



PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

**FACULTY OF BUSINESS MANAGEMENT
AND COMMERCIAL**

**OUTLINES OF TESTS SYLLABI AND COURSES OF READING
FOR
BACHELOR OF BUSINESS ADMINISTRATION
(Semester System)**

**For the Session 2020-21
(1st and 2nd Semester - New)
(3rd to 6th Semester - Old)**

SYLLABI FOR B.B.A. FOR THE EXAMINATION OF 2020-21 ONWARDS

General Instructions:

1. Examination in each subject for B.B.A. will be of 3 hours duration.
2. There will be no objective type questions.
3. Students are required to have the knowledge of the developments in the subject up to 6 months before the examination.
4. Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University/College to the examinees
5. Tutorial classes will be held for the subjects marked with an asterisk (*). Apart from 5- Regular periods per week, 1-additional tutorial period shall be required to give practical exposure to the students.
6. The following categories of the students shall be entitled to take the option of History and culture of Punjab in lieu of Punjabi as compulsory subject:
 - (a) Students who have not studied Punjabi up to Class-Xth.
 - (b) Wards of defence personnel and Central government employee/employees, who are transferable on all India basis.
 - (c) Foreigners.
7. 20% marks in each paper will be internal assessment based on the following parameters:

a. Mid-Semester Test	:	50%
b. Academic Activity (Seminar, Project & Assignment)	:	30%
c. Attendance	:	20%

INSTRUCTIONS FOR THE PAPER SETTERS

Note: The question paper of each subject covering the entire course shall be divided into three sections:

Section A (20 marks)

This section will have 6 short-answer questions from the entire syllabus. Students are required to attempt 4 questions from this section. Each question will carry 5 marks; the total weightage being 20 marks.

Section B (30 marks)

This section will consist of essay type/numerical questions from Unit-I of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.

Section C (30 marks)

This section will consist of essay type/numerical questions from Unit-II of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.

Important Note: In all numerical papers the paper setter is required to set numerical questions as follows:

Section A	:	Four numerical questions out of six questions.
Section B and C	:	At least two numerical questions out of four questions.

SCHEME OF EXAMINATION FOR B.B.A (2020-21)

Subject Code	Paper Title	M.Marks		No. of lectures Per week	Tutorials Per Week***
FIRST SEMESTER					
BBA 101A/ BBA 101B	PUNJABI / HISTORY AND CULTURE OF PUNJAB	50		3	
BBA 102	ORGANISATION BEHAVIOUR	100		6	
BBA 103	FUNDAMENTALS OF INFORMATION TECHNOLOGY	100		6	
BBA 104	MANAGEMENT CONCEPTS AND PRACTICES	100		6	
BBA 105	FINANCIAL ACCOUNTING*	100		5	1
BBA 106	ESSENTIALS OF BUSINESS ECONOMICS – I	100		6	
	TOTAL	550			
SECOND SEMESTER					
BBA 121A/ BBA 121B	PUNJABI / HISTORY AND CULTURE OF PUNJAB	50		3	
BBA 122	BUSINESS STATISTICS*	100		5	1
BBA 123	ESSENTIALS OF BUSINESS ECONOMICS – II	100		6	
BBA 124	LEGAL ASPECTS OF BUSINESS	100		6	
BBA 125	PERSONALITY DEVELOPMENT & PROFESSIONAL SKILLS	100		6	
BBA 126	MANAGERIAL ACCOUNTING*	100		5	1
	TOTAL	550			
	ENVIRONMENT, ROAD SAFETY EDUCATION AND VIOLENCE AGAINST WOMEN & CHILDREN**	100			
THIRD SEMESTER					
BBA 201	ENGLISH & BUSINESS COMMUNICATION SKILLS	50		3	
BBA 202	OPERATION RESEARCH*	100		5	1
BBA 203	MARKETING MANAGEMENT	100		6	
BBA 204	ECONOMICS OF MONEY AND BANKING	100		6	
BBA 205	REGULATORY FRAMEWORK FOR COMPANIES	100		6	

BBA 206	DIRECT TAX LAWS*	100		5	1
		<u>550</u>			
	FORTH SEMESTER				
BBA 221	ENGLISH & BUSINESS COMMUNICATION SKILLS	50		3	
BBA 222	PROJECT MANAGEMENT	100		6	
BBA 223	RESEARCH METHODOLOGY	100		6	
BBA 224	HUMAN RESOURCE MANAGEMENT	100		6	
BBA 225	GOODS AND SERVICES TAX (GST)*	100		5	1
BBA 226	DATABASE MANAGEMENT SYSTEM	100		6	
	TOTAL	<u>550</u>			
	<u>FIFTH SEMESTER</u>				
BBA 301	INSURANCE AND RISK MANAGEMENT				
BBA 302	INTERNATIONAL BUSINESS				
BBA 303	BUSINESS ENVIRONMENT				
BBA 304	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT				
	FOR NEXT TWO PAPERS, STUDENT CAN OPT ONE AREA OUT OF THE THREE AREAS:				
	MARKETING MANAGEMENT				
BBA 305	CONSUMER BEHAVIOR				
BBA 306	SALES AND DISTRIBUTION MANAGEMENT				
	FINANCIAL MANAGEMENT				
BBA 307	FINANCIAL MARKETS AND SERVICES				
BBA 308	INVESTMENT MANAGEMENT				
	HUMAN RESOURCE MANAGEMENT				
BBA 309	SOCIAL SECURITY AND LABOUR WELFARE				
BBA 310	INDUSTRIAL RELATIONS AND LABOUR LEGISLATION				
	<u>SIXTH SEMESTER</u>				
BBA 321	BUSINESS POLICY AND STRATEGY				
BBA 322	PRODUCTION AND OPERATIONS MANAGEMENT				
BBA 323	SOCIAL AND ETHICAL ISSUES IN BUSINESS				
BBA 324	PROJECT REPORT & VIVA- VOCE				
	STUDENT TO CONTINUE WITH THE SAME OPTION AS IN FIFTH SEMESTER				

	MARKETING MANAGEMENT
BBA 325	ADVERTISING AND BRAND MANAGEMENT
BBA 326	MARKETING OF SERVICES
	FINANCIAL MANAGEMENT
BBA 327	COST ANALYSIS AND CONTROL
BBA 328	ACCOUNTING FOR MANAGEMENT
	HUMAN RESOURCE MANAGEMENT
BBA 329	HUMAN RESOURCE PLANNING AND PERFORMANCE MANAGEMENT
BBA 330	COMPENSATION MANAGEMENT

* Tutorial classes will be held for the subjects.

