, Securities Contract (Regulations) Rules, SEBI (Securities Exchange Board of India).

**UNIT II**

**Financial Markets:** An Overview of Primary and Secondary Market.  
Money Market Organisation & RBI (Role and functions).

**UNIT III**

**Financial Intermediaries:** Non Banking financial companies, Mutual Funds: - Its Introduction and guidelines, schemes and products . IRDA Act of Insurance Companies.

**UNIT IV**

An Introduction to FII's and FDI's and its importance.

**Financial Assets/Instruments:** - An Overview of Capital Market instruments.

**Suggested Readings:-**

1. Khan, M.Y, “Indian Financial System” fifth edition by Tata McGraw Hill Publishing Co.Ltd.
2. Vasant Desai, “The Indian Financial System & Development”, Himalaya Publishing House.
3. Dr.K.Ravichandran, “Merchant Banking & Financial Services”, Himalaya Publishing House.
4. Bhole, L.M , “Indian Financial Institutions and Market”, Tata McGraw Hill Publishing Co. Ltd.
5. Avadhani V.A., “Capital Market Management”, Himalaya Publishing House.
6. SEBI Guidelines, Nabhi Publication.

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester -III**  
**Course Title: Management Accounting**  
**Course Code: BBRL-3327**

**Course Outcomes:**

On successful completion of this course, students will be able to:

CO1: explain the role of management accounting information in assisting management in undertaking planning, performance measurement, controlling and decision-making.

CO2: understand the importance of analysis and interpretation of financial statements.

CO3: define and explain several ratios and their role in analyzing the financial statements and other financial activities of an organization.

CO4: understand the role of responsibility accounting and performance measurement.

CO5: evaluate the Funds Flow and Cash Flow Statements with practical examples.

CO6: explain how management accounting contributes to financial reporting.

CO7: evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact on value creation.

**Session 2021-22**  
**Bachelor of Business Administration Semester III**  
**Course Title: Management Accounting**  
**Course Code: BBRL-3327**

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

Origin, Concept, nature and Scope of Management Accounting. Need and Importance of Management Accounting, Tools & techniques of Management Accounting, Limitations, Management Accountant duties, functions, Distinction between management accounting & Financial Accounting.

Financial statement Analysis:- meaning, types, Comparative Statements, Common Size, Trend analysis, Introduction of EVA.

**UNIT II**

Tools of Financial Analysis – Ratio Analysis (Liquidity, Activity, Solvency and Profitability ratios), Fund flow and cash flow analysis ( Conceptual Only).

**UNIT III**

Management Reporting – Importance Needs, Types, Requirements of good report preparation including prewriting and form of final draft, Working Capital Management: - Meaning, importance, need, advantages and disadvantages, factors affecting working capital requirements, principles of working capital management, Financing of working capital, Approaches for determining working capital mix, Trends in financing working capital by banks.

**UNIT IV**

Responsibility Accounting: - Meaning, features, steps, types of responsibility centers, transfer price; meaning, methods, selection of transfer pricing method.

**sSuggested Readings:**

1. Jain, P.K and Khan M.Y “Management Accounting”, Tata Mc Graw Hill Publishing Co. Ltd. New Delhi.
2. Horngren Charles, Gary, Sundem, Stratton William, “ Introduction to Management Accounting”, Pearson Education Publishers,
3. Jawaharlal, “Accounting for Management”, Himalaya Publishing House, New Delhi.

**Note:** The latest editions of the books should be followed.

**SESSION 2021-22**  
**Bachelor of Business Administration Semester IV**  
**Course Code: BBRL -4323**  
**Course Title: Financial Management**

**Course Outcomes:**

On successful completion of this course, students will be able to:

CO1: understand both the theoretical and practical role of financial management in business corporations.

CO2: analyse the financial requirements of corporations and decide their capital structures.

CO3: apply various capital budgeting techniques for taking decisions regarding acceptance and rejection of proposals.

CO4: devise dividend policy of corporations.

**Bachelor of Business Administration Semester-IV**  
**Course Code: BBRL -4323**  
**Course Title: Financial Management**

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

**Finance & Financial Management:** Meaning and nature; Financial goal-profit vs. wealth maximization; Finance functions-investment, Financing, Liquidity and dividend decisions. Theories of capitalization.

