

THE UNIVERSITY OF BURDWAN



CURRICULUM

Four-Year Honours in Business Administration

Under

**Curriculum and Credit Framework for Undergraduate
Programmes (CCFUP) as per NEP-2020
with effect from 2023-24**

Programme:

Bachelor of Business Administration (BBA)

Course Design under National Education Policy (NEP) 2020

YEAR 1

SEMESTER-I						
Major Courses [4 Credits] 3(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Valued Added course [4 Credits] 3(L)+ 0(T)+1(P)	Research Project/ Dissertation
Course	Course	Course	Course	Course	Course	
1	1	1	1	1	1	
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 100 (Th. 60+ IA: 20+ Practical/Project: 20)	
BBA1011: Principles of Management	BBA1021: Fundamentals of Business Economics OR Corporate Social Responsibility	In this category the BBA students will opt for a course from any of the disciplines other than “Commerce and Management” BBA1031 Management Principles & Organisation Behaviour (for Non-BBA)	(L ₁ -I: MIL) 1041: Arabic/Bengali/ Hindi/Sanskrit/ Santali/Urdu/ Equivalent course from SWAYAM or other UGC recognised platform	BBA1051: IT Skills for Business	CVA1061: Environmental Science/ Education	
SEMESTER-II						
Major Courses [4 Credits] 3(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+ 0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Valued Added course [4 Credits] 3(L)+1(T)+0(P) Or 3(L)+0(T)+1(P)/	Research Project/ Dissertation
Course	Course	Course	Course	Course	Course	Course
1	1	1	1	1	1	
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 100 (Th.80/60+ IA: 20+ Prac./Project: 0/20)	
BBA2011: Organisational Behaviour	BBA2021: Accounting for Managers OR Corporate Governance	In this category the BBA students will opt for a course from any of the disciplines other than “Commerce and Management” BBA2031: Indian Management Thoughts & Practices (for Non-BBA)	(L ₂ -1: English) ENGL2041: Functional English	BBA2051: Small Business Management	CVA2061: Understanding India OR Digital and Technological Solutions OR Health and Wellness, Yoga Education, Sports and Fitness	

YEAR 2

SEMESTER-III						
Major Courses [5 Credits] 4(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Value Added Course [4 Credits] 3(L)+ 0(T)+1(P)	Research Project/ Dissertation
Course	Course	Course	Course	Course	Course	
2	1	1	1	1	1	
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 100 (Th. 60+ IA: 20+ Practical/Project: 20)	
BBA3011: Marketing Management BBA3012: Financial Management	BBA3021: Vocational Education and Training	In this category the BBA students will opt for a course from any of the disciplines other than “Commerce and Management” BBA3031 Entrepreneurship & Startup (for Non-BBA)	(L ₁ -2: MIL)3041: Arabic/Bengali/Hindi/Sanskrit/Santali/Urdu/Equivalent course from SWAYAM or other UGC recognised platform	BBA3051: E-commerce	-	
SEMESTER-IV						
Major Courses [5 Credits] 3(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+ 0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Value Added course [4 Credits] 3(L)+1(T)+0(P) Or 3(L)+0(T)+1(P)/	Research Project/ Dissertation
Course	Course	Course	Course	Course	Course	Course
3	2		1			
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)		Marks: 50 (Th. 40+ IA: 10)			
BBA4011: Human Resource Management BBA4012: Production and Operations Management BBA 4013: Information Systems Management	BBA4021: Business Mathematics BBA4022: Business Statistics	-	(L ₂ -2: English) ENGL4041: Language and Creativity	-	-	
Abbreviations Used: MIL: MODERN INDIAN LANGUAGE; IA: INTERNAL ASSESSMENT; L: LECTURE; T: TUTORIAL; P: PRACTICAL						

THE UNIVERSITY OF BURDWAN

BACHELOR OF BUSINESS ADMINISTRATION (BBA)



GENERAL INSTRUCTIONS

1. Each paper under the BBA curriculum with 4 credits carries 75 marks, out of which 60 marks will be earmarked for semester examination and 15 marks for internal assessment.
2. Each paper under the BBA curriculum with 2 or 3 credits will carry 50 marks, out of which 40 marks will be earmarked for semester examination and 10 marks for internal assessment.
3. The internal assessment marks will be based on the following components:
 - A) Presentations (case study, term paper assignment, field study work etc.).
 - B) Class tests & Viva voce.
4. The internal assessment of 10 marks for course: BBA1051: i.e., IT Skills for Business will be based on continuous assessment in the practical classes.
5. The structure of the question paper will be based on the university regulation.
6. The students having Business Administration Major shall study the minor course(s) in each semester, which is prescribed in the curriculum of BBA.
7. The BBA students shall study Multi/Interdisciplinary courses of a subject which does not belong to the broad category/ies of his/her major and minor subjects respectively.

N.B. The modified curriculum of the BBA programme under NEP-2020 will be effective from the academic session 2023-24 to commence from August, 2023.

BBA
Curriculum
(NEP-2020)

Semester - I

SEMESTER – I

BBA1011: PRINCIPLES OF MANAGEMENT (POM)

[Credit: 4, Lecture hour: 60]

Course Objective:

To equip the students with a comprehensive understanding of the principles, concepts and evolution of management and to develop their ability to recognise managerial functions and contemporary practices essential for organizational success.

Course Outcomes:

1. *Students will be able to explain the nature, scope, and significance of management, differentiate between management and administration, and analyze managerial functions and their application at various levels.*
2. *Students will develop the ability to evaluate the evolution of management thoughts and apply modern approaches like systems thinking, contingency theory, and contemporary practices to address organizational challenges.*

Unit No.	Syllabus
Unit-I	Concept of Management, Role and Importance of management; Nature, Scope and Process of Management; Functions and Levels of Management, Management –a science and an art, Distinction between Management and Administration; Classification of Managerial functions, Managerial and operative functions. [8LH]
Unit- II	Evolution of Management Thought: Early contributors to Management Thought; Emergence of Management Thought; Scientific management; Administrative Theory of Management; Bureaucratic Organization; Behavioural approach (Neo Classical Theory): Human Relations Movement; Behavioural Science approach; Modern approach to management – Systems approach and contingency approach.[12LH]
Unit- III	Planning, Organizing and Staffing: Features and importance of planning, steps in planning, types of planning (basic idea), Formal and Informal organizations, Difference between line and staff organization, committee organization, project organization, matrix organization (overview), Delegation of Authority, Centralization and Decentralization: Basic Concept, Departmentalization: Concept and Types; Span of Management; Features and elements of staffing [14LH]
Unit- IV	Directing, Coordination and Control: Principles of Direction, Supervision, Leadership Functions and Importance, Leadership Styles, Concept and Features of Coordination, Relationship between Planning and Control, Elements of Control System.[14LH]
Unit- V	Contemporary Management Practices; Total Quality Management; Business Process Reengineering; Benchmarking; Tools and techniques for improving

Suggested Readings:

1. Chhabra, T.N. Principles and Practices of Management; Dhanpat Rai & Co., New Delhi.
2. Gupta, C.B. Management Theory and Practice; Sultan Chand and Sons, New Delhi.
3. Koontz, Harold and O' Donell, Cyril. Management: A Book of Reading – (Ed.); McGraw Hill Inc., New York.
4. Murgan, M.S. Management Principles and Practices; New Age International Publishers, New Delhi.
5. Stoner, James A.F. and Freeman, R. Edward. Management; Prentice Hall of India, New Delhi.

