

**SCHEME OF EXAMINATION**

**and**

**SYLLABUS**

**of**

**BACHELOR OF BUSINESS ADMINISTRATION**  
**(INDUSTRY-INTEGRATED)**  
**(Specialization: Financial Services and Banking)**



**MAHARSHI DAYANAND UNIVERSITY**  
**ROHTAK (HARYANA)**

**CURRICULUM AND SCHEME OF EXAMINATIONS OF  
BBA – (INDUSTRY-INTEGRATED)  
(FINANCIAL SERVICES AND BANKING)**

## FIRST YEAR

### First Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-101	Foundations of Management	80	20	-	100
BBA-II-N-102	Business Economics	80	20	-	100
BBA-II-N-103	Financial Accounting	80	20	-	100
BBA-II-N-104	Computers and Information Systems	50	-	50	100
BBA-II-N-105	Research Methodology	80	20	-	100
	TOTAL				500

### Second Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-201	Marketing Management	80	20	-	100
BBA-II-N-202	Human Resource Management	80	20	-	100
BBA-II-N-203	Business Statistics	80	20	-	100
BBA-II-N-204	Internet and Intranet	50		50	100
BBA-II-N-205	Financial Management	80	20	-	100
BBA-II-N-206	Business Communication	80	20	-	100
	TOTAL				600

## SECOND YEAR

### Third Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-301	Indian Business Environment	80	20	-	100
BBA-II-N-302	Operations Management	80	20	-	100
BBA-II-N-303	System Analysis and Design	50		50	100
BBA-II-N-304	Disaster Management	80	20	-	100
BBA-II-N-305	Project Management	80	20	-	100
BBA-II-N-306	Training Report	80	20	-	100
	TOTAL				600

### Fourth Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-401	Organizational Behaviour	80	20	-	100
BBA-II-N-402	Management and Cost Accounting	80	20	-	100
BBA-II-N-403	Quantitative Techniques	80	20	-	100
BBA-II-N-404	DBMS and RDBMS	50	-	50	100
BBA-II-N-405	Human Rights and Values	80	20	-	100
BBA-II-N-406	Investment Banking	80	20	-	100
BBA-II-N-407	Training Report	-	-	-	100
	TOTAL				700

## THIRD YEAR

### Fifth Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-501	Advertising and Sales Management	80	20	-	100
BBA-II-N-502	Business Policy and strategic Management	80	20	-	100
BBA-II-N-503	Consumer Behaviour	80	20	-	100
BBA-II-N-504	MIS and E-Business	50	-	50	100
BBA-II-N-505	Cyber Security	80	20	-	100
BBA-II-N-506	Financial Markets and Environment	80	20	-	100
BBA-II-N-507	Training Report	-	-	-	100
	TOTAL				700

### Sixth Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-601	Entrepreneurship Development	80	20	-	100
BBA-II-N-602	International Business	80	20	-	100
BBA-II-N-603	Mercantile Law	80	20	-	100
BBA-II-N-604	Service Marketing	80	20	-	100
BBA-II-N-605	Management of Financial Services	80	20	-	100
BBA-II-N-606	Training Report	-	-	-	100
	TOTAL				600

### **Note:**

- Each students will attend the Institute/College and in a designated industrial organization to receive industrial training at the job level as under:-  
1st semester and 2<sup>nd</sup> semester: Teaching days at the Institute/College = 6 days per week  
3rd to 6th semester : Teaching days at the Institute/College= 3 days per week and Industrial days = 3 days per week
- Training Report, wherever specified, shall be submitted within 20 days of the start of the semester examination to the office of the Controller of Examinations, M D University Rohtak for evaluation by the External Expert.

**SCHEME OF EXAMINATION**

**and**

**SYLLABUS**

**of**

**BACHELOR OF BUSINESS ADMINISTRATION**  
**(INDUSTRY-INTEGRATED)**  
**(Specialization: Sales and Customer Care Management)**



**MAHARSHI DAYANAND UNIVERSITY ROHTAK**  
**(HARYANA)**

**CURRICULUM AND SCHEME OF EXAMINATIONS OF  
BBA – (INDUSTRY-INTEGRATED)  
(SALES AND CUSTOMER CARE MANAGEMENT)**

## FIRST YEAR

### First Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-101	Foundations of Management	80	20	-	100
BBA-II-N-102	Business Economics	80	20	-	100
BBA-II-N-103	Financial Accounting	80	20	-	100
BBA-II-N-104	Computers and Information Systems	50	-	50	100
BBA-II-N-105	Research Methodology	80	20	-	100
	TOTAL				500

### Second Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-201	Marketing Management	80	20	-	100
BBA-II-N-202	Human Resource Management	80	20	-	100
BBA-II-N-203	Business Statistics	80	20	-	100
BBA-II-N-204	Internet and Intranet	50		50	100
BBA-II-N-205	Financial Management	80	20	-	100
BBA-II-N-206	Business Communication	80	20	-	100
	TOTAL				600

## SECOND YEAR

### Third Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-301	Indian Business Environment	80	20	-	100
BBA-II-N-302	Operations Management	80	20	-	100
BBA-II-N-303	System Analysis and Design	50		50	100
BBA-II-N-304	Disaster Management	80	20	-	100
BBA-II-N-307	International Marketing	80	20	-	100
BBA-II-N-306	Training Report	80	20	-	100
	TOTAL				600

### Fourth Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-401	Organizational Behaviour	80	20	-	100
BBA-II-N-402	Management and Cost Accounting	80	20	-	100
BBA-II-N-403	Quantitative Techniques	80	20	-	100
BBA-II-N-404	DBMS and RDBMS	50	-	50	100
BBA-II-N-405	Human Rights and Values	80	20	-	100
BBA-II-N-408	Industrial Marketing	80	20	-	100
BBA-II-N-407	Training Report	-	-	-	100
	TOTAL				700

## THIRD YEAR

### Fifth Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-501	Advertising and Sales Management	80	20	-	100
BBA-II-N-502	Business Policy and strategic Management	80	20	-	100
BBA-II-N-503	Consumer Behaviour	80	20	-	100
BBA-II-N-504	MIS and E-Business	50	-	50	100
BBA-II-N-505	Cyber Security	80	20	-	100
BBA-II-N-508	Foreign Exchange Management	80	20	-	100
BBA-II-N-507	Training Report	-	-	-	100
	TOTAL				700

### Sixth Semester

Paper No.	Title of the Paper(s)	Theory Marks	Internal Marks	Practical Marks	Total Marks
BBA-II-N-601	Entrepreneurship Development	80	20	-	100
BBA-II-N-602	International Business	80	20	-	100
BBA-II-N-603	Mercantile Law	80	20	-	100
BBA-II-N-604	Service Marketing	80	20	-	100
BBA-II-N-607	Retail Marketing Management	80	20	-	100
BBA-II-N-606	Training Report	-	-	-	100
	TOTAL				600

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3rd to 6th semester : Teaching days at the Institute/College= 3 days per week and Industrial days = 3 days per week
- Training Report, wherever specified, shall be submitted within 20 days of the start of the semester examination to the office of the Controller of Examinations, M D University Rohtak for evaluation by the External Expert.



External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**FOUNDATIONS OF MANAGEMENT**  
**Paper Code: BBA-II-N-101**

**UNIT-1**

Concept and Nature of Management: Concept and Definitions, Features of Management, Management as Science, Art and Profession, Levels of Management, Scope of Management, Nature of Management Process, Classification of Managerial Functions, Evolution of Management thought Approaches to Management (Classical, Behavioral, and Quantitative Contingency), Contribution of Leading Thinkers, Recent Trends in Management Thoughts.

**UNIT-2**

Planning and Decision Making: Nature, Process and Types of Planning, Management by Objectives (MBO), Decision Making, Forecasting.

**UNIT-3**

Organizing: Nature and Principles of Organizing, Departmentation, Span of Management, Authority and Responsibility, Delegation and Decentralization, Forms of Organization Structure Line and Staff Authority Relationships.

**UNIT-4**

Directing: Nature and Scope of Directing, Motivation and Morale, Communication, Leadership, Coordination: Controlling: Nature and Process of Controlling, Techniques of Control.

**Suggested Readings:**

1. Chandra Bose/Principles of Management and Administration, Prentice Hall of India
2. Management Theory and Practice C.B. Gupta (CBG) Sultan Chand and Sons
3. Management Stoner, Freeman and Gilbert Prentice Hall of India Pvt Ltd.
4. Satya Raju/Management - Text and Cases, Prentice Hall of India
5. Essential of Management Koontz and Wrihrich Tata McGraw-Hill Publishing Co. Ltd.

**Instructions for External Examiner**

1. The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**BUSINESS ECONOMICS**  
**Paper Code: BBA-II-N-102**

**UNIT - 1**

Nature of managerial economics; significance in managerial decision making, role and responsibility of managerial economist in a business enterprise; objectives of a firm (profit maximization, managerial theories, Baumol's Sales Maximization Theory); basic concepts – short and long run, firm and industry, classification of goods and markets, opportunity cost, risk and uncertainty and profit; nature of marginal analysis

**UNIT - 2**

Consumer Behavior: Utility approach; law of diminishing marginal utility and law of equi-marginal utility; indifference curve approach, law of Demand; Elasticity of Demand and its measurement, Methods of Demand forecasting.