** This is a compulsory qualifying paper, which the students have to study in the B.A./B.Sc./B.Com./BBA 1st year (2nd Semester). If the student/s failed to qualify the paper during the 2nd Semester, he/she/ they be allowed to appear/qualify the same in the 4th or 6th Semester/s.

*** Each unit of BBA will be divided into 2 Groups for the purpose of Tutorials.

BBA101A ਬੀਬੀ ਏ ਭਾਗ ਪਹਿਲਾ
ਸਮੈਸਟਰ ਪਹਿਲਾ

ਕੁੱਲ ਅੰਕ : 50
ਬਿਊਰੀ : 45
ਇੰਟਰਨਲ ਅਸੈਸਮੈਂਟ : 05
ਸਮਾਂ : 3 ਘੰਟੇ

ਸਿਲੇਬਸ

- 1 ਆਧੁਨਿਕ ਪੰਜਾਬੀ ਕਵੀਆਂ ਦੀਆਂ ਚੋਣਵੀਆਂ ਕਵਿਤਾਵਾਂ ਦਾ ਅਧਿਐਨ
- 2 ਚੋਣਵੀਆਂ ਪੰਜਾਬੀ ਕਹਾਣੀਆਂ ਦਾ ਅਧਿਐਨ
- 3 ਚੋਣਵੇਂ ਪੰਜਾਬੀ ਲੇਖਕਾਂ ਦਾ ਸੰਖੇਪ ਜੀਵਨ ਤੇ ਰਚਨਾਜਯੋਗਦਾਨ

ਕੋਰਸ

- 1 ਨਵੇਂ ਦਿਸਹੱਦੇ, ਸੰਪਾ: ਡਾ ਗੁਰਦੇਵ ਸਿੰਘ ਵਿੱਚੋਂ ਚੋਣਵੀਆਂ 15 ਕਵਿਤਾਵਾਂ, ਪ੍ਰਕਾਸ਼ਕ : ਪੰਜਾਬ ਯੂਨੀਵਰਸਿਟੀ, ਪਬਲੀਕੇਸ਼ਨ ਬਿਓਰੋ, ਚੰਡੀਗੜ੍ਹ (ਭਾਈ ਵੀਰ ਸਿੰਘ- ਪਿੰਜਰੇ ਪਿਆ ਪੰਛੀ, ਇਲਮ ਅਮਲ, ਕੇਲੋਂ ਦੇ ਗਲ ਲੱਗੀ ਵੇਲ, ਪੂਰਨ ਸਿੰਘ-ਮੇਰਾ ਟੁੱਟਾ ਜਿਹਾ ਗੀਤ, ਪੰਜਾਬ ਦੇ ਦਰਿਆ, ਪੰਜਾਬ ਦੇ ਮਜ਼੍ਹਰ, ਧਨੀ ਰਾਮ ਚਾੜ੍ਹਕ- ਚਾਨਣ ਜੀ, ਸਾਉਣ, ਵਿਸਾਖੀ ਦਾ ਮੇਲਾ, ਮੋਹਨ ਸਿੰਘ - ਮੈਂ ਨਹੀਂ ਰਹਿਣਾ ਤੇਰੇ ਗਿਰਾਂ, ਅਧਵਾਟੇ, ਤਾਜ ਮਹਲ ਅਤੇ ਅੰਮ੍ਰਿਤਾ ਪ੍ਰੀਤਮ- ਸੁਨੇਹੁੜੇ, ਚੇਤਰ ਅਤੇ ਰਾਤ ਮੇਰੀ ਜਾਗਦੀ ਕਵਿਤਾਵਾਂ)
- 2 ਕਥ-ਪ੍ਰਵਾਹ, ਸੰਪਾ: ਪ੍ਰੋ ਸੁਰਿੰਦਰ ਕੁਮਾਰ ਦਵੇਰ ਵਿੱਚੋਂ ਚੋਣਵੀਆਂ 6 ਕਹਾਣੀਆਂ, ਪ੍ਰਕਾਸ਼ਕ : ਪੰਜਾਬ ਯੂਨੀਵਰਸਿਟੀ, ਪਬਲੀਕੇਸ਼ਨ ਬਿਓਰੋ, ਚੰਡੀਗੜ੍ਹ। (ਆਲੁਣੇ ਦੇ ਬੋਟ, ਭੱਤਾ, ਚੀਨਤ ਆਪਾ, ਸਵੇਰ ਹੋਣ ਤੱਕ, ਚੀਰਨੀਆਂ ਅਤੇ ਗੋਈ ਕਹਾਣੀਆਂ)

ਯੂਨਿਟ ਅਤੇ ਬੀਮ

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|---|--|-------|
| 1 | ਨਵੇਂ ਦਿਸਹੱਦੇ ਪੁਸਤਕ ਵਿੱਚੋਂ ਪ੍ਰਸੰਗ ਸਹਿਤ ਵਿਆਖਿਆ (2 ਵਿੱਚੋਂ 1) | 5 ਅੰਕ |
| 2 | ਕਿਸੇ ਇੱਕ ਕਵਿਤਾ ਦਾ ਸਾਰ ਜਾਂ ਕੇਂਦਰੀ ਭਾਵ (4 ਵਿੱਚੋਂ 1) | 5 ਅੰਕ |
| 3 | ਇੱਕ ਕਹਾਣੀ ਦਾ ਸਾਰ (ਕਥਾ-ਪ੍ਰਵਾਹ ਵਿੱਚੋਂ) | 5 ਅੰਕ |
| 4 | ਕਿਸੇ ਇੱਕ ਕਵੀ ਜਾਂ ਕਹਾਣੀਕਾਰ ਦਾ ਜੀਵਨ, ਰਚਨਾ ਅਤੇ ਯੋਗਦਾਨ
(ਭਾਈ ਵੀਰ ਸਿੰਘ, ਮੋਹਨ ਸਿੰਘ, ਅੰਮ੍ਰਿਤਾ ਪ੍ਰੀਤਮ, ਕਰਤਾਰ ਸਿੰਘ ਦੁੱਗਲ, ਸੰਤੋਖ ਸਿੰਘ ਧੀਰ ਅਤੇ ਕੁਲਵੰਤ ਸਿੰਘ ਵਿਰਕ)
(2 ਵਿੱਚੋਂ 1, ਇੱਕ ਕਵੀ ਅਤੇ ਇੱਕ ਕਹਾਣੀਕਾਰ ਵਿੱਚੋਂ) | 8 ਅੰਕ |
| 5 | ਲੇਖ : ਸਮਾਜਕ, ਸਭਿਆਚਾਰਕ ਅਤੇ ਆਮ ਵਾਕਫ਼ੀ ਨਾਲ ਸੰਬੰਧਤ (500 ਠਬਦਾਂ ਤੱਕ) | 7 ਅੰਕ |
| 6 | ਵਾਕ ਠੁੱਧੀ (10 ਵਿੱਚੋਂ 7) | 7 ਅੰਕ |
| 7 | ਤਕਨੀਕੀ ਠਬਦਾਵਲੀ (10 ਵਿੱਚੋਂ 8) | 8 ਅੰਕ |

