

National Curriculum and Credit Framework (NCCF)
Syllabus
for
Bachelor of Business Administration
w.e.f. Academic Session 2023-24



Kazi Nazrul University
Asansol, Paschim Bardhaman
West Bengal 713340

SEMESTER- I

MAJOR COURSE - 1

Course Name : Principles of Management and Organisational Behaviour

Course Code : BBAMJ101

Course Type: Major (Theoretical)	Course Details: MJC-1	L-T-P: 4 – 1 – 0			
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

The objective of the course is to familiarize the learner with extant and emerging management theories and practices for reflective and holistic thinking on management principles and practices. Also to acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand the evolution of management and apprehend its effect on future managers.
2. Analyse how organisations adapt to an uncertain environment and decipher decisionmaking techniques managers use to influence and control the internal environment.
3. Comprehend the changes happening in organisation structure over time.
4. Analyse the relationship amongst functions of management i.e. planning, organizing, directing and controlling.
5. Appreciate the changing dynamics of management practice.
6. Develop understanding of different approaches to designing organizational structures.
7. Understand the role of personality, learning and emotions at work.
8. Discover and understand the concept of motivation, leadership, power and conflict.
9. Understand the foundations of group behaviour and the framework for organizational change and development.

Unit–I: Nature, Scope and Process of Management: Concept of Management, Role and Importance of Management, Functions and Levels of Management, Management – A Science and an Art; Evolution of Management Thoughts: F.W.Taylor, Henry Fayol and Elton Mayo.

Unit-II: Planning and Organizing: Features of Planning, Importance, Steps, Types. Formal and Informal Organizations, Organization Structure: Line and staff, Delegation of Authority, Centralization and decentralization.

Unit-III: Leadership, Coordination and Control: Leadership, Functions and Importance, Qualities of a Good Leader, Leadership Styles. Nature of Control, Relationship between Planning and Control, Elements of control system.

UNIT-IV: Personality, Perception & Motivation: Personality: Concept and Types, Major determinants. MBTI, Type-A and Type- B Theory; Perception: Concept, Factors influencing Perception; Learning: Concept; Attitude: Concept, Different Job Attitudes; Motivation: Concept, Basic Theories of Motivation (Maslow, Herzberg, Mc Clelland and Mc Gregor).

UNIT-V: Organisational Behaviour: Concept, Learning objectives, Characteristics of Human Behaviour.

Suggested Readings:

1. Essentials of Management: Wehrich and Koontz, et al, Tata McGraw Hill.
2. Management: Stoner J and Freeman RE, Prentice-Hall.
3. Management: Daft, RL, Thomson.
4. Management-Text & Cases: V.S.P Rao & Hari Krishna, Excel Books.
5. Principles of Management: Ramaswami, T, Himalaya Publishing.
6. Management: Robbins, SP, Prentice Hall.
7. Organizational behavior – Robins Stephen P; PHI.
8. Organizational behavior- Fred Luthans; McGraw Hill Inc.
9. Management of Organizational behavior – Harsey, Paul & Kenneth H. Blancher; PHI.
10. Organizational Behaviour: Human Behaviour at Work - Davis and Newstrom, TataMcGraw-Hill.
11. Organizational Behaviour- Steers and Black, Harper Collins College Publishers.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 1

Course Name : Business Economics

Course Code : BBAMN101

Course Type: Minor (Theoretical)	Course Details: MNC-1		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning Outcomes

After completing the course, the student shall be able to:

1. Apply the knowledge of the mechanics of supply and demand to explain working of markets.
2. Describe how changes in demand and supply affect markets. Understand the choices made by a rational consumer.
3. Explain relationships between production and costs.
4. Define key characteristics and consequences of different forms of markets.
5. Understand the functioning of Banks and issues related to public finance

UNIT-I: Introduction: Economic Terms and Basic concepts; Basic Economic problems; Meaning, Nature and Scope of Business Economics.

UNIT-II: Demand: Law of demand and its Exceptions; Elasticity of Demand- Concepts and Types, Measurement of Elasticity; Demand Forecasting – Importance, Methods; Different Revenue Concepts, Relations Concerning AR, MR and Price Elasticity.