BBA1021: FUNDAMENTALS OF BUSINESS ECONOMICS (FBE)

[Credit: 4, Lecture hour: 60]

Course Objective:

To provide the students with foundational knowledge of business economics, including key microeconomic and macroeconomic concepts, and their application to business decision-making and economic analysis.

Course Outcomes:

1. *Students will be able to explain and analyze fundamental economic concepts such as demand, production, cost, market structures, and their relevance to managerial and business decision-making processes.*
2. *Students will demonstrate the ability to use tools to analyze economic phenomena and address business challenges effectively.*

Unit No.	Syllabus
Unit-I	Introduction: Economic Terms and Basic concepts; Nature and Scope of Business Economics; Business Economics and Other Allied Subjects like Economics, Statistics, Mathematics, Accountancy, Management. [8LH]
	Demand: Law of Demand and its Exceptions; Elasticity of Demand: Own Price Elasticity, Income Elasticity and Cross Price Elasticity of Demand, Measurement of Elasticity Arc Price Elasticity and Point Price Elasticity, Factors determining Demand Elasticity; Demand Distinctions; Demand Forecasting: Meaning and Importance; Different Revenue Concepts. [14LH]
Unit- III	Production and Cost: Production Function; Law of Variable Proportions-Total Product, Average Product, Marginal Product and Their Relations; Their Relations, Isoquant, Isocost Lines and Choice of Optimum Input combination, Expansion Path; Returns to Scale; Cobb-Douglas Production Function and its Important Properties; Cost Function; Short-run and Long-run Costs-Different Cost concepts and Costs Curves; Classification of Costs.[14LH]
Unit- IV	Market: Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Supply Curve of a competitive Firm; Equilibrium under Monopoly, Price Discrimination.[12 LH]

Unit- V	Major Issues in Macroeconomics; National Income: Measurement of National Income; Circular Flow of National Income; Saving-Investment Identity; Consumption Function; Saving Function; Simple Keynesian Model-Equilibrium and Stability.[12 LH]
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Suggested Readings:

1. Hague. Managerial Economics; Longman.
2. Lipsey. An Introduction to Positive Economics; ELBS.
3. Mukherjee. Modern Economic Theory; Wishwa Prakashan.
4. Samuelson and Nordhaus. Economics; McGraw Hill.
5. Varshney and Maheswari, Managerial Economics; Sultan Chand.

**BBA1021: CORPORATE SOCIAL RESPONSIBILITY (CSR)
[Credit: 4, Lecture hour: 60]**

Course Objective:

To provide students with a comprehensive understanding of Corporate Social Responsibility (CSR), its evolution, legal framework, and strategic importance in fostering stakeholder engagement, environmental sustainability, and compliance with organizational objectives.

Course Outcomes:

1. *Students will be able to explain the evolution, components, and approaches to CSR and analyze its relevance in the Indian and global contexts.*
2. *Students will demonstrate the ability to assess CSR strategies in relation to stakeholder engagement, ecological sustainability, and legal stipulations, while identifying the emerging trends and practical implementation methods.*

Unit No.	Syllabus
Unit-I	Corporate Social Responsibility (CSR): Definition, Scope and Objectives— Evolution of CSR in the Indian and global perspective—Carroll’s Model— Triple Bottom Line Approach—Components of CSR and CSR enablers. [10LH]
Unit- II	CSR and Stakeholder engagement: Important Aspects—CSR in a Multi-Stakeholder Perspective—CSR and employees’ perspective—CSR vis-à-vis customers, community, shareholders, suppliers etc.[12 LH]
Unit- III	CSR and Ecology—Environmental assessments—Biodiversity, Climate change and other ecological issues related to business and CSR—Environmental protection, compliance and corporate response—NGO involvement: Overview[12LH]
Unit- IV	CSR and Company law in India: Important provisions and legal aspects of CSR in India with special reference to CSR Stipulations of Companies Act, 2013.[14 LH]

Unit- V	CSR Implementation: Important considerations and modes of implementation— CSR Threshold—CSR as an important organisational function and Public Relations—Emerging issues in CSR and Sustainability. .[12 LH]
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Suggested Readings:

1. Atrey, R. R. *Exploring Corporate Social Responsibility*, Studera Press.
2. Kedakia, R. S. *Taxman’s Corporate Social Responsibility: Law & Practice*, Taxman.
3. S. Agarwal. *Corporate social responsibility in India*. Los Angeles: Response Publications.
4. SAGE Brief Guide to Corporate Social Responsibility, Sage Publications.
5. W. Visser. *The A to Z of corporate social responsibility. A complete reference guide to concepts, codes and organisations*. Chichester, England: John Wiley & Sons.

**BBA1031: MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR
(MPOB)**

[Credit: 3, Lecture hour: 45] (For Non-BBA)

Course Objective:

To provide the students with a comprehensive understanding of fundamental management concepts, the evolution of management thoughts, organizational behaviour, and essential skills for motivating and leading individuals within y organizations.

Course Outcomes:

1. *Students will be able to explain key management concepts, managerial functions and the significance of understanding human behaviour at the workplace, including organizational behaviour models and challenges.*
2. *Students will demonstrate the ability to apply motivation theories, leadership models, and behavioural concepts to enhance organizational effectiveness and address workplace dynamics.*

Unit No.	Syllabus
Unit-I	Management: Definition, Scope and Importance; Administration & Management; Management Process; Classification of Managerial functions, Managerial and operative functions; Role and Importance of Management in Contemporary Context. .[7 LH]
Unit- II	Evolution of Management Thought: Classical Theory, Neoclassical Theories and Modern Management Theories. .[10 LH]
Unit- III	The Works of Managers: Planning, Organizing and Staffing: Features and importance of planning, steps in planning, Delegation of Authority, Centralization and Decentralization: Conceptual Overview, Departmentalization: Basic Understanding, Span of Management: Meaning and Importance, and elements of staffing, Directing, Coordination and Control: Principles of

	Direction & Supervision. .[10 LH]
Unit- IV	Human Behaviour: Meaning, Significance of understanding human behaviour at workplace; Organisational Behaviour: Conceptual Overview, Nature & Scope; Models of OB, Challenges and Opportunities of Organizational Behaviour.[8 LH]
Unit- V	Motivation: Concept, Process and Content Theories of Motivation; Personality: Concept and Types, Major determinants; Perception: Concept, Factors influencing perception; Learning: Concept, Theories and Process of Learning; Leadership: Understanding Leadership: Trait and Behavioural Theories of Leadership. .[10 LH]

Suggested Readings:

1. Gupta, C.B. Management Theory and Practice; Sultan Chand and Sons, New Delhi.
2. Koontz, Harold and O' Donell, Cyril. Management: A Book of Reading (Ed.); McGraw Hill Inc., New York.
3. Murgan, M.S. Management Principles and Practices; New Age International Publishers, New Delhi
4. Robins Stephen and Seema Sanghi. Organizational Behaviour; PHI, New Delhi.
5. S. A. Sherlekar and V.S. Sherlekar. Principles of Business Management; Himalaya Publishing House, New Delhi.