ਵਿਠੋਠ ਨੋਟ : ਸਮੁੱਚੇ ਪਾਠ ਕ੍ਰਮ ਲਈ ਹਠਤੇ ਵਿਚ 6 ਪੀਰੀਅਡ

ਬੀ.ਬੀ.ਏ. ਭਾਗ ਪਹਿਲਾ
ਸਮੈਸਟਰ ਪਹਿਲਾ

Business Vocabulary

- | | |
|---------------------------|---------------------------|
| 1. Acceptance | ਪ੍ਰਵਾਨਗੀ, ਸਵੀਕ੍ਰਿਤੀ |
| 2. Access | ਪਹੁੰਚ |
| 3. Account | ਲੇਖਾ |
| 4. Accountant | ਲੇਖਾਕਾਰ |
| 5. Account Book | ਵਹੀ ਖਾਤਾ |
| 6. Acknowledgement | ਪਹੁੰਚ ਰਸੀਦ |
| 7. Advance | ਪੇਸ਼ਗੀ |
| 8. Alternative Cost | ਵਿਕਲਪੀ ਲਾਗਤ |
| 9. Amalgamation | ਸੰਮਿਸ਼ਰਣ |
| 10. Amortization of Debts | ਕਰਗਿਆਂ ਦਾ ਕਿਸ਼ਤਵਾਰ ਭੁਗਤਾਨ |

11. Amortization of fixed Assets	ਅਚਲ ਸੰਪਤੀ ਦੀ ਕਿੱਤਵਾਰ ਪੂਰਤੀ
12. Annuity	ਵਾਰੰਕੀ
13. Anticipated Prices	ਅਨੁਮਾਨਿਤ ਕੀਮਤਾਂ
14. Arbitration	ਸਾਲਸੀ, ਵਿਚੋਲਗੀ
15. Assessed Tax	ਨਿਰਧਾਰਤ ਕਰ
16. Assets	ਸੰਪਤੀ
17. Assets and Liabilities	ਲੈਣਦਾਰੀਆਂ ਅਤੇ ਦੇਣਦਾਰੀਆਂ
18. Authorized Capital	ਅਧਿਕਾਰਿਤ ਪੂੰਜੀ
19. Audit	ਲੇਖਾ ਪੜਤਾਲ
20. Audit Staff	ਲੇਖਾ ਪੜਤਾਲ ਅਮਲਾ
21. Average	ਔਸਤ
22. Average Productivity	ਔਸਤ ਉਤਪਾਦਕਤਾ
23. Average Income	ਔਸਤ ਆਮਦਨ
24. Back Log	ਪਿਛਲਾ ਬਕਾਇਆ
25. Balance Sheet	□□ ਸਾਰਣੀ
26. Bankrupt	ਦਿਵਾਲੀਆ
27. Barter	ਵਸਤ ਵਟਾਂਦਰਾ
28. Beneficial	ਲਾਭਦਾਇਕ
29. Bilateral Agreement	ਦੋ ਧਿਰੀ ਸਮਝੌਤਾ
30. Bill of Exchange	ਹੁੰਡੀ
31. Bond	ਰਿਣ-ਪੱਤਰ
32. Book Value	ਕਿਤਾਬੀ ਮੁੱਲ
33. Book Keeping	ਵਹੀ ਖਾਤਾ
34. Break-Even Point	ਸਮਾਨ ਬਿੰਦੂ
35. Breach of Trust	ਅਮਾਨਤ ਵਿਚ ਿਆਨਤ
36. Broker	ਦਲਾਲ
37. Capital Account	ਪੂੰਜੀਗਤ ਖਾਤਾ
38. Capital Expenditure	ਪੂੰਜੀ ਰੂਪ ਖਰਚ
39. Capital Formation	ਪੂੰਜੀ ਨਿਰਮਾਣ
40. Capital Investment	ਪੂੰਜੀ ਨਿਵੇ□
41. Capital Gains	ਪੂੰਜੀ ਰੂਪ ਲਾਭ
42. Capital Goods	ਪੂੰਜੀ ਰੂਪ ਵਸਤਾਂ
43. Cash Account	ਰੋਕੜ ਖਾਤਾ
44. Cash Balance	ਨਕਦ ਬਕਾਇਆ
45. Cash Book	ਰੋਕੜ ਵਹੀ
46. Census	ਜਨਗਣਨਾ
47. Circulating Capital	ਮਾਰਕੀਟ ਵਿਚ ਲੱਗੀ ਪੂੰਜੀ
48. Commerce	ਕਾਮਰਸ, ਵਣਜ, ਵਪਾਰ
49. Commercial Capital	ਵਣਜੀ ਪੂੰਜੀ