**UNIT - 3**

Production Function; Break Even Analysis and profit forecasting in short run, law of variable proportion; concept of cost and revenue, short run cost curves; concept of total, average and marginal revenue; relationship between average revenue, marginal revenue and elasticity of demand.

**UNIT - 4**

Price determination under perfect competition, oligopoly, Monopoly and Monopolistic competition; Price discrimination

**Suggested Readings:**

1. D. Salvatore, Managerial Economics in a Global Economy. McGraw Hill, N.Y.
2. J. Hirshleifer, Price Theory and Applications, Prentice Hall of India, New Delhi.
3. E.F. Brigham and J.L. PAPPAS, Managerial Economics, Dryden Press, Illinois.
4. J. Dean, Managerial Economics, Prentice Hall of India, New Delhi.

**Note:**

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**FINANCIAL ACCOUNTING**  
**Course Code: - BBA-II-N-103**

**UNIT-1**

Meaning, nature and need for Accounting, Scope and Usefulness of Financial Accounting, Branches of Accounting, External and Internal end users of accounting information, Accounting Concept and Conventions, Accounting Equation, Accounting Standards in India (Only brief Introduction)

**UNIT-2**

Basic Accounting Procedures: Journalizing transactions: Rules of Debit and Credit, classification of accounts, steps of journalizing; Ledger: Concept, Posting and balancing the ledger. Trial Balance: Definition, objects and preparation of trial balance; Financial statements: meaning, types, Trading A/C, Profit and Loss A/C, Balance Sheet – need and importance (Practical Problems with Adjustments)

**UNIT-3**

Depreciation: Nature, causes, basic factors and methods of depreciation (straight line and written down value method); Reserves and Provisions: Meaning, Types of Provisions, capital Reserve and General Reserve, Secret reserve; Bank Reconciliation Statement.

**UNIT-4**

Joint Venture Accounts: Concept and Accounting Treatment (simple problems), Rectification of errors; types of errors and their rectification

**Suggested Reading:**

1. Narayanswamy, Financial Accounting – A managerial perspective, Prentice Hall Of India
2. Juneja, Chawla and Saksena – Double Entry Book Keeping – Kalyani Publications
3. Maheshwari and Maheshwari – An Introduction To Accountancy 5<sup>th</sup> – Vikas Publishing House
4. Bhattacharya/financial Accounting for business Managers, Prentice Hall of India
5. R.L. Gupta – Advanced – Sultan Chand and Sons
6. S.N. Maheshwari – Principals of management accounting – XI Edition – Sultan Chand and Sons
7. Khan and Jain, Financial Accounting

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50  
 Practical Marks: 50  
 Time : 3 hrs.

**COMPUTERS AND INFORMATION SYSTEMS**  
**Paper Code: BBA-II-N-104**

**UNIT-1**

Introduction to Computers: Definition, Characteristics and Capabilities of Computers, Overview of A Computers Systems, Hardware- CPU, Memory (Primary and Secondary), I/P (Keyboard, BCR, OMR, MICR, Smart Cards, Light Pen, Touch Screen, Mouse, Digitizer) and O/P Devices ( Impact and Non- Impact Printers, Plotters, Monitors), Software- System and Application S/W, Types of Computers ( Analog, Digital and Hybrid Computers).

**UNIT-2**

Number System: Non-Positional No. System, Positional No. System, No. System conversion (Decimal to any base, Any base to decimal, Any base other than Decimal to base other than decimal), Fractional Nos., Binary Arithmetic (Addition, Subtraction, Multiplication and Division); Computer Languages: Machine Language, Assembly Language, High Level Language, Compilers and Interpreter, Characteristics of a good language

**UNIT-3**

Data Communication and Computers networks: Basic elements of Communication systems, Transmission modes-simplex, Half Duplex, Full Duplex), data Transmission speed (Narrow band, Voice Band, Broad band), Transmission Media (wire Pairs, Co-Axial cable, Microwave System, Communication Satellite, optical Fibres), Digital and Analog Transmission (Aptitude Modulation, Frequency Modulation and Phase Modulation), Communication Processors (Multiplexers, Concentrators, Front End Processors), Asynchronous and Synchronous Transmission, Switching techniques (circuit Switching, Message Switching, Packet switching). Networking topologies (Star, Ring, completely connected, hybrid, Multipoint Network), LAN and WAN

**UNIT-4**

Computers in Management: Introduction to information System, Transaction Processing and Information Reporting System, Managerial Decision Making, Office Automation, decision Support System, Expert System, computer and Information System In Business, Computer Application In Business And Project Management, Computer In Personnel And Administration, Accounting Information System, Computer Application In Material Management, Computer Application In Production Planning And Control, Computer Application In Purchasing, Computer Application In Credit And Collection, Computer Application In Warehousing, Marketing Information System, Manufacturing Information System , Manufacturing Information System, Application Of The Future Multimedia, Computer Application In Science and Technology.

**Lab Work:**

Commands of MS-DOS, MS-Office (MS-Word, MS Excel, MS-Power Point).

**Suggested Reading:**

1. Fundamentals of Computers- V.Rajaraman, Prentice Hall of India
2. Fundamentals of Computers- P.K. Sinha
3. Computer Today- Suresh K. Basabdra
4. Essential of IT- Deepak Barihoke

**Note:**

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**RESERCH METHODOLOGY**  
**Paper Code: BBA-II-N-105**

**Unit-1**

Meaning and nature of research; Significance of research in business decision-making. Identification and formulation of research problem, setting objectives and formulation of hypotheses.

**Unit-2**

Research Design and Data Collection: Research Designs - exploratory, descriptive, diagnostic and experimental; Data Collection; Universe, Survey Population, Sampling and sampling designs. Data Collection Tools - Schedule, questionnaire, interview and observation.

**Unit-3**

Scaling techniques: need for scaling, problems of scaling, types of scales (nominal, ordinal, interval, ratio), differences in rating and ranking scales, reliability and validity of scales, scale construction techniques - arbitrary approach, consensus scale approach (Thurston), item analysis approach (Likert) and cumulative scales (Gutman's scalogram).

**Unit-4**

Interpretation and report writing: meaning of interpretation, techniques and precautions in interpretation and generalization; Report writing - purpose, steps and format of research report and final presentation of the research report.

**Suggested Reading:**

1. Shekharan Uma, Business Research Methods, John Wiley Publications
2. Zikmund, Business Research Methods, Cenage Publications
3. Copper, Business Research Methods, Tata McGraw Hill

**Note:**

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**MARKETING MANAGEMENT**  
**Paper Code: BBA-II-N-201**

**UNIT-1**

Introduction to Marketing: Definition, Difference in Selling/Marketing; Core Marketing Concepts: - Production, Selling, Marketing, Social Concept; Marketing Environment; Marketing Process, Functions of Marketing.

Marketing Environment: The changing marketing environment, analysing needs and trends in macro environment and micro environment.

**UNIT-2**

Market Segmentation: bases for market segmentation of consumer goods, industrial goods and services; Market targeting and positioning strategies. Marketing Mix: its significance in the competitive environment; Product and Product Line; Product Mix; Product Life Cycle: managing the product in Product Life Cycle.

**UNIT-3**

New Product Development: new product and its development; Branding; Product Positioning; Product Launching Strategies; Pricing Decision and Strategies. Identifying Marketing Segment and Selecting Target Markets. Packaging: purpose, types and new trends in packaging.

Channels types and functions; Evaluating Channel Alternatives; Developing Channel Members; Channel Dynamics; Retailing, Wholesaling and Market Logistics; Web Marketing; Sales Force Decisions.

**UNIT-4**

Sales Promotion: Advertising and Sales Promotion, Public Relations, Personnel Selling; Market Research: process, forecasting and demand measurement. Market evaluation and controls: types, processes, obstacles to marketing control; Marketing Audit; Marketing Ethics.

**Suggested Reading:**

1. Kotler Philip, Marketing Management: Analysis, Planning, Implementation and Control, Prentice Hall of India Pvt. Ltd. New Delhi.
2. Kotler Philip and Armstrong, Gary, Principles of Marketing; Prentice Hall of India Pvt. Ltd., New Delhi.
3. Saxena, Rajan, Marketing Management; Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi
5. Stanton, William, Fundamentals of Marketing; McGraw Hill International Editions.
6. Wilson, Richrad and Gilligan Colin, Strategic Marketing Management-Planning, Implementation and Control; Viva Books Pvt. Ltd. New Delhi.
7. Marketing Management; V.S. Ramakumari Macmillan India Ltd.

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**HUMAN RESOURCE MANAGEMENT**  
**Paper Code: BBA-II-N-202**

**UNIT-1**

Foundation of HRM, Concept of HRM and HRD; Role of HR Practitioner; Managing The HR Function; Contribution of HR Function to Organizational Success; Evaluating HR Functions

**UNIT-2**

HR Policies; Job, Role and Competence Analysis; Human Resource Planning; Recruitment and Selection; Introduction, Redundancy, Outplacement and Dismissal; Maintenance and Welfare Activities: - Employee Health and Safety, Fatigue and Welfare Activities.

**UNIT-3**

Human Resource Development; Learning and Development; Personal Development Planning; Training; Management Development; Career Management; HR Approaches to Improving Competencies.

**UNIT-4**

Employee Compensation- Aims, Components, Factor Influencing Employee Compensation; Internal Equity, External Equity and Individual Worth; Pay Structure; Incentive Payments; Employee Benefits and Services; Performance Appraisal; 360 Degree Feedback, Balance Score Card.