BBA1051: IT SKILLS FOR BUSINESS (ITSB)

[Credit: 3, Lecture hour: 45]

Course Objective:

To provide foundational knowledge and hands-on skills in computer operations, software applications, programming, and Internet tools to enable students to effectively utilize technology for academic, personal, and professional purposes.

Course Outcomes:

1. *Students will demonstrate the ability to use Office productivity tools for document creation, data management, and presentations, and effectively navigate and utilize various Internet-based tools and online learning platforms.*
2. *Students will gain a clear understanding of computer architecture, memory systems, and file types, and apply basic programming concepts in C, including data types, loops, functions, and arrays, to solve simple computational problems*

Unit No.	Syllabus
Unit-I	Fundamentals of Computers – Structure of Computer; Different Types of Software and Hardware details; Different Types of Memory; Binary, Octal, Hexadecimal Number System and Conversion among these Number Systems; Concept of Algorithm; Representation of Algorithms through Flow Charts, Structured English; Different Types of File Systems..[7 LH]
Unit-II	Introduction to Microsoft Word- Create and manage documents; Format text, paragraphs, sections; Create tables and lists; Create and manage references; Working with Formula in Word. Microsoft PowerPoint – Create and manage presentations; Insert and format

	text, shapes and images; Insert tables, charts, SmartArt and Media; Apply transitions and animations..[10 LH]
Unit-III	Introduction to Excel – Entering Data, Formulas, Performing Calculations on Data; Combining Data from Multiple Sources; Office System Programs; Creating Database in Excel..[10 LH]
Unit- II	Introduction to C Programming – Variables and Data Types; Operator Precedence; Table; Evaluating Basic Arithmetic and Logic Operations; Decision, Loop and Case Control Structures; Functions and Pointers; Arrays; C Pre-processors; String Operations..[10 LH]
Unit- V	Accessing and Working in Internet – Different Ways of Google Search; Google Classroom; Handling Google Docs; Google Forms; Interpreting Google Finance; Setting Google Alert; Learning Google Assistant Features; Google Play Books and Audiobooks; Google Scholar; Introducing Different Online Learning Tools Such as NPTEL, MIT Open Courseware..[8 LH]

Suggested Readings:

1. Denny Edgemon, Introduction to Google+: Star Building a Presence on Google+ (Google Book).
2. Wallace Wang, Microsoft Office 2019 for Dummies, Wiley.
3. Yashavant P. Kanetkar, Let Us C, BPB Publications.

BBA Curriculum (NEP-2020)

Semester - II

SEMESTER – II

BBA2011: ORGANISATIONAL BEHAVIOUR (OB)

[Credit: 4, Lecture hour: 60]

Course Objective:

To provide students with an in-depth understanding of organizational behaviour concepts, individual and group dynamics, and the impact of structure, culture, and change on organizational performance.

Course Outcomes:

1. Students will be able to explain the foundations of individual behaviour, including personality, perception, and motivation theories, and analyze group dynamics, conflict resolution, and team development processes.
2. Students will demonstrate the ability to evaluate the impact of organizational structure, culture, and change management, using frameworks such as Lewin's three-step model, to propose solutions for improving organizational effectiveness.

Unit	Syllabus
Unit - I	Organisational Behaviour: Concept, Significance; OB Model; Foundations of Individual Behaviour; Attitudes: Concept, Components and Significance; Learning: Fundamental Learning Principles.[10 LH]
Unit - II	Personality: Concept and Determinants, Myers-Briggs Type Indicators, The Big Five Model; Values: Concept and Types; Perception: Concept, Influencing Factors, Attribution Theory. .[12 LH]
Unit – III	Motivation: Definition and Process; Maslow's Hierarchy of Needs Theory, Theory X and Theory Y, Two-Factor Theory, McClelland's Needs Theory; Interrelationship among Motivation, Job Design and Performance. .[14 LH]
Unit - IV	Foundations of Group Behaviour: Overview, Group: Classification and Development; Groups vs Teams; Conflict: Concept and Process; Negotiation: Concept and Process .[12 LH]
Unit - V	Elements of Organisational Structure; Organisational Culture: Concept, characteristics, factors determining; Organisational Change and Development: Concept; Lewin's three-step change model. .[12 LH]

Suggested Readings:

1. Davis and Newstrom, Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
2. Eugene McKenna, Business Psychology and Organisational Behaviour, Routledge.
3. Fred Luthans, Organizational Behaviour McGraw Hill Book Company.
4. Robbins, Judge and S. Sanghi, Essentials of Organizational Behaviour, Pearson.
5. S.P. Robbins, Organizational Behaviour, Prentice Hall India Private Limited.
6. Schermerhorn, J. R, Hunt, J.G., Osborn, R. N. Organizational Behaviour, Wiley India.

BBA2021: ACCOUNTING FOR MANAGERS (AFM)**[Credit: 4, Lecture hour: 60]****Course Objective:**

To equip the students with foundational knowledge of accounting principles, systems, and practices, including financial, cost, and management accounting, to enable them to prepare and interpret financial statements and cost reports.

Course Outcomes:

1. *Students will be able to explain basic accounting concepts and apply the principles of double-entry bookkeeping to record transactions and prepare financial statements for various types of organizations.*
2. *Students will demonstrate the ability to handle advanced topics such as depreciation, reserves, and provisions, and prepare cost sheets and financial accounts for profit and non-profit organizations, while distinguishing between financial, cost, and management accounting practices.*

Unit No.	Syllabus
Unit - I	Accounting – Meaning, Nature, Functions, Branches; Relation between Book-keeping, Accounting & Accountancy; Accounting Information – Meaning, Qualitative Characteristics, Users & their information needs; Double Entry Book-keeping System – Meaning, Features & Advantages; Basic Terminologies – Asset, Liability, Equity, Revenue, Gain, Expense, Loss; Rules of Debit & Credit – Golden Rules & Accounting Equation; Accounting Cycle; Recording of transactions – Journal, Ledger, Cash Book & Trial Balance..[12 LH]
Unit - II	Bases of Accounting – Cash, Accrual, Hybrid; Accounting Concepts & Conventions – Generally Accepted Accounting Principles (GAAP); Capital & Revenue Transactions; Revenue & Expense recognition; Adjustment Entries; Rectification of Errors –Types of Errors & Rectification Entries..[12 LH]
Unit – III	Reserves & Provision – Concept, Types & Purposes, Difference between Reserve & Provision; Depreciation – Definition, Features, Causes, Objectives, Factors in measurement of depreciation; Difference between Depreciation, Amortization & Impairment; Methods of Calculating Depreciation – Straight Line Method & Diminishing Balance Method; Methods of Accounting for Depreciation – Charge against Asset method & Provision for Depreciation

	method; Specific Issues – Change in method & Revaluation (as per Ind AS 16)..[14 LH]
Unit - IV	Finalization of Accounts: Preparation of Final Accounts of profit-oriented sole-proprietorship concerns (Manufacturing concerns as-well-as Trading concerns); Preparation of Final Accounts of Non-Profit Concerns..[12 LH]
Unit - V	Cost & Management Accounting: Meaning, Nature & Functions; Cost & Management Accounting vs Financial Accounting; Cost – Concept; Classification of Cost; Basic Terminologies – Cost Centre, Cost Unit; Cost Sheet (under Absorption costing only)..[10 LH]