UNIT-III: Production and Cost: Production Function; Law of variable Proportions, Iso-quant, Iso-cost Lines and Choice of Optimum Input combination, Expansion Path; Cost Function; Short-run and Long-run Costs-Different Cost concepts and Costs Curves.

UNIT-IV: Market: Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Equilibrium under Monopoly, Price Discrimination.

UNIT-V: Banking and Public Finance: Function of Commercial Banks and Central Bank; Credit Creation and Credit Control in the Banking system; Direct and Indirect Taxes, Public Debt, Budget

Deficit, Anti-inflationary measures. National Income Accounting: Methods, Limitations, Income determination by Simple Keynesian Model, Investment Multiplier.

Suggested Readings:

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

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MULTIDISCIPLINARY COURSE – 1

Course Name : E - Commerce

Course Code : MDC102

Course Type: Multidisciplinary (Theoretical)	Course Details: MDC-1		L-T-P: 2 –1 – 0		
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objectives

The purpose of this course is providing an introduction to e-commerce for business and management. It will also help to understand the complexity of e-commerce and its many facets. Students will learn how e-business and e-commerce fit together. Also, they will be able to identify the impact of e-commerce and recognize the benefits and limitations of e-commerce.

Learning Outcomes

After completing the course, the student shall be able to:

1. Identify the component parts of e-commerce.
2. Identify the benefits of selling online.
3. Know how to optimize and stay safe when selling online.
4. Understand the risks around Cyber Security when trading and doing business online.
5. Understand the basic concepts and technologies used in the field of management information systems.
6. Understand the processes of developing and implementing information systems.
7. Be aware of the ethical, social, and security issues of information systems.

Unit-I: Introduction: E-Commerce-meaning, nature, concepts, types; e-commerce business models B2B [concept, major activities, types of B to B market (independent, buyer oriented, supplier oriented, e-market place)], B2C [portals, e-tailer, content provider, transaction broker, real life examples of B2C], C2C, C2B, etc.; forces behind e-commerce, e-Governance [meaning, types, significance, real life examples].

Unit-II: E-CRM and SCM: E-CRM-definition, features, goals of E-CRM business framework, phases of E-CRM, types of E-CRM, Functional components of E-CRM, strategies for E-CRM solutions; SCM-definition, features, types of supply chain.

Unit-III: Digital Payment: Methods of e-payments [Debit Card, Credit Card, Smart Cards, e-Money], electronic or digital wallet, digital signature (procedures, working and legal provisions), payment gateways [Core Banking Solution or CBS, Mobile Payment, UPI, NCPI, International Payments], Online banking [meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting], risks involved in e-payments.

Unit-IV: ERP: Definition, features, major characteristics, levels of ERP, benefits of ERP, enterprise potential of ERP, modules of ERP, phases of ERP implementation, limitations of ERP.

Unit-V: New Trends in E-Commerce: Social Commerce-concept, definition, features; Digital Marketing-definition, objectives, methods, limitations; Advertisement in social media-objectives, advantages and disadvantages, procedures.

Suggested Readings:

1. P. T. Joseph, E-Commerce: An Indian Perspective, PHI Learning
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, E-Commerce: Fundamentals and Applications, Wiley.
3. Laudon, E-Commerce, Pearson Education India
4. Schneider G., E-Business, Cengage
5. Bhaskar, B., E-Commerce, McGraw Hill

Teaching Learning Process

Teaching learning process may be interactive classroom sessions. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (15 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (35 Marks): End Semester Written Examination.

SKILL ENHANCEMENT COURSE - 1

Course Name : Business Statistics**Course Code : BBASE101**

Course Type: SE (Theoretical)	Course Details: SEC-1		L-T-P: 3-0-0		
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for business decision making.

Learning Outcomes

After completing the course, the student shall be able to:

1. Acquire a fair degree of proficiency in comprehending statistical data, processing and analysing it using descriptive statistical tools.
2. Gather knowledge about various measures of Central Tendency.
3. Understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables.
4. Develop an understanding of the different measures of dispersion and Skewness and Kurtosis

UNIT-I: Introduction: Definition of Statistics, Importance and scope of statistics, 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.