50. Commodity	ਉਪਭੋਗਤਾ ਵਸਤ
51. Company	ਕੰਪਨੀ
52. Competition	ਪ੍ਰਤੀਯੋਗਤਾ
53. Corporation	ਨਿਗਮ
54. Cost Account	ਲਾਗਤ ਲੇਖਾ
55. Cost of Production	ਉਤਪਾਦਨ ਦੀ ਲਾਗਤ
56. Current Account	ਚਾਲੂ ਖਾਤਾ
57. Current Liabilities	ਚਲੰਤ ਦੇਣਦਾਰੀਆਂ
58. Debenture	ਰਿਣ ਖੱਤਰ
59. Debt Management	ਰਿਣ-ਪ੍ਰਬੰਧ
60. Deduct	ਕਟੌਤੀ
61. Deferred Payment	ਸਥਗਿਤ ਭੁਗਤਾਨ
62. Deflation	ਮੁੱਦਰਾ ਵਿਸਫੀਤੀ
63. Demand for payment	ਅਦਾਇਗੀ ਲਈ ਮੰਗ
64. Demonstration Effect	ਪ੍ਰਦਰਸ਼ਨੀ ਪ੍ਰਭਾਵ
65. Depreciation	ਮੁੱਲ ਘਟਾਈ
66. Depression	ਆਰਥਿਕ ਮੰਦਾ
67. Devaluation	ਕਰੰਸੀ ਦਾ ਅਵਮੂਲਣ
68. Discount Rate	ਕਟੌਤੀ ਦਰ
69. Disinvestment	ਵਿਨਿਵੇਸ਼
70. Dividend	ਲਾਭ-ਅੰਸ਼
71. Distribution	ਵਿਤਰਣ
72. Documentary proof	ਦਸਤਾਵੇਜ਼ੀ ਸਬੂਤ
73. Double Entry	ਦੂਹਰਾ ਇੰਦਰਾਜ
74. Draftsman	ਨਕਸ਼ਾ ਨਵੀਸ
75. Economic Indicator	ਆਰਥਿਕ ਸੂਚਕ
76. Entrepreneur	ਉੱਦਮੀ
77. Excise Duty	ਉਤਪਾਦਨ ਕਰ
78. Export Tax	ਨਿਰਯਾਤ ਕਰ
79. Expenditure	ਖਰਚ
80. Fair Trade	ਉਚਿਤ ਵਪਾਰ
81. Finance	ਵਿੱਤ
82. Finance affairs	ਵਿੱਤੀ ਮਾਮਲੇ
83. Financial Penalty	ਵਿੱਤੀ ਦੰਡ
84. Fine Paper	ਉੱਤਮ ਹੁੰਡੀ
85. Firm	ਫਰਮ
86. Firm Offer	ਖੱਕੀ ਪੇਸ਼ਕਾਰੀ
87. Fiscal Policy	ਵਿੱਤੀ ਨੀਤੀ
88. Fiscal Year	ਵਿੱਤੀ ਸਾਲ

89. Fixed Capital	ਸਥਾਈ ਪੂੰਜੀ
90. Fixed Costs	ਸਥਾਈ ਖਰਚੇ
91. Floatation	ਕਰਕਾਰ ਚਾਲੂ ਕਰਨਾ
92. Foreign Exchange	ਵਿਦੇਸ਼ੀ ਮੁੱਦਰਾ
93. Fringe Benefits	ਉਪਰਲੇ ਲਾਭ
94. Glut	ਭਰਮਾਰ
95. Goods Account	ਮਾਲ ਲੇਖਾ
96. Gross Profit	ਕੁੱਲ ਲਾਭ
97. Hidden Tax	ਲੁਪਤ ਕਰ
98. Hoarding	ਖੀਰਾਬਾਜ਼ੀ
99. Holding Company	ਨਿਯੰਤਰਕ ਕੰਪਨੀ
100. Human Capital	ਮਨੁੱਖੀ ਪੂੰਜੀ

HISTORY AND CULTURE OF PUNJAB

For B.Sc. /B.Sc. (Hons) Bio-Technology/B.Sc. (Hons) Bio-Informatics/B.Sc. 4 year agriculture /BCA/B.Sc. Fashion Designing/B.Sc. Microbial and Food Technology / 4 year B.PEd. /BFA/BBA/B.Com B.A Hons. (Education) B.Ed. etc. all courses that take this paper for ONE year only.

SEMESTER I

HISTORY AND CULTURE OF PUNJAB FROM THE EARLIEST TIMES TO 1849

INSTRUCTIONS FOR THE PAPER –SETTER AND CANDIDATES: (FOR PAPER in semester 1 AND 2)

1. The syllabus has been divided into four Units.
There shall be 9 questions in all. The first question is compulsory and shall be short answer type containing 10 short questions spread over the whole syllabus to be answered in about 25 to 30 words each. The candidates are required to attempt any 5 short answer type questions carrying 5 marks i.e. 1 marks each. Rest of the paper shall contain 4 units. Each Unit shall have two essay type questions and the candidate shall be given internal choice of attempting one question from each Unit-IV in all. Each question will carry 10 marks.
2. For private candidates, who have not been assessed earlier for internal assessment, the marks secured by them in theory paper will proportionately be increased to maximum marks of the paper in lieu of internal assessment.
The paper-setter must put note (2) in the question paper.
3. One question from Unit-IV shall be set on the map.

Explanation:

1. Each essay type question would cover about one-third or one-half of a topic detailed in the syllabus.
2. The distribution of marks for the map question would be as under:

Map : 06 Marks

Explanatory Note : 04 Marks

In case a paper setter chooses to set a question of map on important historical places, the paper setter will be required to ask the students to mark 6 places on map of 1 mark each and write explanatory note on any two of 2 marks each.

3. The paper-setter would avoid repetition between different types of question within one question paper.

BBA 101B PAPER: HISTORY AND CULTURE OF PUNJAB FROM THE EARLIEST TIMES TO 1849

Max. Marks : 50
Theory : 45
Internal Assessment : 05
Time : 3 Hours

Objectives: To introduce the students to the history of Punjab region.

Pedagogy: Lectures, library work and discussions.

UNIT I

1. Harappan Civilization: extent and town planning; socio-economic life.
2. Vedic Age: socio-economic life; development of caste; position of women.
3. Religion: vedic religion; impact of Buddhism and Jainism on the region.

UNIT II

4. Society and Culture c. 1000 A.D.: Socio-economic life; religious life; education
5. Cultural Reorientation: main features of Bhakti; origin and development of Sufism
6. Society and Culture c. 1500A.D: socio-economic life under the Lodhis; religious beliefs and practices- Vainavism, Shaivism, Shaktism, Islam.