**Capital Structure Theories:** Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. approach.

**UNIT II**

**Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, Preference capital, Equity capital and retained earnings; Combined cost of capital.

**Sources of finance:** Long term and short term.

**UNIT III**

**Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria undiscounted cash flow criteria, Discounted cash flow criteria; Risk analysis in capital budgeting .

**Dividend Policies:** Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.

**UNIT IV**

**Operating and Financial Leverage:** Measurement of leverages; Financial and operating leverage, combined leverage.

**Management of Working Capital:** Meaning, Significance and types of working capital; Approaches of working capital.

1. Berk, Jonathan and DeMarzo, Peter, “Financial Management”, Person Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas, “Working Capital Management: Strategies and Techniques”. Prentice Hall, New Delhi.
3. Brealey, Richard A and Stewart C. Myers, “Corporate Finance”, McGraw Hill. Int. Ed, New York.
4. Chandra, Prasanna, “Financial Management”, Tata McGraw Hill, Delhi
5. Hampton, John, “Financial Decision Making”, Prentice Hall, Delhi
6. Pandey, I, M: “Financial Management”, Vikas Publishing House, Delhi.
7. Van Horne. J.G. and J.M. Wachowicz Jr, “Fundamentals of Financial Management”. Prentice-Hall, Delhi.
8. Van Horne, James G , “Financial Management and Policy”, Prentice Hall, Delhi,
9. Khan MY, Jain PK, “Financial Management”, Tata McGraw Hill, New Delhi.

*Note: The latest editions of the books should be followed.*

**Course Title: Production and Operations Management**  
**Course Code: BBRL -4324**

**Course Outcomes:**

After passing this course students will be able to:

CO1: understand production and operations function.

CO2: understand the principles of just-in-time systems and total quality management.

CO3: evaluate location alternatives and discuss the importance of product design.

CO4: understand importance of quality control.

CO5: know the techniques for planning and control.

**Course Code: BBRL-4324**

**Time: 3 Hours**

**Max. Marks: 50**

**Theory Marks: 40**

**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

**Introduction:** - Concept of Production & Operations management, Market Analysis, Competitive Priorities and capabilities. New Product Design and development. Plant location and Plant layout. Scheduling for Manufacturing Systems. Production Scheduling Techniques Sequencing. Economic Batch Quantity with Joint Production Runs, Gantt. Charts. Network Analysis.

**UNIT II**

**Productivity:** Concept and Importance, Factors Affecting Productivity, Methods to improve productivity. Value Analysis.

**Work study:** Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement.

**UNIT III**

**Inventory Management:** Concept and Classification of Inventory, Relevant Cost

**Inventory Decisions:-** Inventory Control Models, Reorder level, Lead Time and Safety Stock..

**1/2**

**UNIT IV**

**Supply Chain Management:** Concept & Components of Supply Chain, Activities in Supply Chain Management, Logistics

Management. **Quality Issues:** Concept of Quality and Total Quality Management, Statistical Quality Control.

Just in Time Manufacturing Systems.

**Suggested Readings:**

1. B. Mahadevan “Operations Management Theory & Practice”, Pearson Education.
2. Kanishka Bedi , “Production & Operations Management”, Oxford Higher Education.
3. L.J. Krajewski & L.P. Ritzman “Operations Management Processes & Value Chains”,  
Pearson Education.
4. B.S. Goel “Production Operation Management”.
5. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal , “Operations  
Management – For Competitive Advantage”, The McGraw Hill Companies.

*Note: The latest editions of the books should be followed.*

**Course Outcomes:**

After passing this course the student will be able to:

CO1: know the impact of the economic environment, political, legal and social factors on business.

CO2: identify and analyse issues in business situations and propose appropriate and welljustified solutions.

CO3: identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice.

CO4: identify social and cultural implications of business situations.

CO5: analyze multinational firms' responses to threats and opportunities in the business environment.

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

The Concept, Nature and Significance of business environment. Influence of environmental factors like economic, political, legal, social, technological and International upon business. The relationship of various environmental forces on business. The need for environmental analysis and diagnosis. Description of environmental analysis. Techniques for environmental analysis, the role of business manager in analysis and diagnosis of environment.