UNIT-II: Measures of Central Tendency: simple and Weighted Arithmetic Mean – Properties, Merits and Demerits; 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 Demerits.

UNIT-III: Measures of Dispersion: Range, Quartile Deviation, mean Absolute Deviation and Standard Deviation – their Merits, Demerits and Properties.

UNIT-IV: Analysis of Bivariate Data: Scatter Diagram, Pearson's Correlation Coefficient and its Properties; Spearman's Rank Correlation (in case of no tie) Simple Linear Regression and its Properties.

UNIT-V: Index Number: Definition, Uses, Methods of Construction of Index Numbers, problems in Construction of Index Numbers, types of Index Numbers-Price index and Quantity Index.

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

Teaching Learning Process

Teaching learning process may be interactive classroom sessions. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (15 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (35 Marks): End Semester Written Examination.

SEMESTER- II

MAJOR COURSE - 2

Course Name : **Financial Accounting for Managers**
Course Code : **BBAMJ201**

Course Type: Major & (Theoretical Practical)	Course Details: MJC-2		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

This course provides conceptual knowledge of financial accounting and the techniques for preparing accounts in different types of business organizations.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand the theoretical framework of accounting and to prepare financial statements.
2. Learn the system accounting system of Depreciation.
3. Learn the system of accounting for Partnership firm.
4. Learn the Company Accounts (as per Companies Act, 2013).
5. Understand the system of accounting for Non- Trading Concern.

Unit-I: Accounting: Objectives, Advantages and Limitations, Branches of Accounting, Accounting Equations, Types of Accounting Information; Users of Accounting Information and Their Needs. Basic Accounting Concepts and Conventions-Accounting Transactions - Double Entry Book keeping - Journal, Ledger, Preparation of Trial Balance - Preparation of Cash Book.

Unit-II: Depreciation - Meaning, Causes, Types - Straight Line Method - Written Down Value Method (Change in Method excluded). Reserves & Provision – Concept, Types & Purposes, Difference between Reserve & Provision; Adjustment Entries – Concept & Development of Adjustment Entries; Classification of Errors - Rectification of Errors - Preparation of Suspense Account.

Unit-III: Preparation of Final Accounts of Profit-oriented Sole-proprietorship (Trading Concerns only); Preparation of Receipts and Payments Account, Income & Expenditure Account and Balance Sheet of Non-Trading Organizations (Simple Problems).

Unit-IV: Partnership Accounting: Features of Accounting of Partnership Firms; Maintenance of Capital Accounts – Fixed & Fluctuating; Profit & Loss Appropriation Account (Basic Problems); Admission, Retirement and Death of a Partner.

Unit-V: Company Accounts (as per Companies Act, 2013): Maintenance of Accounts u/s 128; Financial Statements - Definition u/s 2(40); Proforma of Statement of Profit & Loss and Balance Sheet [as per Schedule III Companies Act, 2013].

Suggested Readings:

1. Financial Accounting: S. Mukherjee & A. K. Mukherjee, Oxford University Press.
2. Financial Accounting: A Managerial Perspective: R. Narayanaswamy, Prentice Hall of India.
3. A Textbook of Accounting for Management: S. N. Maheshwari, S. K. Maheshwari, Vikas Publications.
4. Accounting for Managers – Ashish Kr. Bhattacharya; PHI.
5. Financial Accounting – Ashok Banerjee; Excel Books.
6. First Course in Financial Accounting for Business Managers- Asish Kr. Bhattacharya; Nonlinear Insights (OPC) Pvt. Ltd.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 2

Course Name : Marketing Management
Course Code : BBAMN201

Course Type: Minor (Theoretical)	Course Details: MNC-2		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing and to provide knowledge about various developments in the marketing.