UNIT III

7. Sikhism: new ideology of Guru Nanak; evolution of Sikh community-guruship,manji,masand; new institutions-gurdwara, sangat-pangat.
8. Transformation of Sikhism: martyrdom of Guru Arjan; martyrdom of Guru Tegh Bahadur; impact.
9. Institution of Khalsa: new baptism; significance

UNIT IV

10. Changes in Society: social unrest; emergence of new rulers-rakhi, gurmata, dal khalsa.
11. Society and Culture under Maharaja Ranjit Singh: social mobility; painting and architecture; literature.
12. MAP: Major Historical Places: Harappa, Mohenjodaro, Sanghol, Ropar, Lahore, Amritsar, Kiratpur, Anandpur Sahib, Tarn Taran, Machhiwara, Goindwal, Khadur Sahib.

Suggested Readings:

1. Joshi, L.M (ed.) : History and Culture of the Punjab, Part-I, Publication Bureau, Punjabi University, Patiala, 1989 (3rd edn.)
2. Joshi, L.M and Singh, Fauja (ed.) : History and Culture of the Punjab, Vol. I, Punjabi University, Patiala, 1977
3. Prakash, Buddha : Glimpses of Ancient Punjab, P.U., Patiala, 1983
4. Thapar, Romila : A History of India, Vol. I, Penguin Books, 1966
5. Basham, A.L : The Wonder That was India, Rupa Books, Calcutta (18th rep.),1992
6. Sharma, B.N : Life in Northern India, MunshiRam Manohar Lal, Delhi, 1966
7. Singh,Kirpal :History and Culture os the Punjab, Part II(Medieval Period), Publication Bureau, Punjabi University, Patiala 1990(3rd edn.).
8. Singh, Fauja(ed.) :History of the Punjab, Vol.III, Punjabi University, Patiala 1972.
9. Grewal, J.S. :The Sikhs of the Punjab, the New Cambridge History of India, Orient Longman, Hyderabad,1990.
10. Singh, Khuwant :A History of the Sikhs, vol I: 1469-1839, oxford University Press,. Delhi, 1991.
11. Chopra, P.N.,Puri, B.N.:A Social, Cu.ltural and Economic History of India, Vol.II, And Das,M.N. Macmillan, delhi, 1974.
12. Hussain ,Yusuf : Glimpse of Medieval Indian Culture, Asia Publishing House, Bombay, 1973(rep.).

Note: The following categories of the students shall be entitled to take option of History & Culture of Punjab in lieu of Punjabi as compulsory subject:

- A. That the students who have not studied Punjabi upto class 10th.
- B. Ward of / and Defence Personnel and Central Govt. Employee/Employees who are transferrable on all India basis.
- C. Foreigners

BBAS102: ORGANIZATION BEHAVIOUR

Objective: The objective of the paper is to provide broad understanding of basic concepts and techniques related to the study of human behavior in work-environment and to manage behavioral aspects of organization.

Unit-I

Introduction: The Concept of Behaviour in Organizations, Significance of Organisational Behaviour; Models; Emerging Trends: Globalisation, The Changing Workforce, Employment Relationship; Informational Technology and Organisational Behaviour.

Individual Behaviour and Interpersonal Behaviour: The Factors Affecting Individual Behaviour, Models of Individual Behaviour, Transactional Analysis in Interpersonal Behaviour.

Perception: Perceptual Process; Error in Perception; Improving Perception.

Personality in Organisation: Determinants of Personality; Theories of Personality-Myers-Briggs-Types- Indicator (MBTI).

Workforce Emotions, Attitude and Organisational Commitment: Types of Emotions; Managing Emotions; The Five Dimensions of Emotional Intelligence; Components of Attitude; Cognitive Dissonance Theory of Attitude; Building Organisational Commitment.

Unit II

Motivation: Foundations of Employees Motivation; Content Theories of Motivation –Maslow, Herzberg , Mc Gregor and Mc Clenland.

Work Team and Conflict: Stages of Team Development; Team Norms. Team Cohesiveness; Social Loafing, Conflict: Types; Sources of Conflict; Resolving conflict.

Organisational Culture and Stress: Components of Culture; Strategies to Merge Different Culture; Strengthening Organisational Culture. Stress- Causes of Stress; Consequences; Stress Management Strategies.

Organisational Change: Forces for Change; Resistance to Change; Overcoming Resistance to Change.

NOTE:The question paper will include short case studies in Section – A.

Suggested readings

1. Robbins, Stephens P., Organisational Behavior
2. Davis, Keith, Human Behaviour at Work: Organisational Behaviour
3. Luthans, Fred, Organisational Behaviour
4. Robbins, Stephens P., Organisational Behavior Concepts, controversies and Applications
5. Mc Shane and Von Glinow., Organisational Behavior.

BBAS103: FUNDAMENTALS OF INFORMATION TECHNOLOGY

Objectives: One can't imagine any economy without support of IT. There is now hardly any activity which is done without support of IT. The basic objective of this paper is to provide fundamental knowledge about IT so that student can better perform in any area of operation and can even do excel in the field of commerce with IT specialization.

UNIT-I

Computer Fundamentals: Identifying Types of Computers, Introduction to the Concept of Bit, Byte, Word, Microprocessor, Chips, ROM, RAM, Buses, Ports, Hardware, Software, Operating Systems, System Softwares, Application Softwares, Various Input and Output Devices, Primary and Secondary Memory, Introduction to Windows.

Word Basics: Opening Programs from Start Button Opening Existing Documents, Editing a Document, Creating a New Document, Undo, Highlighting Shortcuts, Entering and Formatting Text, Bold, Italic, Underline, Center, Right and Left Aligned, Change Font and Size, Save and Save As, Print Preview and Printing, Find and Replace, Page Numbers, Headers and Footers, Changing Margins, Using Preset Tabs, Showing Hidden Characters, Checking Spelling, Finding Help, Typing a Business Letter, Formatting the Paragraphs, Double-Spacing and Single Spacing, Moving and Copying Text, Creating a Poster, Using Word Art, Drawing Tools, Clip Art, Copying a Picture from a File.

Excel Basics: What is a Spreadsheet and why would I use One?, Create a Simple Spreadsheet, Common ,Definitions: Rows, Columns, and Cell, Formatting a Cell, Demonstration of Advanced Features (by Instructor), Charts, Graphs, Formulas, Sort, Find, and Filter. Basics of Microsoft Power Point, how to make power point presentation.

