

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) | AEC 1041: (L1-I: MIL) | 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) | ENGL2041: (L2-1: English) | BBA2051: Small Business Management | CVA2061: Understanding India OR Digital and Technological Solutions OR Health and Wellness, Yoga Education, Sports and Fitness | |

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]

| 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. |
| 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. |
| 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 |
| 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. |
| Unit- V | Contemporary Management Practices; Total Quality Management; Business Process Reengineering; Benchmarking; Tools and techniques for improving quality and productivity |

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]

| 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. |
| Unit- II | 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. |
| 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. |
| 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. |
| 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 |

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]

| 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 |
| 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. |
| 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 |
| 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 |
| 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 |

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)

| 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. |
| Unit- II | Evolution of Management Thought: Classical Theory, Neoclassical Theories and Modern Management Theories. |
| 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. |
| 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. |
| 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. |

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]

| 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. |
| 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. |
| Unit-III | Introduction to Excel – Entering Data, Formulas, Performing Calculations on Data; Combining Data from Multiple Sources; Office System Programs; Creating Database in Excel. |
| 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. |
| 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. |

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]

| Unit | Syllabus |
|------------|---|
| Unit - I | Organisational Behaviour: Concept, Significance; OB Model; Foundations of Individual Behaviour; Attitudes: Concept, Components and Significance; Learning: Fundamental Learning Principles |
| Unit - II | Personality: Concept and Determinants, Myers-Briggs Type Indicators, The Big Five Model; Values: Concept and Types; Perception: Concept, Influencing Factors, Attribution Theory |
| 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 |
| Unit - IV | Foundations of Group Behaviour: Overview, Group: Classification and Development; Groups vs Teams; Conflict: Concept and Process; Negotiation: Concept and Process |
| Unit - V | Elements of Organisational Structure; Organisational Culture: Concept, characteristics, factors determining; Organisational Change and Development: Concept; Lewin's three-step change model |

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]

| Unit | 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. |
| 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. |
| 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). |
| 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. |
| 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). |

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]

| 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. |
| 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. |
| 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. |
| 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. |
| 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. |

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)

| 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. |
| 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> . |
| Unit- III | Indian Thinkers and Management: Trusteeship Approach and Mahatma Gandhi; Gandhian Economic System; Management Values of Swami Vivekananda. |
| 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. |
| Unit- V | Indian Spiritual Traditions and Management: Implications for Management Principles and Practices; Self- Management; Management of Stress; Mind-management; Mediation and Life. |

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]

| Unit | Syllabus |
|-------------------|--|
| Unit - I | Micro, Small & Medium Enterprises – Concept, Features; Significance of MSMEs; Problems & Challenges of MSME entrepreneurs; Overview of MSMEs in India. |
| Unit - II | Planning for small business – Feasibility analysis; Business plan; Routes of entrepreneurship; Forms of business organisation; Location & Physical facilities. |
| Unit - III | Small firm management – Nature of managerial work, Human resource functions, Operations process & planning. |
| Unit - IV | Small business marketing – Product strategy, Pricing strategy; Global marketing of small businesses. |
| Unit - V | Financing of Small businesses – Types of finance; Sources of financing; Harvesting & Exit strategies. |

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.

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 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 | |
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| 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) | 3041: (L ₁ -2: MIL) | 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 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 |
| 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 | - | ENGL4041: (L ₂ -2: English) | - | - | |
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THE UNIVERSITY OF BURDWAN
BACHELOR OF BUSINESS ADMINISTRATION (BBA)



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5. The structure of the question paper will be based on the university regulation.
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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.

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BBA

Curriculum

(NEP-2020)

Semester - III

SEMESTER – III

BBA3011: MARKETING MANAGEMENT (MM)

[Credit: 5, Lecture hour: 75]

| 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. |
| 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. |
| 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. |
| 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. |
| 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. |

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]

| 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).</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.</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.</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.</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).</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)

| 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. |
| 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. |
| 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. |
| 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. |
| 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. |

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]

| 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. |
| 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. |
| Unit-III | Basic Concepts of HTML and XML; Learning to Write Codes in HTML and XML; Idea of Webpage Development. |
| 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. |
| 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. |

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]

| 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. |
| 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. |
| 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. |
| 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. |
| 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. |

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- BiswajeetPattanayak, 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]

| 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. |
| 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. |
| 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. |
| 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. |
| 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. |

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]

| 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. |
| 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. |
| 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 |
| Unit-IV | Concept of Database; Writing Queries in SQL; Concept of Data Warehousing; Concept of Wi-Max and EVDO; M-Commerce; Knowledge of GIS. |
| 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. |

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]

| Unit No. | Syllabus |
|-----------------|---|
| Unit-I | Overview of Matrix; Solution of a System of Linear Equations using Matrix Inversion and Cramer's Rule. |
| 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. |
| Unit-III | Inverse Ratio; Continued Ratio; Direct Proportion and Inverse Proportion; Application to Partnership; Simple Annuity; Perpetual Annuity; Present Value of annuity. |
| Unit-IV | Logarithms and Antilogarithms; Arithmetic, Geometric and Harmonic Progression; Basics of Set Theory; Permutation and Combination; Basic Concept of Quadratic Equation. |
| 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 |

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]

| 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. |
| 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. |
| 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. |
| 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. |
| 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. |

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.