Learning Outcomes

After completing the course, the student shall be able to:

1. Develop understanding of basic concepts of marketing, marketing philosophies and environmental conditions and effecting marketing decisions of a firm.
2. Understand the dynamics of consumer behaviour and process of market selection through STP stages.
3. Understand and analyze the process of value creation through marketing decisions involving product development.
4. Understand and analyze the process of value creation through marketing decisions involving product pricing and its distribution.
5. Understand the need of effective communication and designing of appropriate marketing communication mix

Unit-I: Marketing– scope, nature, definition, core marketing concepts and marketing environment, recent trends in marketing in India. Tele Marketing, Marketing on Web. Green marketing-Importance, benefits and adoption.

Unit-II: Developing marketing opportunities and strategies, consumer and business buyer’s behaviour; factors influencing buyer behaviour. Segmentation, Targeting and positioning (STP) for competitive advantage, Marketing Information System (MKIS) and Marketing Research.

Unit-III: Developing the concept of marketing mix, managing the product – types of consumer and industrial products. Product related decisions, product line, product mix, product life cycle (PLC), New product development, branding and packaging decisions.

Unit-IV: Pricing of products: Pricing considerations and approaches, strategies and methods. Managing marketing channels, channel design decisions, channel dynamics, managing retailing, wholesaling and market logistics.

Unit-V: The communication process, developing effective communication, deciding on the marketing communication mix, managing advertising, sales promotion and public relations. Managing sales force.

Suggested Readings:

1. Marketing Management – Kotler, Philip; Prentice Hall of India Publications, new Delhi.
2. Marketing Management Ramaswamy, V.S. and Namakumari, S; McMillan India Ltd., New Delhi.
3. Marketing Management Strategy and Cases – Dalrymple, J.D. and Parson, J.L.; John Wiley and Sons.
4. Contemporary concepts and Practices – Schoell, W.F.; Allwyn and Baycon Inc., New York.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MULTIDISCIPLINARY COURSE – 2

Course Name : Business Environment**Course Code : MDC202**

Course Type: Multidisciplinary (Theoretical)	Course Details: MDC-2		L-T-P: 2 –1 – 0		
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objectives

To analyse the overall business environment and evaluate its various components in business decision making

Learning Outcomes

After completing the course, the student shall be able to:

1. Familiarize with the nature of business environments and its components.
2. Develop an understanding of the different economic system.
3. Develop conceptual framework of business environment and generate interest in International Business.
4. Understand the impact of different International Economic institutions on Indian Economy.

Unit-I: Introductory Issues: concept, nature and importance of business and business environment – Types of environments; general and task environment, internal and external environment, Basic elements of environment: socio-cultural, political, legal, economic and technological elements.

Unit -II: Socio-cultural Environment of Business: Concept and nature of culture – Impact of culture on business – cultural resources – Ethics and social responsibility of business – Arguments for and against social responsibility.

Unit -III: Economic Environment of Business: concept and elements of economic environment – Different economic systems: their meanings and characteristics – Economic reforms initiated in India – Liberalization, privatization and disinvestment: concepts and trends.

Unit -IV: International Environment of Business: Globalization as a part of the New Industrial Policy – concept and nature of globalization – Why companies go global – Strategies for entering foreign markets: exporting, licensing and franchising, contract manufacturing, management contracting, joint venture, merger and acquisition, strategic alliance and counter trade – Merits and demerits of globalization – Globalization of Indian business.

Unit -V: India, WTO and Trading Blocks: Role and functions of WTO – Differences between WTO

and GATT – Arguments for joining WTO – WTO Agreements binding on India: their impact on the Indian economy – International Economic institutions like World Bank and IMF: their importance and basic functions.

Suggested Readings:

1. Essentials of Business Environment – Aswathapa, K; HPH.
2. Business Environment – Cherunillam, Francis; HPH.
3. Economics Environment of Business – Misra and Puri; HPH
4. Business Environment – Gupta, C.B.; Sultan Chand.
5. Business Environment: Text and Cases – Paul, Justin; TMH.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (15 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (35 Marks): End Semester Written Examination.