**UNIT II**

The process of environmental scanning and its importance. Environmental Threats and Opportunity Profile (ETOP) and SWOT analysis of some important industries. Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.

**UNIT III**

Economic Planning in India: objectives, NITI Aayog: objectives, functions and role in economic planning  
Analysis of Current Annual Budget. The Social responsibility of business, social audit, business ethics & corporate governance.

**UNIT IV**

Deficit Financing and its implications for the Indian Economy; Disinvestment of Public Enterprises: Rationale; Objectives and Implications.

Fiscal and Monetary Policy Changes in India, Salient Features of FEMA.

1/2

**Suggested Readings:**

1. Francis Cherunilam, "Business Environment", Himalaya Publishing House, New Delhi.

2. K Aswathappa, “Legal Environment of Business”, Himalaya Publishing House.  
New Delhi.
3. M. Adhikary, “Economic Environment for Business”, Sultan Chand & Sons, New Delhi.
4. Ruddar Dutt and KPM Sundharam, “Indian Economy”, S. Chand and Company Ltd., New Delhi
5. P.K. Ghosh and G.K. Kapoor, “Business Policy and Environment”, Sultan Chand and  
Sons, Delhi.
6. Paul Justin, “Business Environment – Text and Cases”, Tata McGraw Hills Pvt. Ltd., New Delhi
7. Govt. of India, Five Years Plan Documents.
8. Govt. of India, Various Issues of Annual Economic Survey of India.

*Note: The latest editions of the books should be followed.*

**Course Outcomes:**

After successful completion of this course, students will be able to:

CO1: have conceptual understanding of Operations Research and its practical relevance.

CO2: evaluate various complex problems which are beyond the control of management.

CO3: have comprehensive understanding of various quantitative techniques like LPP, Game Theory, PERT CPM, Assignment, Transportation, Queue Models etc.

CO4: apply appropriate Operation Research Techniques according to the nature of the problem.

CO5: suggest optimal solution to the complex problems with an overall quantitative approach of problem solving.

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

**Operations Research:** Meaning, significance and scope. Introduction to linear programming, formation of Linear Programming Problem, Graphical method Simplex Method, Two Phase Simplex Method. Duality in Linear Programming, Definition of Dual Problem, general rules of converting primal into its dual.

**UNIT II**

Transportation Problems Assignment Problems

**UNIT III**

**CPM/PERT**-Basic concepts of Network Models, Preparation of the Network diagram, project duration and critical path, probability of Project completion.

**UNIT IV**

Games Theory: Two persons zero sum games, pure strategies, mixed strategies, Dominance. **Inventory**-Types, Nature and classification Economic lot size models, quantity discounts.

**Suggested Readings:**

1. V.K. Kapoor, "Operation Research".
2. N.D. Vohra, "Quantitative Techniques in Management".
3. Narinder K. Sethi, "Operation Management".
4. Gordon/Pressman, "Quantitative Decision Making for Business".
5. C.R. Kothari, "Quantitative Methods".
6. Barry Shore, "Quantitative Method for Research". *Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester IV**  
**Course Title: Fundamentals of Insurance**  
**Course Code: BBRL-4327**

**Course Outcomes:**

On successful completion of this course, students will be able to:

CO1: have conceptual clarity of basic concepts and principles of insurance and types of insurance policies.

CO2: understand the regulatory framework of Insurance in India.

CO3: acquire knowledge about reinsurance and various distributions channels of insurance. CO4: understand the process of underwriting and claims to get absorbed in any insurance company.

**Session 2021-2022**  
**Bachelor of Business Administration Semester IV**  
**Course Title: Fundamentals of Insurance**  
**Course Code: BBRL-4327**

**Time: 3 Hours**

**Max. Marks: 50**

**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

Insurance- Concept of Insurance, Need, Purpose, Principles of Insurance-Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith, Principle of Proximate Cause, Principle of Contribution.

Reforms In Indian Insurance Sector-meaning, need and its Implications

**UNIT II**

Legal Framework- Insurance Act 1938, LIC Act 1956, GIC Act 1972 and IRDA 1999

An overview of Insurance Industry- Types of Insurance –Life Insurance, Marine Insurance, Motor Vehicle Insurance, Health Insurance, Liability Insurance.