Suggested Readings:

1. Bhattacharya, Ashish Kr. *First Course in Accounting*, Non-Linear Insights (OPC) Pvt. Ltd., New Delhi.
2. Gupta, A., *Financial Accounting for Management – An Analytical Management*, Pearson, New Delhi.
3. Mukherjee, S. and Mukherjee, A. K., *Financial Accounting I*, Oxford University Press, New Delhi.
4. Narayanaswamy, R., *Financial Accounting – A Managerial Perspective*, PHI, New Delhi.
5. Saxena V. K. and Vashisht C. D., *Cost Accounting*, Sultan Chand, New Delhi.

BBA2021: CORPORATE GOVERNANCE (CG)

[Credit: 4, Lecture hour: 60]

Course Objective:

To provide students with a comprehensive understanding of corporate governance concepts, theories, structures, and practices, with an emphasis on ethical decision-making, regulatory frameworks, and the Indian perspective.

Course Outcomes:

1. *Students will be able to explain key theories such as agency, stewardship, and stakeholder theories, and analyze various corporate governance models.*
2. *Students will demonstrate the ability to assess the roles and responsibilities of directors and key managerial personnel, analyze corporate governance codes and critically examine governance issues through suitable case studies.*

Unit No.	Syllabus
Unit-I	Introduction: Concept, and need for corporate governance, definitions, evolution of corporate governance – Ancient and modern concept, elements of good corporate governance, corporate governance and organizational success, corporate governance in various organizations, corporate fraud, whistle blowing..[10 LH]
Unit- II	Theories and Models of Corporate Governance: Agency theory, Stewardship theory, Stakeholder theory, Resource dependency theory, Transaction cost theory, and Systems theory of Corporate Governance;

	The Anglo-US Model; The German Model, The Japanese Model, Indian Perspective of Corporate Governance..[14 LH]
Unit- III	Structure of Corporate Governance: Directors in historical perspective, Board of directors: Composition of board of directors, Role and duties of directors, qualifications of directors, Types of directors, The legal framework for board structure..[12 LH]
Unit- IV	Corporate Management Governance Vs management, internal constituents of the corporate governance, key managerial personnel; chairman - qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO, separation of roles of chairman and CEO, CFO, manager, company secretary, auditor..[12 LH]
Unit- V	Principles, Codes and Cases of Corporate Governance in India SEBI Code of corporate governance, the OECD principles of corporate governance, etc. Recent cases on corporate governance in India- Satyam, Tata Group vs Cyrus Mistry Dispute, Punjab National Bank, Kingfisher Airlines, etc..[12 LH]

Suggested Readings:

1. A. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson Education India.
2. E. Yocam and A. Choi, Corporate Governance, A Board Director's Pocket Guide: Leadership, diligence and Wisdom, Universe.
3. Lynn McGregor, The Human Face of Corporate Governance, Palgrave Macmillan.
4. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
5. R. Monks and N. Minow, Corporate Governance, Blackwell Publishing.

BBA2031: INDIAN MANAGEMENT THOUGHTS & PRACTICES (IMTP)

[Credit: 3] (For Non-BBA, Lecture hour: 45)

Course Objective:

To explore the principles of Indian ethos and values, their relevance in modern management, and the application of Indian spiritual and philosophical traditions to contemporary managerial practices.

Course Outcomes:

1. *Understand Indian Management Philosophies*
Students will be able to differentiate between Indian and Western management

thoughts, analyze the teachings of Indian scriptures and comprehend the management values propagated by thinkers like Mahatma Gandhi and Swami Vivekananda.

2. Students will demonstrate the ability to integrate Indian spiritual traditions, stress management, and self-management techniques into managerial decision-making and derive insights from indigenous business practices of renowned companies for sustainable organizational growth.

Unit No.	Syllabus
Unit-I	Indian Thoughts in Management: Understanding Indian Ethos and Values; Indian Management Thought Vs. Western Management Thought; Relevance of Indian Thoughts in Management in Modern World. .[8 LH]
Unit- II	Features of Indian Thoughts in Management: Unity in Diversity, Tolerance, Humanity, Peace, Holistic Relationship, Co-operation & Mutual Trust, Adopt & Adapt various cultures, Self-management, Pursuit of knowledge, Divinity, etc., Management Lessons from <i>Bhagavata Gita</i> , <i>Ramayana</i> and Kautilya's <i>Arthasastra</i> . .[10 LH]
Unit- III	Indian Thinkers and Management: Trusteeship Approach and Mahatma Gandhi; Gandhian Economic System; Management Values of Swami Vivekananda. .[11 LH]
Unit- IV	Societal Embeddedness and Indian Tradition; Corporate Social Responsibility: Perspectives from Traditional Indian Literature; Social Practices and India's indigenous business houses: Lessons from Tata, Birla, Bajaj. [8 LH]
Unit- V	Indian Spiritual Traditions and Management: Implications for Management Principles and Practices; Self- Management; Management of Stress; Mind-management; Mediation and Life. [8 LH]

Suggested Readings:

1. Ashish Pandey, Dharm P. S. Bhawuk, Pawan Budhwar. Indigenous Indian Management: Conceptualization, Practical Applications and Pedagogical Initiatives- (Ed.), Springer International Publishing, New York.
2. Debashis Chatterjee, Deepa Sethi, Surya Prakash Pati. Globalizing Indian Thought: Insights from Indian Knowledge Systems (Ed.), Sage, New Delhi.
3. Debashis Chatterjee, Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita- Wiley, New Jersey.
4. Morgen Witzel. A History of Management Thought; Routledge, London.
5. Neeru Vasisth, Namita Rajput. Business Ethics and Values with Case Studies, Taxmann, New Delhi.
6. Shashank Shah and V.E. Ramamoorthy. Soulful Corporations: A Values-Based Perspective on Corporate Social Responsibility-, Springer India, New Delhi.

BBA2051: SMALL BUSINESS MANAGEMENT (SBM)

[Credit: 3, Lecture hour: 45]

Course Objective:

To provide students with an understanding of the role, challenges, and management practices of Micro, Small, and Medium Enterprises (MSMEs), equipping them with skills to develop business plans, manage small firms, and explore financing and marketing strategies.