SKILL ENHANCEMENT COURSE - 2

Course Name : Entrepreneurship Development

Course Code : BBASE201

Course Type: SE (Theoretical)	Course Details: SEC-2		L-T-P: 3-0-0		
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objective

To inculcate the spirit of entrepreneurship among the learners to ensure materialization of entrepreneurial desire into a new venture.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand the concept of entrepreneurship in the context of Indian economic scenario.
2. Link the individual's capability and strength as a guiding factor towards entrepreneurial orientation.
3. Understand the role of the Government in Entrepreneurship Development.
4. Understand entrepreneurial process for initiating new venture creation and the various sources of finance.
5. Understand the procedure for setting-up a small-scale unit.

UNIT-I: Introduction: Concepts of entrepreneur, entrepreneurship and entrepreneur, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur; Type of entrepreneurs; Role of entrepreneur in economic development; Distinction between an entrepreneur and a manager; Entrepreneur and Intrepeneur, growth of entrepreneurship-Economic and non-economic factor for stimulating entrepreneurship development.

UNIT-II: Role of the Government in Entrepreneurship Development: Concept and meaning of entrepreneurship development; Need for entrepreneurship development programs (EDPs), Objectives of EDP. McClland theory of motivation. Women entrepreneurs Problems, remedial measures, reasons for growth of woman entrepreneurs.

UNIT-III: Venture promotion and Project Formulation: Concept of projects classification of projects and project report; Project identification and selection; Constraints in project identification, Techniques of Project Identification, Significance, contents, formulation of project report; Need for Project Formulation; Guidelines for formulating a project report; Concepts of project appraisal.

UNIT-IV: Financing of Enterprise: Need for financial planning, Sources of short-term and long-term finance to entrepreneurs, Commercial banks and financial institutions like IDBI, IFCI, ICICI, SIDBI, SIDCO and SFCs – their roles and activities.

UNIT-V: Micro, Small & Medium Enterprises (MSMEs): Definition, characteristics and scope in India, Procedure for setting-up a small-scale unit.

Suggested Readings:

1. Management of Small-Scale Industry – Vasant Desai; PPH.
2. Entrepreneurship and Small Business Management–C. B. Gupta and S. S. Khanka; Sultan Chand & Sons.
3. Entrepreneurial Development – S. S. Khanka; S. Chand.
4. Entrepreneurship – New Venture Creation – David H. Holt; PHI.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (15 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (35 Marks): End Semester Written Examination.

Summer Internship - 1

Course Name : Summer Internship

Course Code : SI201

Course Type: SI (Practical)	Course Details: SIC-1		L-T-P: 0-0-8		
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		30		20	

SEMESTER- III

MAJOR COURSE - 3

Course Name : Human Resource Management
Course Code : BBAMJ301

Course Type: Major (Theoretical)	Course Details: MJC-3		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

The objective of this course is to enable learners to understand the importance of human resources and their effective management in organisations.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand basic nature and importance of human resource management. analyze the current theory and practice of recruitment and selection.
2. Understand the need of Training and Development in modern organisations.
3. Realize the importance of Performance Appraisal in enhancing employee performance.
4. Recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the workforce, and comply with the legal framework.
5. Understand role of modern HRM in meeting challenges of changing business environment.

Unit-I: Human Resource Management- Concept: Nature; Scope; Objectives and Importance of Human Resource Management; Evaluation of Human Resource Management; Role; function and Qualities of Human Resource Manager; Difference between Human Resource Management and Personnel Management.

Unit-II: Human Resource Planning – Meaning; Objective; and importance of Human Resource Planning; Human Resource Planning Process; Recruitment – Objective and Sources of Recruitment; Meaning and Purpose of Selection – Selection Process; Steps in selections; Selection techniques, Induction.

Unit-III: Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programme; Training Vs Development; Training Methods; Evaluation of Training Programmes.

Unit-IV: Performance Appraisal – Concept, Features, Objective, Methods of Appraisal– Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal. Career Planning and Development; Career needs assessment, Career opportunities, Need- opportunities alignment, Career Development Cycle.

Unit-V: Compensation Management – Objective of Compensation Management; Factors affecting Compensation; Job evaluation – Process, Methods of evaluation; Methods of Wage payment; component of pay structure; Fringe Benefits and Incentive Plans.