**Suggested Reading:**

1. Pattanayak/ Human Resource Management, Prentice Hall of India
2. Desler/ Human Resource Management, 7<sup>th</sup> Ed Prentice Hall of India,
3. Armstrong, Michael, A Handbook of Human Resource Management, Prentice, Kurgan Page, 1999
4. Aswathappa, Human Resource and Personal Management, Tata McGraw Hill, New Delhi, 1999
5. Casio, .F., Managing Human Resources, McGraw Hill, Inc., 1946
6. Fisher, Schoen Feldt and Shaw, Human Recourse Management, Houghton Mifflin, 1996
7. Ivancevich, Hohn, M., Human Recourse Management, Irwin/McGraw Hill 1996.
8. Monappa, Arun, Managing Human Resources, Macmillan India Ltd. New Delhi, 1997
9. Rao, V.S.P. Managing People, Amexcel Publishers Pvt. Ltd., 2000
10. Worthier, William And Davis, Keith, Human Resource And Personal Management, McGraw Hill, NY 1993

**Note:**

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**BUSINESS STATISTICS**  
**Paper Code: BBA-II-N-203**

**UNIT- 1**

**Introduction to statistics:** Definition; functions of statistics; Advantages, misuses and limitations of Statistics; Measures of Central Tendency – Arithmetic Mean, Median, Mode, Geometric Mean and Harmonic Mean; Measures of Dispersion: - Range, Quartile deviation, mean deviation and standard deviation, Skewness, Kurtosis.

**UNIT – II**

**Correlation and Regression:** Simple Correlation and regression between two variables (grouped and ungrouped data); Rank Correlation; Karl Pearson’s Coefficient of correlation; Regression: - Concept, regression lines, Difference between Correlation and regression. Association of attributes (upto three attributes).

**UNIT - 3**

**Index Numbers and time Series Analysis:** Meaning, uses and types of index numbers; Problems in constructing Index Numbers and components; Time series analysis: - meaning and significance, concept and components of time series, trend measurement, moving average methods, least Square method (fitting Straight line only).

**UNIT – IV**

**Probability and Sampling:** Probability theory – concept and approaches; Probability rules – addition and multiplication theorem, Binomial, Poisson and Normal Distribution and their applications. Sampling – Purpose and Methods of Sampling, Merits and limitations of Sampling;

**Suggested Reading:**

1. S.P. Gupta, Statistical Methods, Sultan Chand and Co. New Delhi.
2. Sharma, Shenoy and Srivastava, Quantitative Analysis for Managerial Decision Making, TMH.
3. S.C. Gupta and M.P. Gupta, Statistics.

**Note:**

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.



External Marks: 50  
 Practical Marks: 50  
 Time : 3 hrs.

**INTERNET and INTRANET**  
**Paper Code: BBA-II-N-204**

**UNIT - 1**

**Introduction to Networking:** Overview of Internet works, Internet and Extranets, Client server networks, Inter-organizational Networks. Overview of Internet, Architecture and Functioning of Internet, Basic services over Internet - WWW, FTP, Telnet, Gopher, IP addresses, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading and uploading from Internet. Applications of Information Technology.

**UNIT - 2**

**Internet – Concepts,** Business use of internet, ISP, Setting windows environment for dial up networks, dialing of networking, search engine concept, Audio on Internet. Electronic Communication, Tools – Email, Internet Phone and Fax, web Publishing, E – Commerce, Interactive Marketing, Web designing tools and techniques; web designing using HTML.

**UNIT - 3**

**Intranet –** Introduction, concepts, applications of Intranet, Business value of Intranets, Office automation system. Intra business applications: Online sales force automation, online customer service and support, virtual organization, logistics management, distribution and payment channel, corporate digital library network centric computing, EDI implementation and standards, software, network carrier and mode of information transmission, business applications. Extranet: the role of Extranets and typical examples.

**UNIT - 4**

**Enterprise Collaboration System:** teams, workgroups and collaborations, groupware for enterprise collaboration. Management Information System (MIS), Decision Support System (DSS).

**Lab Work:**

**HTML:** Recognize HTML Document, build a simple HTML document, covert the word documents to HTML, convert all types of files to HTML, Create home page, add character effects, Management of documents spacing, Insert Math functions and tables, establishing links, adding multimedia documents

**Suggested Reading:**

1. James A. O'Brien Management Information System.
2. HTML – A Black Book
3. Mukesh Dhunna and J B Dixit, Information Technology in Business Management, Laxmi Publications, New Delhi.

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**FINANCIAL MANAGEMENT**  
**Paper Code: BBA-II-N-205**

**UNIT-1**

**Nature Of Financial Management:** Introduction, Finance Functions, Goals of Financial Management, Risk and Return Trade Off, Organization of Finance Functions, Time Value of Money. Reasons For Time Value of Money; Future Value of Single Amount; Future Value of An Annuity, Present Value of a Single Amount; Present Value of an Annuity; Multi Period Compounding.

**UNIT-2**

**Basics of Capital Budgeting:** Nature of Investment Decisions; Importance of Investment Decisions; Investment Criteria; Capital Budgeting Techniques – NPV, IRR, Payback and Accounting Rate of Return

**Cost of Capital:** Meaning and Significance of the Cost Capital; the concept of explicit cost and opportunity cost; Component Cost of Capital: - Debt, Equity, Preference Capital, and Retained Earnings; Weighted Average Cost of Capital and marginal cost of capital.

**UNIT- 3**

**Capital Structure:** Meaning of Capital Structure; Factors Influencing Capital Structure; Theories of Capital Structure: - NI, NOI, Traditional Approaches, Leverages - Meaning and Types - Financial Leverages; EBIT – EPS Analysis Concept of Combined Leverage

**UNIT - 4**

**Working Capital Management:** Concepts of Working Capital; Need for Working Capital; Determinants of Working Capital; Computation of Working Capital; an Elementary Knowledge of Component of Working Capital Management: - Cash Management, Receivables Management and Inventory Management.

Dividend Policy Decisions - Introduction, Meaning of Dividend; Aspects of Individual Policy, Forms of Dividends, Dividend models, Walter's, Gordar's and M-M models.

**Suggested Reading:**

1. Van Horne/ Financial Management and Policy, 12<sup>th</sup> Ed., Prentice Hall of India.
2. Financial Management by I.M. Pandey (IMP) – Vikas Publishing House.
3. Financial Management – Theories and Practice by – Prasanna Chandra (PC) – Tata Mc Graw Hills, Publishing Co. Ltd.
4. Financial Management – Text aand Problems by – M. Y. Khan and P. K. Jain (KJ) – Tata McGraw Hill Publishing Co. Ltd.
5. Financial Management (Taxmann's) by – Ravi M. Kishore.
6. Management Accounting – Principals and Practice by - R. K. Sharma and Shashi K. Gupta – Kalyam Publishers
7. Financial Management by – P. V. Kullkarni and B. G. Sathyaprasad (PVK) – Himalaya Publishing House

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**BUSINESS COMMUNICAITON**  
**PAPER CODE: BBA-II-N-206**

**UNIT-I**

INTRODUCTION: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers and gateway in communication, 7 C's of communication, Impact of cross cultural communication.

**UNIT II**

EMPLOYMENT COMMUNICATION: Writing CVs and Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing  
ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

**UNIT III**

WRITTEN COMMUNICATION: Purpose of writing, pros and cons of written communication, clarity in writing, principles of effective writing, writing technique.  
BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition and purpose, types of business reports, reports writing.

**UNIT IV**

GROUP COMMUNICATION- Meetings: need, importance and planning of Meetings, drafting of notice, agenda, minutes and resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic and table etiquettes.  
PRESENTATION SKILLS: What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance and posture, practicing delivery of presentation.  
CORPORATE COMMUNICATION: Definition, scope, importance and components of corporate communication, professional communicator responsibilities, corporate communication and Public Relation, role of social media in communication.

**SUGGESTED READINGS:**

1. Lesikar RV and Pettit Jr. JD – Basic Business Communication: Theory and Application (Tata Mc Graw Hill, 10th Edition).
2. Bisen and Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta - Business Communication (Orient Blackswan)
4. M.K. Sehgal and V. Khetrpal - Business Communication (Excel Books).
5. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006).
6. Sharma R.C., Mohan Krishna – Business: Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
7. Rajendra Pal - Business Communication (Sultanchand and Sons Publication).

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**INDIAN BUSINESS ENVIRONMENT**  
**Paper Code – BBA-II-N-301**

**UNIT - 1**

Nature, components and determinants of business environment; basic structure of Indian economy and growth trends; basic nature of Indian economic system and its impact on environment; social responsibility of business; Latest Economic Policy (Broad Features).

**UNIT - 2**

Trend and pattern of industrial growth; review of industrial policy developments; industrial licensing policy; Privatization, trends and issues for public sector, corporates competition bill; growth and problems of the small scale sector; Importance of SSI in Economy.

RTI Act 2005: Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

**UNIT - 3**

Development banking finance for corporate Sector – trends pattern and policy; regulation of stock exchanges and the role of SEBI; SEBI guidelines relating to fresh issues of companies; banking sector reforms; challenges facing public sector banks; growth and changing structure of non-bank financial institutions; problem of non-performing assets in India's financial sector.