UNIT- II

Internet Basics:What’s so great about the Internet?, Basic Navigating inside and between Web Pages, Copying Text and Graphics from the Web, Bookmarks, Search Engines and how to perform Searches , How to Evaluate Websites?

E- Business Infrastructure– The Internet – Intranets and Extranets – World Wide Web – Voice Over IP (VoIP) – The Internet Standards – The HTTP Protocol – Audio and Video Standards – Managing E- Business Infrastructure – Web Services and Service-Oriented Architecture – (SOA) – New Access Devices – Future of the Internet Infrastructure

Lab Work: Use of Excel spreadsheet, working with worksheet- editing and formatting, using formulas – statistical, mathematical, logical, Presentation software – making presentation, auto content wizard, adding text to the slides, power point views, add graphics, inserting videos, moving slides, animation and sound, design templates etc**Internal assessment of 20 marks shall be based on lab work.**

Suggested Readings:

1. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi.
2. Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley, Singapore.
3. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi.

4. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business. Technology. Society, Pearson Education, Delhi.
5. Stamper David A, and Thomas L. Case: Business Data Communications, Pearson Education, New Delhi.
6. William Stallings: Business Data Communications, Pearson Education, New Delhi.

BBAS104: MANAGEMENT CONCEPTS AND PRACTICES

Unit I

Objective: The objective of the paper is to help the students understand the process of business management.

Introduction: Concept of Management, Process, Principles, Levels, Functions and Significance of Management, Management Vs. Administration, Role of Managers.

Evolution of Management Thought: Classical, Neo-Classical Theory, Behavioural Sciences, Approach, Quantitative, Systems and Contingency Approach, Modern Management Thought (Likert, Drucker, Porter, Prahalad).

Planning: Concept, Process and Significance, Types, Relationship between Planning and Controlling. Decision Making; Concept, Types and Process, Effective Decision, Rationality in Decision Making, MBO.

Organization: Concept, Process and Significance, Principles, Organization Design and Classical Theory, Departmentation, Bases, Span of Control (Classical Theory and Situational Approach), Delegation of Authority, Principles, Centralization and Decentralization, Line and Staff Organization.

Unit II

Direction and Motivation: Concept, Principles, Effective Supervision, Techniques.

Leadership: Concept, Difference between Leadership & Management, Theories of Leadership (Trait Theory, Behavioural Theory, Managerial Grid), Situational Theory, Contemporary Issues in Leadership (Transformational, Transactional, Charismatic and Visionary Leadership).

Coordination: Concepts, Importance, Internal – External Coordination.

Control: Concept, Steps, Types of Controlling, Techniques of Controlling.

Management in Perspective (A Brief Overview) Management of Strategic Change, Knowledge Management, Learning Organization, Managing Diversity.

NOTE: The question paper will include short case studies in Section – A.

Suggested Readings:

1. Peter F. Drucker, 'The Practice of Management'
2. Wehrich and Koontz, 'Essentials of Management'
3. Stoner and Freeman, 'Management'
4. David R Hampton, 'Modern Management'
5. Stephen P Robbins, David A DeCenzo, 'Fundamentals of Management- Essential Concepts and Applications'
6. VSP Rao & V. Hari Krishna, 'Management Text & Cases'.

BBAS105: FINANCIAL ACCOUNTING

Objective: The primary objective of the paper is to familiarize the students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

UNIT- I

Meaning and Uses of Accounting Information: Objectives and Nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitations of Accounting, Accounting Equation. Accounting Principles, Accounting Concepts and Conventions, Accounting cycle, Basics of GST, Journals, Ledger, and Trial Balance. Depreciation Provisions and Reserves.

Final Accounts: Trading, Profit and Loss Account and Balance Sheet of a Sole Proprietary Concern.

UNIT II

Accounting for Issue and Forfeiture of Shares, Reissue of Shares, Employee Stock Option Plan, Right Issue and Bonus Share. Accounting for Issue and Redemption of Debenture, Final Accounts of Companies.

NOTE: Lab classes shall be allotted to learn computerized accounts. Students shall be expected to learn creation of vouchers and recording transactions, preparing reports, cash-book, ledger accounts, trial balance, income statement and balance-sheet by using any one reputed accounting software package. Evaluation of lab work shall be done separately and shall not be a part of theory paper of financial accounting. Internal assessment of 20 marks shall be based on this lab work.

Suggested Readings:

1. Anthony, R.N., and J.S. Reece, “*Accounting Principles*”, Richard D. Irwin, Inc.
2. Monga, J.R., “*Financial Accounting: Concepts and Applications*”, Mayoor Paper Backs, New Delhi.
3. Shukla, M.C., T.S. Grewal and S.C. Gupta, “*Advanced Accounts*”, Vol-I, S. Chand & Co., New Delhi.
4. Gupta, R.L. and M. Radhaswamy, “*Advanced Accountancy*”, Vol-I, Sultan Chand & Sons, New Delhi.
5. Maheshwari, S.N. and S. K. Maheshwari, “*Financial Accounting*”, Vikas Publishing House, New Delhi.
6. Sehgal, Ashok, and Deepak Sehgal, “*Advanced Accounting*”, Part -I, Taxmann Applied Services, New Delhi.
7. Tulsian, P.C., “*Advanced Accounting*”, Tata Mc Graw Hill, New Delhi.

BBAS106: ESSENTIALS OF BUSINESS ECONOMICS - I

Objective: To study the basic concepts of micro and macroeconomics relevant for Business decision making and helping them to understand the application of economic principles in business management.

UNIT – I

Micro vs. Macro Economics

Fundamental Concepts used in Business Decision Making: Opportunity Cost, Marginal Principle, Incremental Principle Contribution Analysis, Equi Marginal Principle.

Theory of Demand, Law of Demand, Movement Along vs. Shift in Demand Curve.

Concept of Elasticity of Demand, Types of Elasticity of Demand (Price income and Cross), Factors Affecting Elasticity of Demand.

Measurement of Elasticity of Demand

Demand Forecasting: Need, Objectives and Methods.

Supply: Determinants, Law of Supply and Elasticity of Supply.

Theory of Production: Meaning and Concept of Production, Factors of Production and Production Function with One Variable Inputs, Production Function and Technological Progress.