Course Outcomes:

- 1. Students will be able to recognise the concept, significance, and challenges of MSMEs in India and analyze their role in economic development and entrepreneurship.*
- 2. Develop Strategic and Operational Skills for Small Business Management Students will demonstrate the ability to create feasibility analyses, business plans, and marketing strategies, as well as evaluate financing options and exit strategies for small enterprises.*

Unit No.	Syllabus
Unit - I	Micro, Small & Medium Enterprises – Concept, Features; Significance of MSMEs; Problems & Challenges of MSME entrepreneurs; Overview of MSMEs in India..[8 LH]
Unit - II	Planning for small business – Feasibility analysis; Business plan; Routes of entrepreneurship; Forms of business organisation; Location & Physical facilities..[10 LH]
Unit – III	Small firm management –Nature of managerial work, Human resource functions, Operations process & planning..[9 LH]
Unit - IV	Small business marketing – Product strategy, Pricing strategy; Global marketing of small businesses..[9 LH]
Unit - V	Financing of Small businesses – Types of finance; Sources of financing; Harvesting & Exit strategies..[9 LH]

Suggested Readings:

1. Blackburn, R. Clercq, D. D. & Heinonen, J. (Eds.), *The Sage Handbook of Small Business & Entrepreneurship*, Sage, London.
2. Charantimath, P. M., *Entrepreneurship Development & Small Business Enterprises*, Pearson India, Noida.
3. Longenecker et al., *Small Business Management – Launching and Growing New Ventures*, Nelson Education, Toronto.
4. Mukherjee, A. K. and Roy, S., *Entrepreneurship Development*, Oxford University Press, New Delhi.
5. Scarborough, N. M. and Cornwall, J. R., *Essentials of Entrepreneurship & Small Business Management (Global Edition)*, Pearson, Harlow.

BBA Curriculum (NEP-2020)

Semester - III

SEMESTER – III

BBA3011: MARKETING MANAGEMENT (MM)

[Credit: 5, Lecture hour: 75]

Course Objective:

To provide students with a comprehensive understanding of marketing principles, strategies, and tools, enabling them to make informed decisions in product development, pricing, promotion, distribution and service marketing.

Course Outcomes:

- 1. Students will be able to explain the principles of marketing, including the marketing mix (7 Ps), STP framework, and the role of the marketing manager, and analyze market dynamics to create effective marketing strategies.*
- 2. Students will demonstrate the ability to make decisions related to product development, pricing strategies, distribution channels, and promotional activities, while addressing challenges in service marketing and leveraging recent trends such as marketing analytics and international marketing.*

Unit No.	Syllabus
Unit-I	Introduction to Marketing and Marketing Management; Marketing- definition, nature, scope, process, types; Role of marketing manager; Marketing environment; Market segmentation and targeting and positioning (STP); Marketing mix (7 Ps); International marketing, Marketing analytics, Marketing research; Recent trends of marketing. [14 LH]
Unit-II	Product Decisions - Concept of a product, Product mix decisions; Product line; Brand Decision; New Product Development-Sources of New Product idea, Steps in Product Development; Product Life Cycle (PLC) - concept, stages and its influence on marketing mix decisions. [15 LH]

Unit-III	Price Decisions- Meaning, Pricing objectives, Pricing Strategies; Pricing policies and constraints; Different pricing method/strategies; New product pricing; Product Mix pricing strategies and Price adjustment strategy.[15 LH]
Unit-IV	Place/Channel Decision- Need and importance of distribution, Factors influencing selection of distribution channel, Channels of Distribution – Manufacturer, wholesaler, retailer, carrying and forwarding agents, e-tailer, Channel Conflict – Concept, types of channel conflict. [16 LH]
Unit-V	Promotion Decision - Promotion mix; Advertising Decision; Advertising objectives; Advertising and Sales Promotion; Developing Advertising Programme; Role of Media in Advertising; Advertisement effectiveness - Sales force Decision. Service marketing- overview of people, process and physical evidence.[15 LH]

Suggested Readings:

1. Marketing Management- Kotler Philip; Publisher: Prentice-Hall of India.
2. Marketing Management- Ramaswamy V S and Namakumari; Publisher: S Macmillan India Ltd.
3. Marketing Management - Saxena Rajan; Publisher: Tata McGraw-Hill.
4. Marketing in India Cases and Readings - Neelamegham S; Publisher: Vikas Publishing House Pvt. Ltd.
5. Majaro-The Essence of Marketing - Stokes David; Publisher: Prentice Hall of India.
6. Marketing in the 21st Century -Evans R Joel and Berman Barry; Publisher: Gower Publications.

BBA3012: FINANCIAL MANAGEMENT (FM)

[Credit: 5, Lecture hour: 75]

Course Objective:

To provide students with a comprehensive understanding of financial management principles, tools, and techniques, enabling them to make informed decisions about financing, investment, and working capital management to achieve organizational financial goals.

Course Outcomes:

1. *Students will be able to explain the scope, significance, and objectives of financial management, analyze the time value of money, and evaluate sources of finance and cost of capital for organizational decision-making.*
2. *Students will demonstrate the ability to use techniques like capital structure planning, leverage analysis, and capital budgeting to assess investment opportunities, manage financial risks, and optimize working capital in dynamic business scenarios.*

Unit No.	Syllabus
Unit - I	<p><i>Financial Management</i>: Meaning, Scope, Functions, Significance; <i>Objectives of Financial Management</i>: Traditional (Profit Maximization) & Modern (Wealth/ Value Maximization); Relationship of Financial Management with other related disciplines; Role of Chief Financial Officer.</p> <p>Time Value of Money: Concept & Significance; Concept of Interest; Compounding & Discounting Techniques; Determination of present value and future value of cash flows (single, multiple, annuity and perpetuity). [10 LH]</p>
Unit – II	<p><i>Sources of finance</i>: Long-term & Short-term Sources; <i>Special Sources</i>: Lease financing & Venture Capital financing; <i>Cost of Capital</i>: Concept, Features, Significance, Classification; Factors affecting cost of capital of a firm; <i>Determination of cost of capital</i>: Specific (viz. Debt, Preference, Equity, Retained Earnings) & Weighted Average Cost of Capital; Weighted Marginal Cost of Capital. [15 LH]</p>
Unit - III	<p><i>Capital Structure</i>: Concept, Components & Factors affecting capital structure of a firm; Financial Structure; Optimum Capital Structure: Concept & Features; <i>Capital Structure Theories</i>: Net Income, Net Operating Income, Traditional, Modigliani-Miller Approach; <i>Capital Structure Planning Tools</i>: EBIT-EPS Analysis, Financial Break-even Point, Financial Indifference Point.</p> <p>Business risk & Financial risk: Concept; <i>Leverage</i>: Concept, Significance, Types of Leverage: Operating, Financial and Combined; Combined effect of Operating & Financial leverage. [20 LH]</p>
Unit – IV	<p><i>Capital Budgeting</i>: Concept, Significance; <i>Techniques of Assessment</i>: Traditional techniques (Pay-back Method, Average Rate of Return Method) & Discounted Techniques (Discounted Pay-back, Net Present Value, Internal Rate of Return, Terminal Value, Profitability Index); <i>Capital Rationing</i>: Concept, Types, Application. [20 LH]</p>
Unit - V	<p><i>Working Capital</i>: Meaning, Components, Classification & Factors affecting capital structure of a firm; Working Capital Cycle – Concept, Types, Determination; Forecasting of working capital requirement; <i>Working Capital Management</i>: Concept & Classification (Basic overview). [10 LH]</p>