**UNIT - 4**

Trend and pattern of India's foreign trade and balance of payments; latest EXIM policy – main features; policy towards foreign direct investment; role of MNCs; India's policy commitments to multilateral institutions – IMF, World Bank and WTO.

Liberalization, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact on International Business Environment, World Trade Organization (WTO), Redefining Value Proposition to MSMEs

**Suggested Reading:**

1. F. Cherunilum, Business Environment, Himalaya Publishing House, New Delhi.
2. N.K. Sengupta, Government and Business, Vikas, New Delhi.
3. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing House, New Delhi.
4. Govt. of India, Economic Survey (latest year).

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**OPERATIONS MANAGEMENT**  
**Paper Code: BBA-II-N-302**

**Unit –I**

Operations Management – An overview, objectives and functions, Production Cycle, Classification of operations, New Product Development, Product Design, Plant Location, Layout Planning.

**Unit –II**

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Basic Concept and Philosophy of Supply Chain Management; Essential features, various flows (cash, value and information)

**Unit-III**

Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types and principles, master production schedule.

**Unit-IV**

Inventory Management – Objectives, Factors, Process, Inventory control techniques- EOQ model, ABC, VED, EOQ, SED, FSN analysis. Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses and coverage. Six Sigma, Total Productive Maintenance (TPM)

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-systems, inbound and outbound logistics, Distribution and warehousing management.

**Suggested Reading:**

1. Star M.K. - Production Management System And Synthesis
2. Buffa E.S. - Modern Production Management
3. Mayer - Production And Operations Management
4. R Stevenson - Production/Operation Management
5. I.M. Murty - Production/Operation Management

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50  
Practical Marks: 50  
Time : 3 hrs.

**SYSTEM ANALYSIS AND DESIGN**  
**Paper code: BBA-II-N-303**

**UNIT - 1**

Overview of System Analysis and Design – Business System concepts, system development life cycle; System Methodologies: Structured Analysis, Structured Design, Structured Programming, E-R Models, Prototypes, CASE tools.

**UNIT - 2**

Project selection: sources of project requests, managing project review and selection, preliminary investigation; Feasibility Study – technical, economical and operational feasibility; Fact finding techniques; Data input methods – coding techniques; Designing Output: - design of output reports, screens, Use of Business Graphics.

**UNIT - 3**

Design and implementation: Modularization, Module specification, System flow Charts, screen displays, data elements and record structure, file Organization, schema structures, units and integration testing, testing practices and plans, System Controls, Audit trails, System administration plan, System backup plans, system recovery plans, documentation and user manuals.

**UNIT - 4**

Hardware acquisition, memory process, peripherals, bench marking, vendor selection, software selection operating, system languages, data communication, networks, personal estimates, performance and acceptance criteria.

**Lab Work:**

Lab based tools (LIBRARY INFORMATION SYSTEM, ACCOUNTING INFORMATION SYSTEM, and PURCHASE INFORMATION SYSTEM) ON THE BASIS OF SAD.

**Suggested Readings:**

1. Rajaraman / Analysis and Design of Information Systems, Prentice Hall of India.
2. Rajaraman / Self – Study Guide to Analysis and Design of Informational Systems, Prentice Hall of India.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**DISASTER MANAGEMENT**  
**PAPER CODE: BBA-II-N-304**

**UNIT-1**

Structure of the atmosphere; Pressure, temperature, precipitation, Cloud classification and formation; Coriolis force; El Nino phenomenon; Western disturbances; Energy model and budget of the earth. Primary differentiation and formation of core, mantle, crust, atmosphere and hydrosphere; magma generation and formation of igneous rock; weathering; erosion; transportation and deposition of earth's material by running water; river meandering and formation of ox-bow lake.

**UNIT-2**

Depletion of natural capital; development as causes of disasters; rapid population growth, environmental pollution; epidemics; industrial accidents and chemical releases; multipurpose project and resettlement issues; humanitarian assistance in emergencies.

**UNIT-3**

Floods – flood plains, drainage basins, nature and frequency of flooding, flood hazards, urbanization and flooding, flood hydrographs, Dams barrages and river diversions, creation of reservoir, influence on micro-climate, impact on flora and fauna.

Landslides – Landslide analysis, determination of stability and safety factor.

Coastal hazards – tropical cyclone, coastal erosion, sea level changes and its impact on coastal areas and coastal zone management.

Climate change-Emissions and Global warming, impact on sea level in south Asian region  
Environmental disruptions and their implications

**UNIT-4**

Earth quakes - Preliminary concepts, seismic waves, travel-time and location of epicenter, nature of destruction, a seismic designing, quake resistant buildings and dams.

Tsunamis – causes and location of tsunamis; disturbance in sea floor and release of energy, travel time and impact on fragile coastal environment  
Volcanoes- Causes of volcanism, volcanic materials, geographic distribution of volcanoes

**SUGGESTED READINGS**

1. William H. Dennen and Bruce R. Moore, WCB Publishers, Iowa, 1986.
2. John M. Wallace and Peter V. Hobbs, Atmospheric Science: An Introductory Survey, Academic Press, New York, 1977.
3. Egbort Bocker and Rienk Van Grondille, Environmental Physics, John Wiley and Sons Ltd., 1999.
4. Barbar W. Murk et. al., Environmental Geology, John Wiley and Sons, New York, 1996.
5. Bohle, H. G., Downing, T. E. and Watts, M. J. Climate change and social vulnerability: the sociology and geography of food insecurity, Global Environmental Change. No.4, pp. 37-48.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**PROJECT MANAGEMENT**  
**Paper Code: BBA-II-N-305**

**UNIT – I**

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools and Techniques of project management, project organization. Technical Analysis and Financial Analysis, Time Value of Money.

**UNIT-2**

Project identification: Generation of ideas, SWOT analysis, Preliminary screening, project rating index. Market and Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques. Appraisal Criteria, Project Cash Flows, Special Decisional Situations, Marketing Risk

**UNIT-3**

Technical Analysis: selection of technology, material input and utilities, plant capacity, location and site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. Financial Estimation: Project cost, source of finance, cost of production. Social Cost Benefit Analysis; Rationale, UNIDO approach, SCBA by Financial Institution and Public Sector; Project financing in India- Project Appraisal by Financial Institution and SEBI guideline.

**UNIT-4**

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability. Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

**Suggested Reading:**

1. Prasanna Chandra, Projects- planning, analysis, implementation and control, Tata Mc Graw Hill, New Delhi.
2. P. Gopala Krishnan and VE Rama Moorthy, Text book of Project Management, MC Millan India Ltd. New Delhi.
3. Bhavesh M Patel, Project Management, Vikas – Publishing House, New Delhi. HR Machiraju, Project Finance.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.



External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**INTERNATIONAL MARKETING**  
**Paper Code: BBA-II-N-307**

**UNIT - 1**

Nature of international marketing challenges and opportunities; domestic, international marketing and global marketing; benefits, basics of International trade; controllable versus uncontrollable factors in international marketing; International marketing environment; Barriers facing international marketer; international mix.

**UNIT-2**

Scope of international marketing research; research process; estimation of market demand; marketing information systems: foreign market entry strategies: international product development, international market segmentation and product positioning; packaging and branding decisions; international PLC model.

**UNIT-3**

Alternatives channels of international distribution; channel selection; counter trade; transfer pricing; international advertising and development of global brands; major problems and challenges of international advertising aspects of international sales management; web marketing.

**UNIT-4**

Price quotation and terms of sale; basic export procedures and documentation; Methods of financing and means of payment, Supply Chain Management (Brief Concept Only)

**Suggested Reading:**

1. Oak Onkvisit and J.J. Shaw, International Marketing, Prentice Hall of India, New Delhi. P.R. Eateora, International Marketing, Irwin, Chicago.
2. S.J. Paliwoda and M.J. Thomas, International Marketing, Buffer Worth, Heinemann Oxford.
3. Smajaro, International Marketing, A Strategic Approach to World Markets, George Allen and Unwin, London.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**ORGANIZATIONAL BEHAVIOR**  
**Paper Code – BBA-II-N-401**

**UNIT - 1**

**Organization Behavior:** Concept, foundations of Organization Behavior, Theoretical frameworks for OB; Contemporary Challenges to OB in 21<sup>st</sup> Century.

**UNIT - 2**

**Group Dynamics:** Types of Groups, Reason for the Formation of Group, Group Cohesiveness, Group Conflicts, Team Building; Individual Differences: Causes of Individual Differences.

**Perception:** Concept, Perceptual selectivity, Managerial implications of Perception

**UNIT - 3**

**Conflict:** Meaning, Process of Conflict, Types of Conflicts: - Individual, Group and Organizational Level. **Change:** Concept, Resistance to Change, Management of Change, Role of Change Agent, **Stress** – Causes, Effects and Coping Strategies;

**UNIT - 4**

Power and Politics: **Leadership** – Concept; Theories; [Trait (IOWA), OHIO State Leadership Studies, Path Goal Leadership Theory, McGregor's Theory X and Theory Y, Charismatic Leadership; Transformational Leadership; Leadership Styles; Roles and Activities of Leadership, Leadership Skills; Organizational Culture (Definition, Characteristics of an organization's culture, types of culture, role of culture, Negative effects of culture).