**UNIT III**

Underwriting-Meaning, Purpose and Process of Underwriting

Reinsurance-Meaning, Features of reinsurance, difference between reinsurance and double insurance, Essentials of Reinsurance Programs as per IRDA.

**UNIT IV**

Distribution Channels in Insurance- Role and Code of Conduct by IRDA for Agents, Direct Marketing, Bancassurance and Brokers. Insurance Specialists- Underwriters, Surveyors and Loss Assessors, Actuaries, Third Party Administrators.

**Suggested Readings:**

1. Sethi, Jyotsana and Bhatia, Nishwan, “Elements of Banking and Insurance”.
2. Emmett J.Vaughan and Therese Vaughan “Fundamentals of Risk and Insurance”
3. Agarwal, O.P “Banking and Insurance”
4. Periasamy,P; Veeraselvam,M., “Risk and Insurance Management”, Tata Mc Graw Hill
5. [www.irda.org](http://www.irda.org)

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester- IV**  
**Course Title: Seminar**  
**Course Code: BBRS-4328**

**Max. Marks: 50**

**Course Outcomes:**

On successful completion of this course, students will be able to:

CO1: develop strong communication skills.

CO2: develop the skills that will help in enhancing and shaping their thoughts and creativity.

CO3: improve their conceptual knowledge and develop critical thinking.

**Session 2021-22**  
**Bachelor of Business Administration Semester- IV**  
**Course Title: Seminar**  
**Course Code: BBR5-4328**

**Max. Marks: 50**

The topics of seminar will be discussed with the students in the class.



**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5323**  
**Course title: Company Law**

**COURSE OUTCOMES:**

On successful completion of this course, students will be able to:

CO1: have in depth knowledge about formation of a company and its registration. CO2: draft the required documents like MOA and AOA.

CO3: learn the mode to register and fill the documents online.

CO4: have a clear conceptual understanding about the powers, duties and legal position of directors.

CO5: grasp the latest emerging issues that may arise.

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5323**  
**Course title: Company Law**

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter:** Eight questions of equal marks (Specified in the syllabus) essay type are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**UNIT-I**

Company – Meaning, Latest Amendments, Features, Types , Formation: Promotion and Registration, Preliminary contracts, Limited Liability Partnership, One Person Company. Memorandum of Association: Meaning, Importance, Contents, Alteration, Doctrine of Ultra Vires.

**UNIT-II**

Article of Association: Meaning, Contents, Alteration, Differences between Memorandum of Association and Articles of Association, Constructive notice of Memorandum and Article, Doctrine of Indoor Management. Prospectus: Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridged Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus.

**UNIT-III**

Share Capital: Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights. Transfer and transmission of shares

Board of Directors: Directors Powers, duties, appointment, removal, legal position, Borrowing Powers, Managerial Remuneration. Women Directors.

## UNIT-IV

Company Meetings:-Rules of Meetings, Annual general meeting, extraordinary general meeting, Meeting of BOD, Quorum for different meetings, Kinds of resolutions, dividend, Procedure for Conducting Meetings (including Board meetings).

Winding Up- Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order.

### **Suggested Readings:**

1. Avtar Singh, "Company Law".
2. N. D. Kapoor, "Company Law & Secretarial Practice".

Note : The latest editions of the books should be followed.

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5324**  
**Course Title: Entrepreneurship and Small business**

**COURSE OUTCOMES :**

On successful completion of this course, students will be able to:

1. understand basic concepts in the area of entrepreneurship, the role and importance of entrepreneurship for economic development,.
2. developing personal creativity and entrepreneurial initiative.
3. understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
4. Construct a workable business plan that includes marketing, financial, and operating sections.
5. Describe marketing strategies and alternative promotion options that enhance a small business' competitive edge.
6. Explain the principles of management and their application to the small business

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5324**  
**Course Title: Entrepreneurship and Small Business**

**Time: 3 Hours**

**Max.Marks:50**  
**Theory:40**  
**CA:10**

**Instructions for the Paper Setter:** Eight questions of equal marks (Specified in the syllabus) essay type are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Unit I**

Concept of Entrepreneurship : The Entrepreneur: Definition, nature, and characteristics of entrepreneurship. Emergence of entrepreneurial class including women entrepreneurs. Theories of entrepreneurship ; Socio-economic environment and the entrepreneur. The concept of joint stock company, public company, private company, government company, partnership company, Hindu undivided family.