Suggested Readings:

1. Khan, M. Y., & Jain, P. K., *Financial Management*, Tata McGraw Hill, New Delhi.
2. Pandey, I. M., *Essentials of Financial Management*, Vikas Publications, New Delhi.
3. Kishore, R. M., *Financial Management*, Taxmann Publications, New Delhi.
4. Rustogi, R. P., *Financial Management: Theory, Concepts & Problems*, Taxmann Publications, New Delhi.
5. Banerjee, A., *Financial Management*, Oxford University Press, New Delhi.

BBA3031: ENTREPRENEURSHIP & STARTUP

[Credit: 3] (For Non-BBA, Lecture hour: 45)

Course Objective:

To provide students with the knowledge and skills necessary to understand entrepreneurship concepts, foster creativity and innovation, and develop the ability to create, manage, and sustain business ventures, including start-ups and family businesses.

Course Outcomes:

1. Students will be able to explain the scope, importance, and dimensions of entrepreneurship, analyze the traits of successful entrepreneurs, and assess the role of creativity, innovation, and family businesses in the entrepreneurial ecosystem.
2. Students will demonstrate the ability to generate business ideas, conduct feasibility studies, prepare business plans and project reports, and address start-up challenges by mobilizing resources and managing operations effectively.

Unit No.	Syllabus
Unit - I	<i>Entrepreneurship</i> : Meaning, Scope, Nature, Needs, Elements, Determinants, Importance, Dimensions of entrepreneurship: Intrapreneurship, Technopreneurship, Cultural Entrepreneurship, International Entrepreneurship, Netpreneurship, Ecopreneurship, Copreneurship, Social Entrepreneurship, Women Entrepreneurship; <i>Entrepreneur</i> : Types, Qualities/ Traits of successful entrepreneurs, Entrepreneur vis-à-vis Intrapreneur & Manager; Contemporary role models from Indian business; Creativity & Innovation in entrepreneurship. [9 LH]
Unit - II	<i>Family Business</i> : Features, Challenges, Conflicts, Role of family businesses in Indian economy; <i>MSMEs</i> : Concept, Features, Advantages, Disadvantages, Government Schemes for MSMEs. [9 LH]
Unit - III	<i>Stimulation, Support and Sustainability</i> : Concept, Activities; Public and private system of stimulation, support and sustainability of entrepreneurship, Dimensions of support by government & its agencies: Financial, Marketing, Technical & Technological assistance; <i>Actors of support system</i> : Industry associations, Self-help groups, Angel investors, Venture capitalists, Private equity. [9 LH]
Unit - IV	<i>Business ideas</i> : Concept, Sources & Techniques; <i>Feasibility Study</i> : Concept, Purpose, Dimensions, Feasibility Study Report; <i>Business Plan</i> : Concept, Significance/ Benefits/ Rationale, Structure & Contents; <i>Project Report</i> : Concept, Significance/ Benefits/ Rationale, Contents. [9 LH]
Unit - V	<i>Start-up ventures</i> : Concept & Features; Mobilising resources for start-up. Accommodation and utilities; Preliminary contracts with suppliers, vendors, principal customers; Contract management: Start-up problems & challenges; <i>Establishment & Operations</i> : Location, Layout, Business Process, Operations Planning & Control. [9 LH]

Suggested Readings:

1. Mukherjee, A. K. and Roy, S., *Entrepreneurship Development*, Oxford University Press, New Delhi.
2. Charantimath, P. M., *Entrepreneurship Development & Small Business Enterprises*, Pearson India, Noida.
3. Kumar, A., *Entrepreneurship*, Pearson India, Noida.
4. Mohanty S. K., *Fundamentals of Entrepreneurship*, PHI, New Delhi.
5. Scarborough, N. M. and Cornwall, J. R., *Essentials of Entrepreneurship & Small Business Management (Global Edition)*, Pearson, Harlow.

BBA3051: E-COMMERCE **[Credit: 3, Lecture hour: 45]**

Course Objective:

To provide students with a comprehensive understanding of e-commerce principles, internet technologies, electronic payment systems, and their applications in industries like banking, retail, and supply chain management, while addressing managerial and security challenges.

Course Outcomes:

1. *Students will be able to explain the features, frameworks, and types of e-commerce, demonstrate knowledge of internet technologies, protocols, and web development concepts using HTML and XML.*
2. *Students will demonstrate the ability to evaluate electronic payment systems, analyze the impact of e-commerce on industries like banking, retail, and supply chain management, and address managerial and security issues in implementing e-commerce solutions.*

Unit No.	Syllabus
Unit-I	Definition of E-Commerce; Features of E-Commerce; Advantages and Disadvantages of E-Commerce; Concepts of B2B, B2C, C2C, C2B and B2E; Generic Framework of E-Commerce; Building Blocks of E-Commerce; E-Compatible Legal and Financial Framework for India.[8 LH]
Unit-II	Basic Concept of Internet; Requirements for Internet; Concept of Router, Gateway; Types of Internet Service Provider (ISP); Types of ISP Accounts; ISP in India; How to Select an Internet Service Provider; Introduction to TCP/IP and Different Commonly Applied Protocols; Advanced Concepts of Internet like Internet Tools, concept of WWW, WWW Technologies.[10 LH]
Unit-III	Basic Concepts of HTML and XML; Learning to Write Codes in HTML and XML; Idea of Webpage Development.[10 LH]
Unit IV	Concept of Electronic Payment System; Types of Electronic Payment System; Different Relevant Protocols; Security Requirements; Concept of Digital Currency; Desirable Properties of Digital Currency; Managerial Issues;

	Electronic Payment Systems in India.[8 LH]
Unit V	E-Commerce and Banking Industry – Changing Dynamics; Home Banking Implementation Approaches; Open VS Closed Systems; Managerial Issues in Online Banking; E-Commerce and Retail Industry – Changing Dynamics; Online Retailing; Buying Process; Managerial Challenges; Concept of Digital Copyright; Internet and Supply Chain Management – Advantages and Disadvantages; Features and Components; Bullwhip Effect and Other Performance Measures; E-Marketplace; Concept of Enterprise Resource Planning.[9 LH]

Suggested Readings:

1. S. J. Joseph, P.T. E-Commerce: An Indian Perspective. PHI Learning Pvt. Ltd., 2023.
2. Kalakota, Ravi, Whinston, Andrew B. Electronic Commerce – A Manager’s Guide. Pearson Education, Inc.
3. Rich, Jason R. Starting an E-Commerce Business. IDG Books, Delhi, 2000.
4. Samantha Shurety. E-business with Net Commerce, Addison Wesley, 2001.
5. David Travis. E-Commerce Usability. CRC Press, 2002.