**Suggested Reading:**

1. Aswathappa, K. Organizational Behavior, HPH, Mumbai, 1997.
2. Chandan, J.S., Organizational Behavior, Vikas Publishing House, Pvt. Ltd. 1994.
3. Davis, Keith and Newstrom, J.W., Human Behavior at Work, McGraw Hill, 1985.
4. Griffin, R.W. and Moorhead, G., Organizational Behavior, Houghton Mifflin Co. 1999.
5. Luthans, Fred, Organizational Behavior, McGraw Hill, 1998.
6. Robbins, Stephan, P., Organizational Behavior, Prentice Hall of India Ltd., N. Delhi, 1997.
7. Wagner, J.A. III and Hollenbeck, J.A., Management of Organizational Behavior, Prentice Hall Inc. Englewood Cliffs NJ 1992.
8. Nelson, D.L. and James Quick, Organizational Behavior, South-West College Publishing, USA 2000.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**MANAGEMENT AND COST ACCOUNTING**  
**Paper Code – BBA-II-N-402**

**UNIT - 1**

Cost Accounting Concepts: Cost Accountancy - Cost Accounting, Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Cost - Different types of Cost. Costing, Historical Costing, Standard Costing, Marginal Costing, Direct Costing, Absorption Costing, Direct Cost, Indirect Cost, Cost Classification, Method of Calculating Unit Cost of Production.

**UNIT - 2**

Standard costing: Standard Cost, Standard Costing, Variance, Standard hour, Standard Cost and Estimated Cost, Limitation of Historical Costing, Variance Analysis, Classification and Computation of Variance, Cost Variance, Material Variance, Labor Variance, Sales Variance. Management Accounting: Meaning, Nature and Scope, Significance and Limitations, Distinction with Financial Accounting, Distinction with Cost Accounting, Analysis of Financial Statements - Ratio Analysis, Meaning, Types and their uses.

**UNIT - 3**

Marginal Costing - Marginal Cost, Marginal Costing, Variable Cost, Fixed Cost, Break Even Point, Contribution, Key factor, Basic Marginal Cost Equation. Profit-Volume Ratio; Improvement of P/V ratio, Margin of Safety, Angle of Incidence, Main features of Marginal Costing, Absorption vs. Marginal Costing, Limitation of Marginal Costing, Determination of Marginal Cost, Break Even Point, Make or Buy Decision, Optimizing Product Mix, Alternative Use of Production Activities, Evaluation of Performance, Cost-Volume-Profit (C-V-P) Relationship, Graphical Representation of C-V-P Relationship, Assumption of C-V-P Analysis.

**Budgetary Control** - Budget and Forecast, Budgeting, Types of Budgets including Zero Base Budgeting, Flexible Budgeting, Budgetary Control, Requirement of Good Budgeting Control, Advantage and Limitation of Budgetary Control.

**UNIT - 4**

Funds Flow Statement: Meaning of Funds, Flow of Funds, Fund and Non-Fund Items, Schedule of Working Capital, Funds from Operation, Statement of Sources and Applications.

Cash Flow Statement: Meaning, Non-Cash Transaction, Format, Cash provided (used) by Operating Activities, Direct Method, Advantages, Limitations, Distinction between Cash Flow and Funds Flow Statements.

**Suggested Reading:**

1. Nigam – Jain / Cost Accounting – An Introduction, Prentice Hall of India.
2. Management Accounting – Principles and Practice by R. K. Sharma and Shashi K. Gupta.
3. Elements of Cost Accounting by Maheshwari and Mittal.
4. Cost Accounting – Theory and Problems by Maheshwari and Mittal.
5. Cost and Management Accounting by Saxena and Vashisht – Text, Problems and Solutions.

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**QUANTITATIVE TECHNIQUES**  
**Paper Code: BBA-II-N-403**

**UNIT – I**

Operations research – Introduction, evolution, features, methodology, model building and limitations. Linear Programming - Problem Formulation, Terminology, Assumptions, Applications and Limitations. LPP Solution Methods - Graphical Method and Simplex Method, Degeneracy in LPP, Other Special Cases like Infeasible Solution, Unbounded Solution, Multiple Optimal Solutions.

**UNIT – II**

Transportation Problem - Concept of Transportation Problem, Mathematical Formulation, NWCM, LCEM and VAM methods to find Initial Basic Feasible Solution, Testing the Optimality by MODI Method and Stepping Stone Method. Some Special Cases of Transportation Problem like unbalanced problems, maximization case, degeneracy and multiple optimal solutions.

Assignment Problem - Concept of Assignment Problem, Mathematical Formulation, Hungarian Method, Minimization and Maximization cases, Unbalanced Problem, Restricted Problem, Alternate Solutions, and Traveling Salesman Problem.

**UNIT – III**

PERT/CPM: Introduction, terminology and applications. Difference between PERT and CPM. Network construction, Determining EST, EFT, LST LFT and floats. Probability considerations in PERT. Time cost trade-off.

Replacement models-Introduction, types of failures. Replacement of items whose efficiency deteriorates with time and of items that completely fail.

**UNIT – IV**

Queuing Theory - Queuing System, Various Queue Disciplines, Characteristics of a Queuing System, Kendall's Notation of Queuing System, (M/M/1:  $\infty$ /FCFS) Model and its characteristics. Games Theory - Game, Pure And Mixed Strategies, Optimal Strategy, Rectangular Game, Payoff Matrix, Minimax and Maximin Principle, Saddle Point, Value of Game, Rule of Dominance.

**Suggested Readings:**

1. Kantiswaroop , Gupta P.K. and Manmohan : Operations Research , Published by Sultanchand.
2. H.A. Taha, Operations Research – An Introduction, Published by PHI.
3. J. K. Sharma: Operations Research - Theory and Applications, Published by MacMillan.
4. S. D. Sharma: Operation Research, Published by Kedarnath and Sons.
5. Paneerselvam / Operations Research, Prentice Hall of India.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50  
 Practical Marks: 50  
 Time : 3 hrs.

**DBMS AND RDBMS**  
**Paper Code: BBA-II-N-404**

**UNIT - 1**

Introduction to Databases: Requirement of Databases, Characteristics of Databases, Advantages and Disadvantages of Database, Database System Concept; Data Models Schema and Instance, Database Architecture, Data Independence Database Systems Environment, Classification of DBMS System, Database System Utilities.

**UNIT - 2**

ER Modelling: Entity Types, Entity Set, Attribute and Key Relationships, Relation Types, Roles and Structural Constraints, Enhanced E-R Concepts, Sub Class, Super Class, Inheritance, Specialization and Generalizations.

**UNIT - 3**

Relational Model: Concept, Domain, Attribute, Tuple and Relations Domain, Entity and Referential Entity Integrity Constraints, Relational Algebra. ER and EER to Relational Mapping Tuple Relational Calculus, Domain Relational Calculus, Codd's Rules to Convert DBMS to RDBMS, Introduction to RDBMS Packages (Oracle, SQL Server)

**UNIT - 4**

Relation Database Design Algorithms: Normalization – First Normal Form and Third Normal Form, Boyce-CODD Normal Form, Functional Dependencies, Algorithm for Relational Database Schema Design, Forth Normal Form.

**Lab Work:**

Programming and Database Management using Oracle.

**Suggested Reading:**

1. Martin/Principles of Database Management, Prentice Hall of India
2. Fundamentals of Database System, Elmasri And Navathe, Pearson Education Asia
3. Introduction to Database, P.Desie

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
 Practical Marks: 20  
 Time : 3 hrs.

**HUMAN RIGHTS AND VALUES**  
**Paper Code: BBA-II-N-405**

**Unit – I**

Concept of Human Rights, Indian and international perspectives of Human Rights, Evolution of Human Rights, Human Rights movements in India, Classification of Human Rights and Relevant Constitutional Provisions to Right to Life, Liberty and Dignity, Right to Equality, Right against Exploitation, Cultural and Educational Rights, Economic Rights, Political Rights and Social Rights

**Unit – II**

Deprivation of Human Rights – Core Issues: Poverty, overpopulation, illiteracy, Problems of Unsustainable Development, Disadvantaged Groups – (a) Women (b) Children (c) Scheduled Castes and Scheduled Tribes (d) Homeless and Slum Dwellers (e) Physically and Mentally Handicapped f. Refugees and Internally Displaced Persons

**Unit-III**

Redressal Mechanisms for Human Rights Violations: Violation of Human Rights by State. Violation of Human Rights by Individuals and groups, Nuclear Weapons and terrorism. Government systems for Redressal, Judiciary, National Human Rights Commission and other Statutory Commissions, Media Advocacy, Creation of Human Rights Literacy and Awareness

**Unit – IV**

Concept of Human Values: Aim of education and value education; Evolution of value oriented education; Concept of Human values; types of values; Components of value education. Character Formation Towards Positive Personality - Truthfulness, Sacrifice, Sincerity, Self-Control, Altruism, Tolerance, Scientific Vision; Value Education towards National and Global Development, National Integration and international understanding.