Law of Variable Proportions, Returns to a Scale.

UNIT – II

Concepts of Cost and Revenue

Types of Cost, Cost Function, Short run and Long run Cost Curves, Economies and Diseconomies of Scale.

Concept of Total, Average and Marginal Revenue, Relationship between AR and MR and through Elasticity of Demand.

Market Conditions:

Perfect Competition: Features, Equilibrium of Firm, Equilibrium of Industry, Role of Time Element in Price Determination.

Monopoly: Features, Equilibrium of Firm/Industry, Price Discrimination and its Types, Peak load Pricing, Regulation of Monopoly.

Monopolistic Combination: Features, Price-Output Policy of the Firm, Selling Cost: Meaning, Effects, Equilibrium of Firm with respect to Selling Cost.

Suggested Readings;

1. Dwivedi, D.N., Macro economics, McGraw Hill education.
2. Shapiro, E., Macro economics Analysis, McGraw Hill Education.
3. Thomas F. Dernburg, Macro economics.
4. Dwivedi, D.N. Managerial Economics, 7th Edition, Vikas Publishing House.
5. Salvatore, D. Managerial Economics in a Global Economy, 6th Edition, Oxford University Press.
6. Peterson, L. and Jain Managerial Eco., 4th Edition, Pearson Education.
7. A. Kontsoyianis; Modern Micro-Economics.
8. M. Adhikary ; Business Economics.

SEMESTER II
BBA121A : ਬੀਬੀ ਏ ਭਾਗ ਪਹਿਲਾ
ਸਮੈਸਟਰ ਦੂਜਾ

ਕੁੱਲ ਅੰਕ : 50
ਬਿਉਰੀ : 45
ਇੰਟਰਨਲ ਅਸੈਸਮੈਂਟ : 05
ਸਮਾਂ : 3 ਘੰਟੇ

ਸਿਲੇਬਸ

- 1 ਆਧੁਨਿਕ ਪੰਜਾਬ ਕਵੀਆਂ ਦੀਆਂ ਚੋਣਵੀਆਂ ਕਵਿਤਾਵਾਂ ਦਾ ਅਧਿਐਨ
- 2 ਚੋਣਵੀਆਂ ਪੰਜਾਬੀ ਕਹਾਣੀਆਂ ਦਾ ਅਧਿਐਨ
- 3 ਚੋਣਵੇਂ ਪੰਜਾਬੀ ਲੇਖਕਾਂ ਦਾ ਸੰਖੇਪ ਜੀਵਨ ਤੇ ਰਚਨਾਜਯੋਗਦਾਨ

ਕੋਰਸ

- 1 ਨਵੇਂ ਦਿਸਹੱਦੇ, ਸੰਪਾ: ਡਾ ਗੁਰਦੇਵ ਸਿੰਘ ਵਿੱਚੋਂ ਚੋਣਵੀਆਂ 15 ਕਵਿਤਾਵਾਂ, ਪ੍ਰਕਾਸ਼ਕ : ਪੰਜਾਬ ਯੂਨੀਵਰਸਿਟੀ ਪਬਲੀਕੇਸ਼ਨ ਬਿਓਰੋ, ਚੰਡੀਗੜ੍ਹ।
(ਬਾਵਾ ਬਲਵੰਤ- ਤੇਰਾ ਇਕ ਦਿਲ ਹੈ ਜਾਂ ਦੋ, ਤਰੱਕੀ, ਧਰਤੀ ਮਾਤਾ, ਪ੍ਰੀਤਮ ਸਿੰਘ ਸਠੀਰ- ਪਾਂਧੀ ਦੂਰ ਗਿਆ, ਕਿਸ ਪਾਸੇ ਵੱਲ ?, ਬਰਸਾਤ ਹੈ ਨਾ, ਹਰਿਭਜਨ ਸਿੰਘ- ਤੂੰ ਬੜੀ ਮਾਸੂਮ ਏ, ਸੇਜ ਸੁਖਾਲੀ, ਅਪ੍ਰਮਾਣਿਕ, ਠਿੰਠ ਕੁਮਾਰ- ਕੰਡਿਆਲੀ ਬੋਰੂ, ਯਾਦ, ਧਰਮੀ ਬਾਬਲਾ, ਸੁਰਜੀਤ ਪਾਤਰ- ਹੁਣ ਘਰਾਂ ਨੂੰ ਪਰਤਣਾ, ਕੁਝ ਕਿਹਾ ਤਾਂ ਅਤੇ ਠੋੜਾਂ ਦੀ ਉਡੀਕ ਕਵਿਤਾਵਾਂ)
- 2 ਕਥਾ-ਪ੍ਰਵਾਹ, ਸੰਪਾ: ਪ੍ਰੋ ਸੁਰਿੰਦਰ ਕੁਮਾਰ ਦਵੇੜਵਰ ਵਿੱਚੋਂ ਚੋਣਵੀਆਂ 6 ਕਹਾਣੀਆਂ, ਪ੍ਰਕਾਸ਼ਕ : ਪੰਜਾਬ ਯੂਨੀਵਰਸਿਟੀ ਪਬਲੀਕੇਸ਼ਨ ਬਿਓਰੋ, ਚੰਡੀਗੜ੍ਹ।
(ਸੱਗੀ-ਵੱਲ, ਕਬਰਾਂ ਤੋਂ ਸਿਵਿਆਂ ਨੂੰ, ਮੋਹ-ਮਿੱਟੀ, ਇੱਕੀਵੀ ਸਦੀ, ਸਰਠ ਦਾ ਦਾਨਵ ਅਤੇ ਦਰਦ ਵਿਛੋੜੇ ਦਾ ਹਾਲ ਕਹਾਣੀਆਂ)