BBA Curriculum (NEP-2020)

Semester – IV

SEMESTER – IV

BBA4011: HUMAN RESOURCE MANAGEMENT (HRM)

[Credit: 5, Lecture hour: 75]

Course Objective:

To provide students with a comprehensive understanding of human resource management (HRM) principles, functions, and strategies, enabling them to effectively acquire, develop, motivate, and maintain human resources in dynamic organizational contexts.

Course Outcomes:

- 1. Students will be able to explain the concept, scope, and objectives of HRM, analyze HRM as a strategic partner, and evaluate key functions such as recruitment, selection, training, and performance appraisal.*
- 2. Students will demonstrate the ability to design compensation plans, analyze methods of employee motivation, and address industrial disputes, collective bargaining, and employee participation to foster harmonious workplace relations.*

Unit No.	Syllabus
Unit-I	Human Resource Management- Concept; Nature; Scope, Objectives and Importance of HRM, Evolution of HRM, HR Roles, HR Competencies, HR Philosophy & Policies, Functions of HRM, HRM as Strategic Partner: Strategic Human Resource Management. [10 LH]
Unit-II	Acquisition of Human Resources- Human Resource Planning; Concept; Process of Human Resource Planning; Recruiting Sources; The Selection Process; Selection Devices; Socialization and Induction.[15 LH]
Unit-III	Development of Human Resources- Employee Training and Management Development- Meaning, Objectives, Difference; Steps in Training; Training Needs Assessment; Career Planning and Development- Concept; Succession

	Planning: Concept; HRD- Concept, Goals, HRD Mechanisms or subsystems, HRD Department and its tasks; OD-An Overview. [15 LH]
Unit-IV	Motivation & Maintenance of Human Resources- Conceptual Overview; Performance Appraisal- Concept, Features, Objectives; Modern and Traditional Methods of Appraisal; Potential Appraisal; Compensation Management: Importance, Factors affecting Compensation, Process, Methods; Incentive Plans and Employee Benefits. [20 LH]
Unit-V	Industrial Relations, Disputes and Trade Unions: Meaning and Significance; Forms and Causes of Industrial Disputes; Employee Participation and Empowerment- Workers' Participation in Management: Overview, Objectives & Forms; Trade Unions & Collective Bargaining; Concept and Forms. [15 LH]

Suggested Readings:

1. A Handbook of Human Resource Management- Michael Armstrong, Kogan Page, London.
2. Human Resource Management: Text and Concept- VSP Rao, Excel Books, New Delhi.
3. Human Resource Management (with cases)- A.K. Ghosh; Manas Publication, New Delhi.
4. The Romance of Human Resource Management- Debasish Biswas, Himalaya Publishing House, New Delhi.
5. Human Resource Management- Biswajeet Pattanayak, Prentice Hall of India, New Delhi.
6. Human Resource Management (Text and Cases)- K Aswathappa, Sadhna Dash, McGraw Hill Publication, New Delhi

BBA4012: PRODUCTION AND OPERATIONS MANAGEMENT

[Credit: 5, Lecture hour: 75]

Course Objective:

To equip students with a foundational understanding of production management principles, systems, and tools, focusing on plant location and layout, production planning and control, work study, and quality control to enhance operational efficiency and productivity.

Course Outcomes:

1. *Students will be able to explain the objectives, scope, and classification of production systems, analyze factors influencing plant location and layout, and evaluate production planning and control processes.*
2. *Students will demonstrate the ability to utilize work study techniques, perform time study calculations, and apply quality control methods, including control charts and Total Quality Management (TQM) to improve production processes and ensure product quality.*

Unit No.	Syllabus
Unit - I	Introduction to Production Management, Historical Evolution of Production Management, concept of Production, Production System, Classification of Production System, Objectives and Scope of Production Management. Product and Process Design.[10 LH]

Unit - II	Plant Location – Introduction and Meaning, need for selecting a Suitable Plant Location, Factors Influencing Plant Location; Plant Layout – Objectives, Principles, and Types of Layout, Advantages and Limitations of Each Type of Layout.[15 LH]
Unit – III	Production Planning and Control (PPC): Introduction and Meaning, Need for PPC, Objectives, Phases and Functions of PPC; Capacity Planning – Measurement of Capacity, Process of Capacity Planning; Scheduling Principles and Types of Scheduling. Numerical problems on scheduling. Aggregate Planning-Master Production Schedule; Material requirement Planning (MRP); Elements of MRP-Inputs, Outputs.[20 LH]
Unit – IV	Work Study – Introduction, Advantages; Method Study – Objectives, Scope, Steps or Procedure involved in method study, Charts used in method study; Work Measurement – Objectives, Techniques; Time Study – Introduction and Meaning, Steps in Making Time Study, Numerical problems on work Management.[15 LH]
Unit - V	Quality Control – Need for Controlling Quality, Steps in Quality Control, Objectives and Benefits of Quality Control; Statistical process Control – Control Charts – Characteristics, Benefits and Objectives of Control Charts; Quality Circles; Introduction to Total Quality Management (TQM) – Definition, Concept, Benefits.[15 LH]

Suggested Readings:

1. Production and Operations Management – S. Anil Kumar, N. Suresh; New Age International Publishers.
2. Production and Operations Management – K. Ashwathappa; HPH
3. Production and Operations Management – E.E. Adam, R.J. Ebert; PHI
4. Purchasing and Supply Management – D.W. Dobler, D.N. Burt.
5. Purchasing and Materials Management – P. Gopalkrishnan; Tata McGraw Hill.
6. Production and Operations Management’ – S. N. Chary, Tata McGraw Hill.

BBA 4013: INFORMATION SYSTEMS MANAGEMENT

[Credit: 5, Lecture hour: 75]

Course Objective:

To provide students with an understanding of the role of Management Information Systems (MIS) in organizational decision-making, exploring various types of information systems, emerging technologies, and intelligent techniques to address business challenges.