**Suggested Readings:**

1. Alam, Aftab ed., Human Rights in India: Issues and Challenges (New Delhi: Raj Publications, 1999)
2. Bajwa, G.S. and D.K. Bajwa, Human Rights in India: Implementation and Violations (New Delhi : D.K. Publishers, 1996)
3. Grose. D. N – ‘A text book of Value Education’ New Delhi (2005) Dominant Publishers and Distributors
4. Mani, V.S., Human Rights in India: An Overview (New Delhi: Institute for the World Congress on Human Rights, 1998)
5. NHRC, Know Your Rights Series (2005)
6. NHRC, Human Rights Education for Beginners (2005)
7. NHRC, Discrimination Based on Sex, Caste, Religion and Disability (2004)
8. Ruhela S. P – ‘Human Value and Education’ New Delhi – Sterling publishers
9. Singh, B.P. and Sehgal, (ed.) Human Rights in India: Problems and Perspectives (New Delhi: Deep and Deep, 1999)
10. Yogesh Kumar Singh and Ruchika Nath – ‘Value Education’ New Delhi (2005) A. P. H Publishing Corporation

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**INVESTMENT BANKING**  
**Paper Code: BBA-II-N-406**

**UNIT - 1**

Meaning, functions and regulatory framework of investment banking: Project Management: steps in investment decision, market and demand analysis, Technical and financial analysis.

**UNIT - 2**

Concept of risk Finance – Stages of Venture Finance – Investment Objectives – Investment Process-Exiting the Investment-Economics of venture Capital-Private Equity Investments Origin and trends- Players in the market-Mutual Funds:- Types, Study on their holding, Research and Development, Study on various sectors, undertaken for investment other SEBI Guidelines etc.

**UNIT - 3**

Understanding Client's Requirements-Evaluating Different Instruments-Impact on Capital Structure-Recent Innovations-Designing Customized Instruments-Pricing of Instruments-Implications of overpricing and underpricing-Pricing practices in the market. Evolution of the Equity markets-American Depository Receipts (ADRs)-three levels of ADRs-Global Depository Receipts (GDRs)-Role of Managers and other Intermediaries-Mechanics of Issuance-Documentation procedures-Regulations and continuing Disclosures.

**UNIT - 4**

Implications of going public- Eligibility Norms for an IPO-Appointment of Intermediaries-Due Diligence Exercise-offer documents-Timing of the issue-Reservations in the issue-Distribution and promotional strategy-underwriting of the issue-Book building offers-Process of Allotment-Listing of securities. Introduction to the Bond market- Innovative Bond issue structure- Bond issue procedures- standard covenants-documentation Requirements – Listing and Clearing – Credit Rating of bonds.

**Suggested Reading:**

1. Pratap G Subramanyam, Investment Banking TATA McGraw Hill Latest edition
2. Ranjan Rakesh, Investment Banking Wiley Publication
3. Khatua, Project Management and Appraisal Oxford Publication Latest edition

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**INDUSTRIAL MARKETING**  
**Paper Code: BBA-II-N-408**

**Unit - I**

Nature of Industrial Marketing: Industrial Marketing vs. Consumer Marketing; Relational approach to Industrial Marketing- the Nature of Industrial Demand and Industrial Customer. Introduction to different types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services.

**Unit - II**

Organizational Buying: BUYGRID MODEL, phases in purchasing decision process and their marketing implications, Buying centers, value analysis and vendor analysis. Factors influencing Organizational Buying: Organizational Buying Decision Process; Environmental and organizational Influences.

**Unit - III**

Industrial market segmentation: bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, service component; Industrial Product Decisions, Industrial Product Mix determinants viz. technology, competition, operating capacity, shift in location of customers, and government controls.

**Unit - IV**

The distribution channels: component, industrial distributors; formulation of channel strategy, conditions influencing channel structure. Brief introduction to marketing logistics. Channel structure for industrial products based on geographical, size, operating characteristics – manufacturers' and sales agents, and brokers. Promotion for industrial products: supporting salesman, motivating distributors, stimulating primary demand; Sales appeal; Publicity and sponsorships: trade shows, exhibits, catalogs, samples, promotional letters and promotional novelties

**Suggested Readings:**

1. Industrial Marketing – P K Ghosh
2. Industrial Marketing – Hawaldar
3. Alexander, R.S. Cross, J.S. and Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illincies.
4. Reeder and Reeder : Industrial Marketing, Prentice Hall, India.
5. Cox. F. (Jr.) : Industrial Marketing Research, John-Willey and Sons, New York, 1971.
6. Fisher, L.: Industrial Marketing, Business Books, 1969.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.



External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**ADVERTISING AND SALES MANAGEMENT**  
**Paper Code: BBA-II-N-501**

**Unit I**

Advertising: definition, nature, scope, objectives, types, social and economic aspect of advertising, relationship with product life cycle. Advertising as a communication process: concept of integrated marketing communication; AIDA model, Laivdge–Stenier model of communication. Advertising campaign: types, planning and managing advertising campaign, advertising strategies. Advertising budget: budget process, administering the budget.

**Unit II**

Media: Types, Media Planning process, Media Selection, and Multi-Media Strategies. Copywriting: Guidelines for copywriting, Copywriting for print, Audio, TV and outdoor media. Advertising layout: Components and its position. Evaluation of Advertisements: Measuring advertising effectiveness. Advertising Agencies: Structure, Functions and Client Relationship, Laws and ethics of advertising in India.

**Unit III**

Sales Management: Objectives, Selling process, Personal Selling objectives, Determining Sales related marketing Policies. Sales organization structures: Types of sales organization structure, Relationship of sales department with other departments, Distributive network relations.

**Unit IV**

Sales Force Management: Recruiting and selecting sales personnel, Training sales force Motivating Sales Personnel, Compensating Sales Personnel, Managing expenses of sales personnel, Staff meeting and Sales Contests. Controlling the Sales Force: Sales Budget, Sales Quotas, Sales Territories, Sales control and cost analysis.

**Suggested Readings:**

1. Cundiff; Govoni and Still, Sales Management, Prentice Hall India.
2. Mark W. Johnston and Greg W. Marshall, Sales Force Management , Tata McGraw-Hill New Delhi.
3. S.A. Chunawalla, Foundation of Advertisement Theory and Practices, Himalaya Publishing House, Mumbai.4. B.S. Rathor, Advertising Management, Himalaya Publishing House, New Delhi.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**Paper Code: BBA-II-N-502**

**UNIT - I**

Introduction to Business Policy & Strategic Management: Definition, Concept, Objective and Significance, the levels at which strategy operates, characteristic of Strategic Management; Strategic Management Process – Vision, Mission, Environmental Scanning; Concept of Strategic Decision Making.

**UNIT - II**

Environmental Analysis: Need, Characteristics and categorization of Environmental Factors, Approaches to the Environmental Scanning Process – structural Analysis of Competitive Environment, ETOP – A Diagnosis Tool.

Analysis of Internal Resources: Strengths and Weaknesses, Resource Audit, Strategic Advantage Analysis: Value – Chain Approach to Internal Analysis, Methods of Analyzing and Diagnosing Corporate Capabilities – Functional Area, Profile and Resource Deployment Matrix, Strategic Advantage Profile, SWOT Analysis.

**UNIT - III**

Formulation of Strategy: Formulating Long Term Objectives and Grand Strategies, Long Term Objectives: Qualities of Long-term objectives, Grand Strategies: Concentration, Market Development, Product Development, Innovation, Horizontal and Vertical Integration, Joint Venture, Concentric and Conglomerate Diversification, Retrenchment / Turnaround, Divestiture, Approaches to Strategy, Major Strategy Options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy.

Evolution of Multinational Environment – Strategic Considerations for Multinational Firms, Why companies Internationalize, Problems for MNC, Strategic Planning for MNC, Components of Multinational Environment, Selection of long-term Objectives and Grand Strategy Sets, Sequence of Objectives and Strategic Selection.

**UNIT - IV**

Choice of Strategy - BCG Growth/Share Matrix; Stop Light Strategy Model, Directional Policy Matrix (DPM) Model, Grand Strategy Selection at the Business level – Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, Behavioral consideration affecting strategic choice, contingency approach to Strategic choice, Product / Market Evolution – Matrix and Profit Impact of Market Strategy (PISM) Model.

**Suggested Readings:**

1. John A Pearce II and Richard B Robinson Jr., Strategic Management, Strategic Formulation and Implementation.,3<sup>rd</sup> Edition AITBS Publishers and distributors (Regd.) 1996 Delhi.
2. C. Roland Christerson, Etl. Business policy Text and cases, 6<sup>th</sup> Edn., 1987, IRWIN Homewook illions.
3. Cuno Pumpin, 'The Essence of Corporate Strategy', 1987 Gower Publishing Company, Ltd., England.
4. P.K. Ghosh, Business Policy, Strategic Planning and Management, 6<sup>th</sup> Edn. 1977, Sultan Chand and Sons, New Delhi.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**CONSUMER BEHAVIOR**  
**Paper Code: BBA-II-N-503**

**UNIT – I**

Introduction to consumer behavior: definition, factors influencing consumer behavior, marketing strategies and consumer behavior, consumer decision making process, importance of consumer behaviour; Indian consumers and their characteristics.

**UNIT – II**

Attitude - models and theories of attitude, tricomponent attitude model, behaviour intention model and change in attitude; Personality and self-concept: nature of personality, theories of personality (Freudian, Jungian, Neo-Freudian and Trait theory), personality and understanding consumer diversity.

**UNIT – III**

Environmental influence: definition of culture, characteristics of culture, dynamism in culture, relevance of sub culture and cross culture on consumer behaviour; Indian culture and sub culture; Marketing strategies and problems related to cross culture.

Social class – definition, determinants of social class, objective approach, composite –variable indices, social class mobility, applications of social class to consumption, family and life style, significance, family life cycle stages; Family-buying influences, applications of AIO studies.