**Unit II**

Characteristics of Entrepreneur- Leadership risk taking, decision making and business planning. Innovation and entrepreneurship, entrepreneurial behaviour and motivation. Entrepreneurial Development Programmes-Their relevance and achievements, Role of government in organising such programmes. Critical Evaluation.

**Unit III**

Small Business as a Seed Bed of Entrepreneurship: Concept of business venture. The start-up process: Concept, Plan, Implementation, Initial Strategic Planning, Product and Marketing Scope, Legal and tax consideration, risk analysis and financial considerations. Profit Planning in Small Enterprise: Growth Strategies and diversification. Finance Management in current operations and expansion of capital.

**Unit IV**

Role of Small Business in the national economy. National Policies for small business development. Government and Non-Governmental assistance. Contribution of Commercial Banks in Promoting and servicing small business. Small business and modern technology.

**Suggested Readings:**

1. Hall, B. Pricke; and Royce L. Brahamson, “Small BusinessManagement”.
2. Kenneth R., Van Voorthis, “Entrepreneurship and Small BusinessManagement”.
3. Hans Schollhammer and Arthur H. Kuriloff, “Entrepreneurship and Small Business Management”.
4. Joseph R. Mancuso, “How to Start, Finance and Manage Your Own SmallBusiness”.
5. Sharma, R.A, “Enterpreurial Change in IndianIndustries”.
6. Dhar, P.N. and Lydall H.F., “The Role of Small Enterprises in Indian Economic Development”.

*Note: The latest editions of the books should be followed.*

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5325**  
**Course Title: Cost Accounting**

**COURSES OUTCOMES:**

On successful completion of this course, students will be able to:

CO1: Describe how cost accounting is used for decision making and performance evaluation. CO2: Explain the basic concepts of cost and its ascertainment & allocation.

CO3: Demonstrate how material, labour and overhead costs are determined.

CO4: Assess how cost-volume-profit are related and use CVP analysis as a planning and decision- making tool.

CO5: Prepare a budget and use budgetary control and other techniques like standard costing and marginal costing for performance evaluation and cost control.

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5325**  
**Course Title: Cost Accounting**

**Time : 3 Hours**

**Max. Marks: 50**  
**Theory:40**  
**CA:10**

**Instructions for the Paper Setter:** Eight questions of equal marks (Specified in the syllabus) essay type/numericals(equal proportion) are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Unit-I**

Introduction:- Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and Objectives of cost Accounting, Advantages and limitations of Cost Accounting, Difference between Financial and Cost Accounting , Cost Unit & Cost Centre, Elements of cost, Material, Labour and other Expenses Classification of cost, Types of Costs and Preparation of Cost Sheet.

**Unit-II**

Methods of Costing:- Contract Costing  
Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains

### **Unit-III**

Marginal Costing – Meaning and various concepts - Fixed Cost Variable Cost, Contribution, P/V Ratio, Break Event Point, Margin of Safety.

Standard Costing- Definition and Meaning of Various Concepts Advantages and Limitations of Standard Costing.

Variance Analysis – Material and Labour Variances only.

### **Unit-IV**

Budget and Budgetary Control- Definition, Meaning and objectives of Budgetary control

Advantages and disadvantages of Budgetary Control Types of Budget.

#### **Suggested Readings:**

1. Vasistha and Saxena, “Advanced Cost Accounting”,
2. Jain. S.P. and Narang, “Advanced Cost Accounting”.
3. Maheshwari, S.N. “Cost Accounting”
4. Arora, M.N “ Cost Accounting Principles & Practices”, Vikas Publishing House, New Delhi
5. Dev, Prabhu “Cost Accounting”, Himalaya Publication, New Delhi

***Note: The latest editions of the books should be followed.***

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5326(OPTION CI)**  
**Course Title: Management of Banking Operations**

**COURSE OUTCOMES:**

After passing this course the students will be able to:

Co1: have Banking knowledge and skills together with technology-familiarity and customer-orientation.

Co2: understand various services offered and risks faced by banks.

Co3: become aware of various banking innovations after nationalization.