Course Outcomes:

1. *Students will be able to explain the structure of MIS, types of information systems (such as DSS, TPS, and EIS), and evaluate their applications in business contexts, including e-commerce and strategic decision-making.*
2. *Students will demonstrate the ability to write SQL queries, understand concepts like data warehousing and knowledge management systems, and apply intelligent techniques such as neural networks and expert systems to support decision-making in a digital firm.*

Unit No.	Syllabus
Unit-I	Definition of Information System; Framework of MIS and MIS Triangle; Constraints in Developing an MIS; Systems Approach; Advantages and Disadvantages; Managerial Challenges.[10 LH]
Unit-II	Different Types of Information System such as EIS, KWS, OAS, TPS, GDSS, DSS; Core Competencies Required; Strategic Information Systems; Concept of E-Commerce; Internet-Based Business Models; B2B, EDI, B2C Models; Role of Intranet.[15 LH]
Unit-III	Idea of Different Hardware, Software and IT Infrastructure; Moore's Law and Law of Mass Digital Storage; Current Trends of Hardware Platforms; Enterprise Software; Groupware; Basics of Networking; Telecommunication Technologies in Business; Videoconferencing; Wireless Payment Method; Concept of Bandwidth and Media; Relevant Basic Internet Protocols; Concept of VOIP; Concept of RFID. [20 LH]
Unit-IV	Concept of Database; Writing Queries in SQL; Concept of Data Warehousing; Concept of Wi-Max and EVDO; M-Commerce; Knowledge of GIS.[15 LH]
Unit-V	Decision Making for Digital Firm; Business Intelligence and Decision Support; Decision Making Process; Knowledge Management System; Intelligent Techniques; Expert System; Brief Introduction to Fuzzy Logic, Artificial Neural Network, Intelligent Agents; Learning to Generate Data using Neural Network.[15 LH]

Suggested Reading:

1. S. C. Bhatnagar, K.V. Ramani. Computers and Information Management. Prentice Hall of India Private Ltd, New Delhi, 1991.
2. Davis, Gordon B., Margrethe H. Olsen. Management Information Systems. McGraw-Hill Book Company, 1985.
3. Post, Gerald V. Management Information Systems: Solving Business Problems with Information Technology. Tata McGraw-Hill Publishing Company Limited, New Delhi, 2003.
4. S. J. Joseph, P.T. E-Commerce: An Indian Perspective. PHI Learning Pvt. Ltd., 2023.
5. Bandyopadhyay, S., DecisionSupportSystem:ToolsandTechniques,CRCPress, 2023.

BBA4021: BUSINESS MATHEMATICS

[Credit: 4, Lecture hour: 60]

Course Objective:

To equip the students with mathematical tools and techniques, including matrices, differentiation, ratios, progressions, and functions, to solve real-world problems in business.

Course Outcomes:

1. Students will be able to solve systems of linear equations, apply derivatives to marginal analysis, and use concepts like elasticity, maxima, and minima to evaluate revenue, cost, and profit scenarios.
2. Students will demonstrate the ability to work with ratios, annuities, logarithms, progressions, and quadratic equations, and apply set theory, permutations, and graphical methods to address business and financial issues.

Unit No.	Syllabus
Unit-I	Overview of Matrix; Solution of a System of Linear Equations using Matrix Inversion and Cramer's Rule. [10LH]
Unit-II	Concepts and Rules of Differentiation; Application of Derivatives in Economics and Commerce; Concept of Marginal Analysis: Marginal Revenue, Marginal Cost. Concept of Elasticity of Demand and Supply. Application of Maxima and Minima problems: Revenue, Cost, Profit. [15 LH]
Unit-III	Inverse Ratio; Continued Ratio; Direct Proportion and Inverse Proportion; Application to Partnership; Simple Annuity; Perpetual Annuity; Present Value of annuity. [10 LH]
Unit-IV	Logarithms and Antilogarithms; Arithmetic, Geometric and Harmonic Progression; Basics of Set Theory; Permutation and Combination; Basic Concept of Quadratic Equation. [15 LH]
Unit-V	Real Number Systems; Constants and Variables, Functions; Graphical Representations of Functions; Equations of Straight Lines and Concept of Gradient with its Practical Applications in Real Life Business Problems [10 LH]

Suggested Readings:

1. S. R. Arora, Dr. Kavita Gupta. Business Mathematics. Taxmann Publications Pvt. Ltd., 2015
2. J. K. Singh. Business Mathematics. Himalaya Publishing House, 2017.
3. M. Wilson. Business Mathematics. Himalaya Publishing House, 2016.
4. Hazarika Padmolochan. A Textbook of Business Mathematics. S. Chand & Company, 2016.
5. Kailash Thakur. Business Mathematics, Logical Reasoning and Statistics. Taxmann Publications Pvt. Ltd., 2023.

BBA4022: BUSINESS STATISTICS

[Credit: 4, Lecture hour: 60]

Course Objective:

To introduce students to statistical tools and techniques for data collection, analysis, and interpretation, enabling them to make informed business decisions based on quantitative insights.

Course Outcomes:

- 1. Students will be able to collect, present, and analyze data using measures of central tendency, dispersion, skewness, and kurtosis, and effectively use graphical and tabular methods for data visualization.*
- 2. Students will demonstrate the ability to perform correlation and regression analysis, construct and interpret index numbers, and use time series analysis methods to identify trends and variations for business forecasting and decision-making.*

Unit No.	Syllabus
Unit – I	Introduction: Definition of Statistics, Importance and scope of statistics in business decisions, Limitations of Statistics; Types of Data, Important Sources of Secondary Data; Collection and Presentation of Data: Different Methods of collecting Primary Data: Text, Tabular and graphical Methods of Data presentation; Frequency Distribution, Diagrammatic Presentation of Frequency data. [10 LH]
Unit – II	Measures of Central Tendency: Characteristics of an ideal measure; simple and Weighted Arithmetic Mean – Properties, Merits and Demits; Geometric Mean and harmonic Mean – Algebraic Properties, Merits and Demerits; Relationship among A.M., G.M. and H.M.; Median and Mode – Measures, Properties, Merits and Demits. Measures of Dispersion: Range, Quartile Deviation, mean Absolute Deviation and Standard Deviation – their Merits, Demerits and Properties. Concepts of Skewness and Kurtosis, Different Measures of Skewness and Kurtosis. [15 LH]
Unit – III	Correlation Analysis and Regression Analysis Introduction-Importance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson’s coefficient of Correlation (Grouped and Ungrouped), Spearman’s Coefficient of Rank Correlation, Rank Correlation for Tied Ranks, Regression Analysis- Concepts of Regression, Difference b/w Correlation and Regression, Regression Lines. [10 LH]
Unit – IV	Index Number: Meaning, Types and Uses of index numbers; Problems in constructing index numbers; Methods of constructing price and quantity indices; Time reversal test and Factor reversal test of index numbers. [10 LH]
Unit – V	Time Series Analysis: Utility of Time Series Analysis; Causes of Variation in Time Series Data; Component of Time Series, Determination of Trend – Semi Average Method, Moving Average Method and Least Square Method for Linear Trend, Exponential Trend and Parabolic Trend. [15 LH]

Suggested Readings:

1. Statistics – Sancheti and Kapoor; Sultan Chand & Sons.
2. Basic Statistics – Goon, Gupta and Dasgupta; World press.
3. Fundamental of Statistics (vol. 1 and 2) Goon, Gupta and Dasgupta; World Press.
4. Statistical Methods (vol 1 and 2) – N.G. Das.
5. Mathematical and Statistics – Ajay Goel and Alka Goel; Taxmann.
6. Hooda R. P. (2002). Introduction to Statistics, Macmillan.
7. Sharma, J. K. (2007), Business Statistics, Pearson Education India.