Suggested Readings:

1. A handbook of HRM practice – Michael Armstrong; Kogan Page Limited, London.
2. Human Resource Management: Text and Concept – VSP Rao; Excel Books, New Delhi.
3. Human Resource Management – Biswajeet Pattanayek; PHI, New Delhi.
4. Human Resource Management (with cases) – A.K. Ghosh; Manas Publications, New Delhi.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MAJOR COURSE - 4

Course Name : Financial Management

Course Code : BBAMJ302

Course Type: Major (Theoretical)	Course Details: MJC-4		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

To familiarize the students with the principles and practice of financial management

Learning Outcomes

After completing the course, the student shall be able to:

1. Explain the nature and scope of financial management as well as time value of money and risk return trade off.
2. Analyse capital budgeting process and capital budgeting techniques.
3. Estimate various capital structure theories and factors affecting capital structure decisions in a firm.
4. Critically examine various theories of Working capital management and factors affecting working capital requirement.
5. Analyse the different aspect of Cost of capital

Unit-I: Introduction: Definition, Scope, Objectives of financial Management; The goal of a Firm: Profit Maximization vs. Wealth Maximization; Financial Functions – Financing, Investment and Dividend decisions; the role of a Finance Manager; An overview of financial markets and institutions in India. Time Value of Money: Concept; compounding and Discounting Concepts.

Unit-II: Financial Statements and Financial Statement Analysis: Meaning, Nature, Importance and Limitations of Financial Statements; Meaning, Objectives, Types and Methods of Financial Statement Analysis; Ratio Analysis: Meaning, Utility, Limitations, process of Analysis, Classification of Accounting Ratios, Important Accounting Ratios used in measuring liquidity, solvency, profitability and managerial efficiency, Computation and Interpretation of these Ratios. Analysis of Changes in Financial Position: Cash Flow Statement and Fund Flow statement: concept and purposes, Preparation of Cash Flow Statement-General, AS-3.

Unit-III: Working capital management: Concepts, Nature, Significance, and Components of Working Capital; Working Capital Cycle; Factors determining Working Capital Requirements and Forecasting Working Capital.

Unit-IV: Cost of capital: Concept and Significance; Costs of various Sources of Capital; Weighted average cost of capital.

Unit-V: Capital Budgeting: Concept, Features, Process and Significance of Capital Budgeting; Evaluation Criteria – Account Rate of Return, Pay Back Period, Net Present Value, Internal rate of return, Profitability Index (capital rationing).

Suggested Readings:

1. Financial Management – Khan & Jain; Tata McGraw Hill.
2. Financial Management – Prasanna Chandra; Tata McGraw Hill.
3. Financial Management – I.M. Pandey; Vikas Publishing House.
4. Financial Management – Ravi. M. Kishore; Taxmann.
5. Fundamentals of Financial Management – Chandra Bose; PHI.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 3

Course Name : Business Communication

Course Code : BBAMN301

Course Type: Minor (Theoretical)	Course Details: MNC-3		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

To develop inter personal, effective communication, problem solving skills and understand its influence on behaviour and attitudes of individuals.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Understand the importance of oral and written communication in day-to-day working of the organization.
2. Develop inter personal skills and problem-solving skills.
3. Understand the role of body language for effective communication.

Unit-I: Business Communication – Importance and Nature, Models of Communication; Effective Communication; Importance of feedback in Communication; Barriers to Effective Communication, Methods of Overcoming Barriers; Formal and Informal Networks of Communication; Importance of Grapevine.

Unit-II: The Non-Verbal Mode of Communication- Verbal vs. Non-verbal Communication, Importance of Non-verbal Communication, Elements of Non-verbal Communication.

Unit-III: Parts of Speech: Nouns, Pronouns, Verbs, Adjectives, Adverbs, Prepositions, Conjunctions and Interjection (brief overview of each and function in a sentence) – Agreement of subject and Verb- Sequences of Tenses Errors in the Use of Adjectives and Adverbs.

Unit-IV: Speaking and presentation: Basic guidelines and developing strategy – preparing successful speech, Elements of Presentation – Designing an Effective Presentation.