Co4: They will have in-depth knowledge of Basel Norms & regulatory framework.

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5326(OPTION CI)**  
**Course Title: Management of Banking Operations**

**Time: 3 Hours**

**Max.Marks:50**  
**Theory:40**  
**CA:10**

**Instructions for the Paper Setter:** Eight questions of equal marks (Specified in the syllabus) essay type (in equal proportion) are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**UNIT I**

Management of banks: Regulatory role of RBI, Monetary Policy-meaning and its implications. Laws in banking-RBI Act 1934, Negotiable Act 1881, The Banking Regulation Act 1949.

Types of Bank Accounts- Fixed or time deposit account, Savings bank deposit account, Current deposit account, Recurring deposit account.

**UNIT II**

Lending- Features of bank credit, types of lending, terms and conditions of lending, different types of loans and their features. Risk management in banks- types of risks.

**UNIT III**

Capital Adequacy- the Basel Accord implications for bank, CRAR and Prudential Norms for asset classification, income recognition and provisioning, Anti- money laundering and KYC norms.

## UNIT IV

Introduction to Asset Liability Management, Customer Relationship Management, Corporate Governance in Commercial Banks. Innovations in Banking with special reference to Fee Based Services.

### ***Suggested Readings:***

1. Padmalatha, Suresh and Justin Paul, "Management of Banking and Financial Services", Pearson Education, New Delhi.
2. Sharma, R.K., Gupta, Shashi K, Jagwant Singh, "Banking and Insurance"
3. Agarwal O.P, "Banking and Insurance"
4. Sethi, Jyotsana and Bhatia, Nishwan, "Elements of Banking and Insurance"

***Note: The latest editions of the books should be followed.***

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5327(OPTION CII)**  
**Course Title: Insurance and Risk Management**

**COURSE OUTCOMES :**

On successful completion of this course, students will be able to:

CO1: explain the nature and principles of insurance (life and general insurance) CO2: exchange regulatory framework of Insurance in India

CO3: identify and categorise the various risks

CO4: explain the various risk control measures available CO5:

apply the insurance mechanism in risk management

**Session 2021-22**  
**Bachelor of Business Administration Semester V**  
**Course Code: BBRL-5327(OPTION CII)**  
**Course Title: Insurance and Risk Management**

**Time: 3 Hours**

**Max.Marks:50**  
**Theory:40**  
**CA:10**

**Instructions for the Paper Setter:** Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**UNIT I**

Definition, Nature, role and importance of insurance, salient features of IRDA Act 1999  
Rational for opening up of Insurance sector to private sectors. Nature of life insurance contract.  
Annuities, surrender value, calculation of premium and measurement of risk. Progress of life insurance business in India.

**Unit II**

Fire insurance-Nature and use, policy condition, rate fixation, payment of Claims, reinsurance, marine insurance: nature. Premium calculation, payment of claims.  
Motor insurance policy and covers, comprehensive policies, third party Act policies, extra benefit cover motor Insurance claims.

**Unit III**

Concept of risk, corporate and personal risk management. Identification of risk  
:tools /technique for perception of risk: method for determining the operative causes of perils  
:safety audit

## Unit IV

Evaluation of risk: risk avoidance and reduction risk : methods of loss prevention and risk reduction. Role of surveyors in loss prevention or risk reduction. techniques of risk financing Retention of risk : captive insurance companies, transfer of risk :types of risk transfer, benefits and limitations of insurance- Partial Insurance arrangements.

### **Suggested Reading :**

1. Insurance Regulation and Development Act.
2. Gopal Krishan, G, "Insurance Principles and Practice", Sterling Publishers, New Delhi.

**Note : the latest editions of the books should be followed.**

**Session 2021-2022**

**Bachelor of Business Administration (B.B.A) (Semester -VI)**

**Course Title: Income Tax**

**Course Code: BBRL-6323**

**Course Outcomes:**

After successful completion of this course, students will be able to –

CO1: understand the concept of Direct Tax Laws

CO2: have the knowledge of latest provisions of Income Tax Act regarding different Heads of Income

CO3: understand the concept of Assessment of Income

CO4: compute tax liability of different assesses

CO5: take tax-sensitive decisions in the real life.