**UNIT – IV**

Consumer decision making: four views of consumer decision making; types of consumer purchasing decision; Basic models of decision making Engle-Kollatt-Blackwell model, Howard-Sheth model, Nicosia model; e-business and its effect on consumer decision making.

**Suggested Reading:**

1. Consumer Behavior Leon G. Schiffman, Leslie Lazar Kanuk, Prentice Hall Of India
2. Consumer Behavior Dr. S.L. Gupta and Sumitra Paul, Sultan Chand and Sons Educational Publishers
3. Consumer Behavior Henry Assael (HA) Asian Books Private Ltd.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50  
 Practical Marks: 50  
 Time : 3 hrs.

**MIS and E-BUSINESS**  
**Paper Code: BBA-II-N-504**

**UNIT – I**

MIS-A Framework: Information, Types of information, Dimensions of information, MIS concept, Definition, Nature and scope of MIS, MIS characteristics, MIS functions, MIS classification, and Application areas of information systems: Finance, Marketing, Manufacturing and Personnel. Planning for Designing and Implementing the MIS: Strategic and project planning for MIS, Conceptual system design, and Detailed system design, Implementation, Evaluation and Maintenance of MIS.

**UNIT – II**

Information Systems For Strategic Advantage: Introduction, Strategic roles for information systems, Breaking business barriers, Value chain and strategic IS, Re-engineering business processes, Improving business quality, The challenges of strategic IS, Sustaining Strategic success. Intranets, Extranets, Enterprise Collaboration Systems.

**UNIT – III**

E-Commerce: Introduction, Definition, Scope, Electronic marketing process, Interdisciplinary nature of EC, Future of EC, Benefits and limitations, driving forces of electronic commerce, Impact of EC.

EC Strategy and Implementation: Strategic planning for EC, Electronic commerce strategy in action.

**UNIT – IV**

Electronic Payment System and Security Issues

Electronic payments and protocols, Security schemes in electronic payment systems, electronic credit card system on the internet, electronic fund transfer and debit cards on the internet, Stored value cards and E-Cash, Electronic check systems, Use of firewalls in E-Commerce security.

**Lab Work:**

HTML: CREATING WEB PAGES USING ALL THE TAGS OF HTML

USE OF SOFTWARES LIKE DREAMWEAVER OR FRONT-PAGE

CREATING WEB PAGES AND WEB SITES USING THE ABOVE SOFTWARES

**Suggested Readings:**

1. Management Information System, Jerome Kanter, Prentice Hall of India.
2. Management Information System, Laudan and Laudan, Prentice Hall of India.
3. Management Information System, James A. O'Brien, Galgotia Publications, Fourth Edition.
4. Management Information System, D. P. Goyal, MacMillan India.
5. Electronic Commerce, Whitely, Mc Graw, Hill
6. Frontiers of electronic commerce, kallkota, peaterson education, N Delhi.
7. Management Information System, Mudrick.
8. Management Information System,, Jeorome kanter.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**CYBER SECURITY**  
**PAPER CODE: BBA-II-N-505**

**UNIT-1**

Concept of Information Society, Knowledge Society, Cyber Space, Digital Economy, Critical infrastructure. Critical Information Infrastructure, Internet as Global Information Infrastructure.

**UNIT-2**

Cyber Terrorism, Terrorist Atrocities, The Role of IT by Terrorist, The Power of Cyber terrorism, Characteristic of Cyber Terrorism, Factors Contributing to the Existence of Cyber terrorism, Real Examples of Cyber Terrorism, Political Orientation of Terrorism, Economic consequences.

**UNIT- 3**

Cybercrime, Types of cybercrime: Hacking, Virus, Worm, Trojan Horse, mail ware, Fraud and theft, cyber homicide, Current Cyber Attack methods, Criminal threats to IT infrastructure, Web security, Basic cyber forensics, Internal Penetration, External penetration, your Role on Cyber-attacks. Cybercrime and Law, Cyber Jurisdiction, Indian IT ACT.

**UNIT-4**

Fundamental Concepts of Information Security, Information warfare, Levels of Information war, Cost of Information Warfare, Cyber disaster, disaster planning, Why disaster planning, Company Wide disaster planning, Business Impact analysis.

**SUGGESTED READINGS:**

1. "Cyber Terrorism and information warfare: Threats and responses" By Yohana Alexander and Michael S. Swethan.
3. "International Terrorism: National Regional and Global Perspective."

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**FINANCIAL MARKETS AND ENVIRONMENT**  
**Paper Code: BBA-II-N-506**

**UNIT - 1**

Nature of the Financial Systems; Players in the Financial System- Segments of Financial Markets; Role of Financial Markets; Market Efficiency for Money Markets. Need, components, players in money markets; types of money markets.

**UNIT - 2**

Need for capital Markets; Segments of Capital Markets; Players in Capital Markets; Major Trends in Capital Markets; Globalization of the market- Regulation of the Capital Markets; Objectives and Functions of the Regulator; Self-Regulatory Organizations (SROs) Primary Market, Secondary Market, and Innovative Bond.

**UNIT - 3**

Evolution of the Financial Markets; Structure of the Markets: Euro Market-American Market-Japanese Market-Indian Market; Multilateral Financial Institutions, Foreign Exchange Market; Derivatives Trading and Speculation; Regulatory Framework of derivative markets.

**UNIT - 4**

Evolution of NBFCs; Industry Structure-Service Provided by NBFCs; Acceptance of Public Deposits; Regulating of NBFC Sector-Registration and Classification; Prudential Norms; Evolution of Insurance; Insurance Industry in India; recent reforms in the insurance sector; Regulation of the Insurance Sector.

**Suggested Reading:**

1. Bhole, Financial Institutions and Markets, Tata McGraw Hill
2. Gurusamy, Financial Services and Systems, Thomson
3. Khan, Financial Services, Prentice Hall of India

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**FOREIGN EXCHANGE MANAGEMENT**  
**Paper Code: BBA-II-N-508**

**UNIT - 1**

Nature of Foreign Exchange, sources of demand for and supply of foreign exchange, the balance of payments (BOP) framework; equilibrium and disequilibrium in bop, nominal, real and effective exchange rates, competitive determination of rate of exchange –mint par parity theory, monetary theory and portfolio balance approach purchasing power parity theory, International monetary system.

**UNIT - 2**

General factors of exchange rate fluctuations; the dornbusch sticky price theory of exchange rate volatility, exchange rate overshooting; empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability.

**UNIT - 3**

Nature of functions and participants of foreign exchange market, spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange, bid-ask spread, relations between exchange rate interest rate and inflation rate, the interest rate parity theorem, the expectation theory, international fisher effect.

**UNIT - 4**

Currency futures, options, currency and interest rate swaps; measuring foreign exchange risk and exposure, techniques of exposure management.

**Suggested Reading:**

1. Paul Einzig, A textbook on Foreign Exchange.
2. Maurice D. Levi, International Finance, McGraw Hill, NY.
3. A Buckley, Multinational Finance, Prentice Hall of India, New Delhi.
4. Paul Roth Mastering Foreign Exchange and Money Markets Pitman London.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

## **ENTREPRENEURSHIP DEVELOPMENT**

### **Paper Code –BBA-II-N- 601**

#### **UNIT - 1**

**Concept:** Need and significance of Entrepreneurship Development in national and international contexts, Entrepreneurship Development – Concepts, Process, Experiences and Strategies, Theories of entrepreneurship.

#### **UNIT - 2**

**Entrepreneurship Quality/Motivation:** The Entrepreneurship – myths and misconception, qualities, characteristics and role demanded of an Entrepreneur, entrepreneur v/s Professional Managers.

#### **UNIT - 3**

**Enterprise Launching and Resourcing:** Government Programmes, Policies, Incentive and Institutional Networking for Enterprise setting, Steps of setting new Enterprise, Scanning Business Environment, Sensing Business Opportunity and identifying product.

#### **UNIT - 4**

**Business Plan Preparation:** Procedure and steps, Market Survey and Demand Analysis, Business plans for Growth, Modernization and Expansion of Enterprises.

#### **Suggested Readings:**

1. Clarence Danhof. "Observation on Entrepreneurship in Agriculture" in R. Wohl's Change and the Entrepreneur. Harvard University, Cambridge, 1949.
2. Udyamita (in Hindi) by Dr. M.M.P. Akhouri and Dr. S.P. Mishra, pub. By National Institute for Entrepreneurship and Small Business Development (NIESBUD), NSIC-PTC Campus, Okhla.
3. Trainer's Manual on Developing Entrepreneurial Motivation, By M.M.P. Akhouri, S.P. Mishra and R. Sengupta, Pub. By (NIESBUD), NSIC-PTC Campus, Okhla.
4. Behavioral Exercises and Games – manual for trainers, learning systems, by M.V. Deshpande, P. Mehta and M. Nandami.
5. Product Selection by Prof. H.N. Pathak, Pub. By (NIESBUD), NSIC-PTC Campus, Okhla.
6. Entrepreneurship Development by – Dr. S. Moharana and Dr. C.R. Das, Pub. By RBSA Publishers, Jaipur.
7. Entrepreneurship Development by S.S. Khanna, Published by S. Chand and Company Ltd., Ram Nagar , New Delhi.
8. Entrepreneurship Development by C.B. Gupta and N.P. Srinivasan, Publisher – Sultan Chand and Sons, 1992.
9. Entrepreneurship Development – Principals, Policies and Programmes by P. Saravanavel, Publisher- ESS Pee Kay Publishing House, Madras.
10. Entrepreneur and Entrepreneurship Development by Rashi Ali, Pub. By Chugh Publication, Stretch Road , Civil Lines, Post Box No. 101, Allahabad – 211001.
11. Entrepreneur and Entrepreneurship development and Planning in India, by D.N. Mishra, Pub. By Chugh Publication , Allahabad.
12. Entrepreneur, Industry And Self- Employment Projects, Part – 1 and 2 (in Hindi), Pub. By Center For Entrepreneurship Development, M.P. (CEDMAP), 60, Jail Road, Jhangerbad, Bhopal – 462008.
13. Small Scale Industry and self-employment Projects, Part – 1 and 2 (in Hindi), Pub. By Center For Entrepreneurship Development, M.P. (CEDMAP), 60, Jail Road, Jhangerbad, Bhopal – 462008.