Unit-V: Modern Communication Technology: Electronic Communication System – Teleprinter, Computer, Fax, E-mail, Voice Mail Teleconferencing, Video and Audio Conferencing.

Suggested Readings:

1. Business communication- Theory and Applications: Lesikar, R. & Petit, J., All India Traveller Book Seller.
2. Business Communication Today: Bovee; Tata McGraw Hill, New Delhi.
3. Basic Managerial Skills for All: McGrath, E.H., Prentice Hall of India.
4. Business Communication: Balasubramanyam, Vikas Publishing House, New Delhi.
5. Business Correspondence and Report Writing: Sharma and Mohan, Tata McGraw Hill.
6. Business Communication: Concepts, Cases and Applications: Chaturvedi and Chaturvedi, Pearson Edu.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

SEMESTER- IV

MAJOR COURSE - 5

Course Name : Quantitative Techniques for Management
Course Code : BBAMJ401

Course Type: Major	Course Details: MJC-5		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The goal is to familiarize students with building mathematical models for managerial decision-making scenarios and using computer software tools to find solutions when relevant. The focus is on grasping the concepts, model formulation, and interpretation of results.

Course Learning Outcomes

After completing the course, the student shall be able to:

1. Develop a solid understanding of various quantitative techniques used in managerial decision-making, including linear programming, forecasting, and inventory models.
2. Apply appropriate quantitative methods to solve complex business problems and make data-driven decisions.
3. Formulate mathematical models to represent real-world business problems, allowing for structured decision-making processes.
4. Interpret the results of quantitative models and using them to make practical business recommendations.
5. Enhance their critical thinking and analytical skills by evaluating different quantitative approaches and selecting the most appropriate method for a given management scenario.

Unit - I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit - II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, unbalanced case, Restrictions on assignment).

Unit – III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing.

Unit – IV: Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation.

Unit – V: Introduction to Game Theory: Pay off Matrix- Two-person Zero Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

Suggested Readings

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill
2. P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
5. Frederick S. Hillier, Gerald J. Lieberman, Bodhibroto Nag and Preetam Basu: Introduction to Operations Research, McGraw Hill.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MAJOR COURSE - 6

Course Name : Production and Material Management

Course Code : BBAMJ402

Course Type: Major	Course Details: MJC-6	L-T-P: 4 –1 – 0			
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

To familiarize the students with the role of operations and its interaction with other activities of a firm and their integration in a highly competitive global environment. To enable the students to apply the understanding of production processes in quantitative analysis of problems arising in the management of operations.

Course Learning Outcomes

After completing the course, the student shall be able to:

1. Understand the role of operations management in achieving organizational competitiveness.
2. Appreciate the concepts of lean production and maintenance management in operations.
3. Comprehend key decision areas of operations and analyze data for effective decision making in operations management.
4. Assimilate the intricacies of production processes, required tools, techniques and methods of carrying out production process and streamlining the materials management process.
5. Acquire skills in making informed decisions to resolve issues and improve processes.

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.

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 Layouts, Advantages and Limitations of Each Type of Layout.

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.

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.

Unit-V: Materials Management–Introduction, Meaning and Scope, Role of Materials Management; Classes of Materials; Codification – objectives, Advantages, Methodology; Standardization – Relevance, Definition,

Specification, Advantages, Techniques. Materials Planning–Introduction to Planning, Definition, Advantages; Bills of Materials; Introduction to Material Requirement Planning (MRP).

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.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 4

Course Name : Business Mathematics

Course Code : BBAMN401

Course Type: Minor	Course Details: MNC-4		L-T-P: 4-1-0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

The objective of this course is to familiarize the students with the basic mathematical tools with special emphasis on applications to business and economic situations.

Course Learning Outcomes

After completing the course, the student shall be able to:

1. Comprehend the concept of systematic processing and interpreting the information in quantitative terms to arrive at an optimum solution to business problems.
2. Develop proficiency in using different mathematical tools (matrices, calculus, linear programming, and mathematics of finance) in solving daily life problems.
3. Acquire competence to use computer for mathematical computations, especially with Big data.
4. Obtain critical thinking and problem-solving aptitude.
5. Evaluate the role played by mathematics in the world of business and economy.