CO6: practice as Tax Advisor/Consultants.

**Session 2021-2022**  
**Bachelor of Business Administration (B.B.A) (Semester -VI)**  
**Course Title: Income Tax**  
**Course Code: BBRL-6323**

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter:** Eight questions of equal marks (Specified in the syllabus) essay type / Numerical (in equal proportion) are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**UNIT-I**

Income Tax Act 1961: Basic Introduction, Brief history of Income Tax in India, Scope of the Act, Meaning of Income Tax; Concept of Income Tax; Assessment year, Previous year; Assessee; Person; Agricultural Income with examples; Residential status and Tax Liability.

**UNIT-II**

Heads of Income: Computation of Income from Salary inclusive of salary components Allowances; perquisites; profit in lieu of salary and deductions, Income from House Property allowable deductions, profits and gains from Business and Profession

**UNIT-III**

Income from Short term and long term capital gains; Income from other sources;

**UNIT-IV**

Computation of Gross Total Income and Total Income and the tax liability of a salaried individual, Deductions from the Gross Total Income of individuals. Tax Deduction at Source.

**Suggested Readings:**

1. Singhania, V.K., "Direct Taxes", 2020, Taxmann Publications, New Delhi.
2. Lal, B.B. and Vashisht, N., "Direct Taxes", 2020, Pearson Education, New Delhi.
3. Gaur, V.P. and Narang, D.B., "Income Tax Law and Practice", 2020, Kalyani Publications, New Delhi.
4. Chandra, M., Goyal, S.P. and Shukla, D.C., "Income Tax Law and Practice", Pragati Prakashan, New Delhi.

**Session 2021-2022**  
**Bachelor of Business Administration (B.B.A) (Semester -VI)**  
**Course Title: Fundamentals of Capital Market**  
**Course Code: BBRL-6324**

**Time: 3 Hours**

**Max. Marks:50**  
**Theory Marks:40**  
**CA:10**

On the successful completion of this course the students will be able to:

CO1: understand fundamental concepts, functions and regulatory framework of stock market

CO2: learn SEBI guidelines regarding organization and management of stock exchanges

CO3: have conceptual and detailed understanding of various participants of stock market and type of financial intermediaries.

CO4: learn significance of listing and guidelines of Indian stock exchanges regarding listing of securities

CO5: understand various stock market indices and the factors which are considered while constructing the market index.

**Session 2021-2022**  
**Bachelor of Business Administration (B.B.A) (Semester -VI)**  
**Course Title: Fundamentals of Capital Market**  
**Course Code: BBRL-6324**

**Time: 3 Hours**

**Maximum Marks:50**  
**Theory Marks:40**  
**CA:10**

**Instructions for the Paper Setter:** Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry eight marks.

**Unit-I**

Introduction-evolution, structure, functions, objectives and importance of capital market in India.  
Components of capital market- introduction to New issue market, stock market, financial institutions  
Instruments in capital market-Shares (Equity and Preference), Warrants, Bonds and its types, GDRs, ADRs, ETFs.

**Unit-II**

Mutual Funds, Derivatives (forwards, futures and options). Participants in Capital Market, Difference between Capital Market and Money Market.

**Unit- III**

Stock Exchanges-Stock Exchanges in India, Organization, Management, Membership, rules of stock exchange, operators at stock exchanges SEBI guidelines on Stock Exchange, weaknesses of stock exchange in India.

**Unit-IV**

Listing of securities-requirement for listing, objectives of listing, advantages of listing,  
Security Market Indices-Uses of Security Market Indices, Types of Indices, Differentiating Factors in constructing Market Indices.

**Suggested Readings:**

1. V.A Avadhani, "Security Analysis and Portfolio Management", Himalaya Publishers, New Delhi.
2. Brown, Reilly, "Investment Analysis and Portfolio Management", Thomson Publishers.
3. Singh, Preeti, "Investment Management", Himalaya Publishers, New Delhi.
4. NCFM Modules ([www.nseindia.com](http://www.nseindia.com))
5. [www.sebi.gov.in](http://www.sebi.gov.in), [www.nseindia.com](http://www.nseindia.com), [www.capitalmarket.com](http://www.capitalmarket.com)

**Note: The latest editions of the books should be followed.**

**Session 2021-22**  
**Bachelor of Business Administration (B.B.A) (Semester-VI)**  
**Course Title: Training and Development**  
**Course Code: BBRL-6325(Option -BI)**

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks:40**  
**CA: 10**

**COURSE OUTCOMES:**

On successful completion of this course, the student will have reliably demonstrated the ability to:  
CO1: explain the role of training and development in human resources management.