#### **Magazines**

1. Udyamita Samachar Patra, (Monthly, Hindi) Pub. By Part – 1 and 2 (in Hindi), Pub. By Center For Entrepreneurship Development, M.P. (CEDMAP), 60, Jail Road, Jhangerbad, Bhopal – 462008.
2. Science Tec. Entrepreneur (A Bimonthly Publication) by Part – 1 and 2 (in Hindi), Pub. By Center For Entrepreneurship Development, M.P. (CEDMAP), 60, Jail Road, Jhangerbad, Bhopal – 462008.
3. Laghu Udyog Samachar.
4. Project Profiles by DCSI, Govt. of India.
5. Project Profiles published by Part – 1 and 2 (in Hindi), Pub. By Center For Entrepreneurship Development, M.P. (CEDMAP), 60, Jail Road, Jhangerbad, Bhopal – 462008.

#### **Note:**

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2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.



External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**INTERNATIONAL BUSINESS**  
**Paper Code: BBA-II-N-602**

**UNIT - 1**

Globalization and its relevance, stages of Internationalization, need for International Marketing, Types of International Business.

**UNIT - 2**

Market Selection, Market Entry Strategies, Market coverage Strategies, International Business Intelligence, Global Sourcing, Countertrade, Global Trade

**UNIT - 3**

International Investments: Types of Foreign Investments, Theories of International Investment, Trade and Investment, Factors Affecting International Investment, Growth of Foreign Investment, Foreign Investment in India, and Foreign Investment by Indian Companies.

**UNIT - 4**

International Organization and HRM, Export Promotion, India in Global Market, Corporate Governance and Social Responsibility in International Business, MNCs and Global organizations.

**Suggested Readings:**

1. A. Buckley Multinational Finance, Prentice-Hall of India, New Delhi.
2. Gopaldaswamy Gatt, WTO: TRIPS, TRIMS and Trade in Services, Wheeler Publishing, New Delhi.
3. Word Bank, World Development Report (latest issue)
4. Agarwal Raj - International Trade (Excel, 1st Ed.)
5. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
6. Cherunilam F - International Trade and Export Management (Himalaya, 2007)
7. Hill C.W. - International Business (TMH, 5th Ed.)
8. Daniels - International Business (Pearson, 1st Ed.)
9. Kumar R and Goel, International Business, (UDH Publications, edition 2013)
10. Jaiswal- International Business (Himalaya Publication)
11. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand and Sons, 9th Ed.)

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**MERCANTILE LAW**  
**Paper Code: BBA-II-N-603**

**UNIT - 1**

The Companies Act 1956 : Meaning and Nature of Company  
: Lifting of the corporate veil  
: Classification of companies and Special Privileges  
: Formation of a company  
: Memorandum of Association, Articles of Association, Prospectus

**UNIT - 2**

Indian Contract Act 1872 : Meaning and Definitions  
: Essentials of a Valid Contract, offer and acceptance, capacity to contract, consent and free consent, consideration, void agreements, quasi contracts, different modes of discharge of contract, remedies for breach of contract

**UNIT - 3**

Sales of Goods Act 1930 : Formation of Contract of Sale  
: Conditions and Warranties, Transfer of Property  
: Rule of Caveat emptor  
: Rights of Unpaid Seller

Information Technology Act : Digital signatures, electronic governance, regulation of certifying authority, digital signature certificate, duties of subscribers.

**UNIT - 4**

Consumer Protection Act 1986 : Definitions  
: Rights of Consumers  
: Remedies available to consumers through Redressal Machinery

Negotiable Instrument Act : Meaning and essentials of negotiable instrument, types of negotiable instruments, holder and holder in due course, dishonor of negotiation instruments.

**Suggested Reading:**

1. N. D. Kapoor – Mercantile Law.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**SERVICE MARKETING**  
**Paper Code: - BBA-II-N-604**

**UNIT - 1**

Foundation of Service Marketing: definition and concept of service marketing, distinctive characteristics and classification of services, growth in service, service marketing mix, emergence of service economy.

**UNIT - 2**

Customer Focus: understanding customer needs and expectations, process of market segmentation, selecting customer portfolio, creating valued relations with customer; Customer loyalty, service encounters, measuring customer satisfaction, handling complaints, service failure and recovery; Designing and delivering services: positioning a service in the market, value addition to service product, planning and branding service product.

**UNIT - 3**

New service development: pricing the service product, advertising, personal selling and other communication in services industry; Challenges in distribution of services; Role of employees, customers and intermediaries in service industry.

**UNIT - 4**

Special Issues in Service Marketing: e-services; Online consumer behaviour; Self-service technologies; Understanding specific service industries: Marketing of Financial Services, Marketing of Hospitality and Tourism Services, Marketing of Educational Services.

**Suggested Readings:**

1. Service Marketing - Rampal and Gupta, Excel Publications.
2. Service Marketing - Ravi Shankar, Excel Publications.

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**MANAGEMENT OF FINANCIAL SERVICES**  
**Paper Code: BBA-II-N-605**

**Unit-I**

An Overview of the Financial Services Industry; Merchant banking: Role of Merchant Banker in issue Management, Regulatory Framework and SEBI Guideline of Merchant Banking Activities; Housing finance.

**Unit-II**

Leasing Financing: Introduction, Concept and Classification, Legal Aspect and Tax Aspect, Financial Evaluation, Lease Vs. Hire Purchase. Debt securitization: process of securitization, economic functions of securitization. Credit rating: Evaluation criteria and process, Credit rating agencies in India.

**Unit-III**

Factoring: Concepts and Forms; Function of a Factor, Legal Aspect and Evaluation of Factoring, Factoring Vis-a Vis Forfeiting, Venture Capital: Nature, Scope and Regulatory Framework, Venture Capital Investment Process, Evaluation Criteria, Limitation, Future of Venture Capital in India.

**Unit-IV**

Concept of Financial Engineering; Merger and amalgamation: Meaning, Essential Features of Scheme of Amalgamations, Financial Framework, Techniques of valuation; Acquisition and Takeovers: Meaning and Regulatory Framework with Special Reference to SEBI Guidelines.

**Suggested Reading:**

1. Marketing of Financial Services-Mary Ann Pezzullo
2. Marketing of Financial Services: V.A.Avdhani
3. Financial services-MY Khan-(Tata)

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise of 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time : 3 hrs.

**RETAIL MARKETING MANAGEMENT**  
**Paper Code –BBA-II-N- 607**

**UNIT - 1**

Retail Marketing: retail marketing as a discipline; as a business activity, unique features of the retail sector; concepts in retail marketing; strategic retail marketing; the market position at strategy of existing retailers; the developments in retailing and strategic management problems in retailing. Management of the retail function viewed as a separate business operation and as a part of the marketing strategy. Developing a retail strategy: Organization, layout, merchandise planning and management, customer service and pricing.

**UNIT - 2**

Supply Chain Management: supply chain management initiatives of large-scale retail businesses; factor for a successful supply chain management at an operational level and strategic level; logistics infrastructure; The retail buying function; managing of supplier relationships, category and brand management issues, product innovation and demands of specific customer groups; the role and nature of logistic and buying strategies; retail mix.

**UNIT - 3**

Retail Development: the importance of effective location management and significance of the internationalization of retailing; specialist frameworks relating to retail location management; retail internationalization; key issues including site selection, store network management and the retail internationalization process. Development of complete and formal marketing plans for existing or new consumer products. Structure encompasses all aspects of a contemporary marketing plan from situational analysis through implementation and control

**UNIT - 4**

Retail Communications: ways of the retail offer to existing and potential new customers in store and non-store retail formats (the latter including the internet); retail image, store atmosphere, store lay-out, customer services, retail promotions and advertising, personal selling and public relations; the strategic marketing framework for the marketing communications of existing retailers, including their web-presence, retail communication – different possible channels, including the internet.

**Suggested Readings:**

1. Retailing Management – Swapna Pradhan
2. Retail Marketing Management – Swapna Pradhan
3. Retail Management – Gibson Vedamani
4. Retail Management – Levy and Weitz
5. Channel Management and Retail Management – Meenal Dhotre
6. Retail Marketing Management – David Gilbert
7. Retail Management – Ron Hasty and James Reardon
8. The Art of Retailing – A.J. Lamba
9. Retail Management – W. Steward
10. Retail Management – Analysis, Planning and Control – David Walters

**Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
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