Unit - I: Laws of Indices, A.P., G.P. with Business Application.

Unit - II: Theory of Quadratic Equations- Function, Number and Nature of Roots, Simultaneous Quadratic equations.

Unit - III: Logarithms – Definitions, Laws, Basic Properties; Antilogarithm-characteristics and Mantissa; Use of Logarithmic and Antilogarithmic Tables; Business Application of Logarithms, Compound Interest & Annuities – Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity.

Unit - IV: Permutation-Definition, General Principle, Permutation of things when they are (i) all different (ii) not all different (iii) repeated (iv) in a ring; Restricted Permutation; Combination – Definition, Combination of things all different; Restricted Combination; Grouping; Statement of Binomial Theorem.

Unit - V: Determinants – concepts, types, properties; addition and multiplication of determinants. Matrices – definition, types; addition and multiplication of matrices; rank of a matrix; solution of linear equations by matrix method.

Suggested Readings:

1. Business Mathematics: V. K. Kapoor, Sultan Chand & Sons.

2. Business Mathematics: R. S. Soni, Pitambar Publication.
3. Mathematics for business & Economics: Holden, McMillan.
4. Business Mathematics: N. G. D. Allen, McMillan.
5. Business Mathematics: N. K. Nag, Kalyani Publishers.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

SELF-ENHANCEMENT COURSE - 3

Course Name : Personality Development and Communication

Course Code : BBASE401

Course Type: SE	Course Details: SEC-3		L-T-P: 2-1-0		
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objectives

To enhance interpersonal skills, effective communication, problem-solving abilities while understanding their impact on individual behaviour and attitudes, which in turn will aid in personal growth and development.

Course Learning Outcomes

After completing the course, the student shall be able to:

1. Gain a deeper understanding of their strengths, weaknesses, and personal traits, which will contribute to their overall self-awareness.
2. Develop strong verbal and non-verbal communication skills, allowing them to express ideas and messages clearly and effectively in various professional and personal settings.
3. Learn to engage in productive interactions, fostering teamwork, collaboration, and positive relationships with others.
4. Comprehend the importance of professional behaviour, grooming, and body language, essential for creating a positive personal and professional image.
5. Acquire techniques to manage time efficiently and cope with stress, leading to improved productivity and work-life balance.

UNIT - I: Introduction to Personality Development The concept of personality - Dimensions of personality – Theories of Freud & Erickson-Significance of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analysis.

Unit – II: Essential Soft skills: group discussion, Presentation skills, Decision-making, Team work, Innovation, Creative thinking, Time-management, Use of Audio-visual Aids, Report Writing, concept of motivation, positive attitude, negative attitude, ways to develop a positive attitude, concept of motivation and importance of self-motivation.

Unit – III: Negotiation Skills, Types of Negotiation, Negotiation Strategies, selling skills – Selling to customers, Selling to Superiors Selling to peer groups, team mates and subordinates, Conceptual selling, Strategic selling, Selling skills – Body language.

Unit – IV: Understanding Personality, Definition and Meaning of Personality, Types of Personality, Components of Personality, Determinants of Personality, Assessment of Personality Grooming Self, Dress for success, Make up & skin care, Hair care & styles for formal look, Art of accessorizing, Oral Hygiene.

Unit – V: Other Aspects of Personality Development Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building - Team-work – Time management - Work ethics –Good manners and etiquette.

Suggested Readings

1. Business Communication: P.D. Chaturvedi and Chaturvedi Mukesh, Pearson Education.
2. Business Communication: Connecting At Work 2E: Hory Sankar Mukerjee, Oxford University Press.
3. Personality Development and Soft Skills: Barun K Mitra, Oxford University Press.
4. PERSONALITY DEVELOPMENT AND COMMUNICATION: Vikrant Verma, Thakur Publications Pvt Ltd.
5. Textbook on Effective Communication and Soft Skills: Anurag Agarwal, SIP.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

SUMMER INTERNSHIP - 2

Course Name : Summer Internship

Course Code : SI401

Course Type: SI	Course Details: SID-1		L-T-P: 0-0-8		
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		30		20	