CO2: describe the psychology of the learning process on which training is based.

CO3: analyze the training needs of an organization.

CO4: assess, design, access and implement various methods, techniques and sources of training.

CO5: evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

**Session 2021-22**  
**Bachelor of Business Administration (B.B.A) (Semester -VI)**  
**Course Title: Training and Development**  
**Course Code: BBRL-6325(OPTION -BI)**

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter:** Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT – I**

Training:- Conceptual aspects, Training and Learning, Training objectives, Identification of training needs, Training Process, Policies, Plans designing training program, Methods of Training, Evaluation of Training Effectiveness and Significance of Training, wages and salary administration.

**UNIT – II**

Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA

**UNIT – III**

Development: - Concept, Difference between training and development, Objectives of development, Development Process, Development needs evolving development policies, Preparing development plans, designing development program, Development Methods, Case Studies, Role play

**UNIT-IV**

Business Games, Sensitivity Training, Transaction Analysis, Behaviour Modeling and evaluation of development effectiveness

**Suggested Readings:**

1. Armstrong M.A. “Handbook of Human Resource Management Practice”, Cogan Page, London
2. Dayal ,I “Manpower Training in organizations” Prentice Hall of India, New Delhi.
3. Craig ,Robert “Training and Development Handbook” McGraw Hill, New York
4. Brahm Canzer, “E-Business and Commerce: Strategic Thinking & Practice”, Biztantra Publishers.
5. Kotler, Philip. “Marketing Management”.

**Note: The latest editions of the books should be followed.**

**Session 2021-22**  
**Bachelor of Business Administration (B.B.A) (Semester -VI)**  
**Course Title: Contemporary Issues in Human Resource Management**  
**Course Code: BBRL-6326(Option -BII)**

**Course Outcomes:**

After successful completion of this course, students will be able to-

CO1: evaluate the importance of human resources and their effective management in organizations.

CO2: demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.

CO3: understand the terminology and tools used in managing employees effectively CO4: understand governmental regulations affecting employees and employers.

CO5: analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics and training.

**Session 2021-22**  
**Bachelor of Business Administration (B.B.A) (Semester -VI)**  
**Course Title: Contemporary Issues in Human Resource Management**  
**Course Code: BBRL-6326(OPTION -BII)**

**Time: 3 Hours**

**Max. Marks: 50**  
**Theory Marks: 40**  
**CA: 10**

**Instructions for the Paper Setter:** Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT I**

Human Resources and the Competitive advantage, ethical issues and challenges in HRM Job stress and work family conflict, Gender issues in workplace.  
Performance Management and Organizational Reward System:-definition, purpose, principles, concerns  
Ethical considerations, scope and background.

**UNIT II**

Performance Management as a Business strategy, Theoretical framework ; Goal setting theory, Expectancy theory ; Designing of Performance management systems ; setting goals ,measuring performance , Rewarding performance; Concept and significance , Foundation of the reward system , Economic Theories relating to pay , Psychological and Motivational theories affecting reward.

**UNIT III**

Managing Diversity: Meaning, Challenges in managing diversity, Diversity in organizations, improving the management of Diversity. The nature of work: Meaning of work; Theories about work; Organizational factors affecting work, Changing patterns of work; Unemployment.

**UNIT IV**

HRM in Electronic Era, Human Resource Accounting & Auditing, The role of HRM in 21<sup>st</sup> century and future directions of HRM. Nature of Work & Attitude.

**Suggested reading:**

1. Michael Armstrong, 'A Handbook of Human Resource Management Practices', Kogan Page London.
2. Luis R. Gomez –Mejia, David B Balkin and Robert L Cardy, "Managing HumanResources",PHI, New Delhi.
3. Tanuja Agarwal, "Strategic Human Resource Management", OxfordUniversity Press, New Delhi.

*Note: The latest editions of the books should be followed.*