ਯੂਨਿਟ ਅਤੇ ਥੀਮ

- | | | |
|---|---|-------|
| 1 | ਨਵੇਂ ਦਿਸਹੱਦੇ ਪੁਸਤਕ ਵਿੱਚੋਂ ਪ੍ਰਸੰਗ ਸਹਿਤ ਵਿਆਖਿਆ (2 ਵਿੱਚੋਂ 1) | 5 ਅੰਕ |
| 2 | ਕਿਸੇ ਇੱਕ ਕਵਿਤਾ ਦਾ ਸਾਰ ਜਾਂ ਕੇਂਦਰੀ ਭਾਵ (4 ਵਿੱਚੋਂ 1) | 5 ਅੰਕ |
| 3 | ਇਕ ਕਹਾਣੀ ਦਾ ਸਾਰ (ਕਥਾ-ਪ੍ਰਵਾਹ ਵਿੱਚੋਂ) | 5 ਅੰਕ |
| 4 | ਕਿਸੇ ਇੱਕ ਕਵੀ ਜਾਂ ਕਹਾਣੀਕਾਰ ਦਾ ਜੀਵਨ, ਰਚਨਾ ਅਤੇ ਯੋਗਦਾਨ
(ਬਾਵਾ ਬਲਵੰਤ, ਠਿੰਠ ਕੁਮਾਰ, ਸੁਰਜੀਤ ਪਾਤਰ, ਗੁਰਦਿਆਲ ਸਿੰਘ, ਰਘੁਬੀਰ ਢੰਡ ਅਤੇ ਗੁਰਬਚਨ ਸਿੰਘ ਭੁੱਲਰ)
(2 ਵਿੱਚੋਂ 1, ਇੱਕ ਕਵੀ ਅਤੇ ਇਕ ਕਹਾਣੀਕਾਰ ਵਿੱਚੋਂ) | 8 ਅੰਕ |
| 5 | ਕਾਰੋਬਾਰੀ ਇੰਡਿਤਰਾਰ ਜਾਂ ਕਾਲਜ ਨਾਲ ਸੰਬੰਧਤ ਪ੍ਰੈਸ-ਨੋਟ (2 ਵਿੱਚੋਂ 1) | 8 ਅੰਕ |
| 6 | ਵਿਹਾਰਮ ਚਿੰਨ੍ਹ | 6 ਅੰਕ |
| 7 | ਤਕਨੀਕੀ ਠਬਦਾਵਲੀ (10 ਵਿੱਚੋਂ 8) | 8 ਅੰਕ |

ਵਿਹੋ ਨੋਟ : ਸਮੁੱਚੇ ਪਾਠ ਕ੍ਰਮ ਲਈ ਹਠਤੇ ਵਿੱਚ 6 ਪੀਰੀਅਡ

ਬੀ.ਬੀ.ਏ. ਭਾਗ ਪਹਿਲਾ
ਸਮੈਸਟਰ ਦੂਜਾ

Business Vocabulary

- | | |
|---------------------|-------------------|
| 1. Imperfect Market | ਅਪੂਰਣ ਮੰਡੀ |
| 2. Imports | ਆਯਾਤ |
| 3. Import Duty | ਆਯਾਤ ਕਰ |
| 4. Imputed Income | ਆਰੋਪਿਤ ਆਮਦਨ |
| 5. Imprest Account | ਸਰਕਾਰੀ ਖੇਤਰੀ ਲੇਖਾ |

6. Income Statement	ਆਮਦਨ ਚਿੱਠਾ
7. Index of Profit	ਲਾਭ ਸੂਚਕ
8. Income Tax	ਆਮਦਨ ਕਰ
9. Inflation	ਮੁਦਰਾ ਸਫੀਤੀ
10. Intangible Assets	ਅਸਬੂਲ ਲੈਣਦਾਰੀਆਂ
11. Investment	ਨਿਵੇਸ਼
12. Invoice	ਬੀਚਕ
13. Jobber	ਸਟਾਕ ਆੜ੍ਹਤੀ
14. Job Casting	ਲਾਗਤ ਨਿਰਧਾਰਣ
15. Joint Venture	ਸਾਂਝਾ ਉੱਦਮ
16. Labour	ਕਿਰਤ
17. Laissez Fair	ਖੁੱਲ੍ਹੀ ਵਿਵਸਥਾ
18. Lease Holding Building and Property	ਪੱਟੇ 'ਤੇ ਇਮਾਰਤ ਅਤੇ ਜਾਇਦਾਦ
19. Ledger	ਖਾਤਾ
20. Ledger Folio	ਖਾਤਾ ਪੰਨਾ
21. Liabilities	ਦੇਣਦਾਰੀਆਂ
22. Liquidator	ਨਿਰਧਾਰਕ
23. Market	ਮੰਡੀ
24. Marketable Goods	ਵਿਕਣਯੋਗ ਵਸਤਾਂ
25. Mechanization	ਮਕੀਨੀਕਰਨ
26. Mercantilism	ਵਪਾਰਵਾਦ
27. Monetary System	ਮੁੱਦਰਾ ਪ੍ਰਬੰਧ
28. Money of Account	ਲੇਖੇ ਦੀ ਮੁੱਦਰਾ
29. Monopoly	ਏਕਾਧਿਕਾਰ
30. Mortgage	ਰਹਿਣ, ਗਿਰਵੀ
31. Net Investment	ਨਿਰੋਲ ਨਿਵੇਸ਼
32. Net Profit	ਨਿਰੋਲ ਲਾਭ
33. Notice of Stoppage	ਰੋਕ ਸੂਚਨਾ
34. Office Expenses Account	ਦਫ਼ਤਰੀ ਖਰਚ ਲੇਖਾ
35. Open Market Operations	ਖੁੱਲ੍ਹਾ ਮੰਡੀ ਵਿਹਾਰ
36. Over Due	ਮਿਆਦ ਪੁੱਗੀ
37. Over Head Cost	ਬੱਝੀ ਲਾਗਤ
38. Partnership	ਹਿੱਸੇਦਾਰੀ, ਸਾਂਝੀਦਾਰੀ
39. Payable Accounts	ਦੇਣਯੋਗ ਲੇਖੇ
40. Preference Shares	ਤਰਜੀਹੀ ਹਿੱਸੇ
41. Premium	ਪ੍ਰੀਮੀਅਮ
42. Price Control	ਕੀਮਤ ਨਿਯੰਤਰਣ
43. Production	ਉਤਪਾਦਨ
44. Profit Margin	ਲਾਭ ਅੰਕ

45. Proprietor	ਸੰਪਤੀ ਮਾਲਕ
46. Quasi Negotiable Instrument	ਅਰਧ ਵਿੱਕਰੀਯੋਗ ਹੁੰਡੀ
47. Quotation	ਮੁੱਲ ਸੂਚੀ
48. Rate of Exchange	ਵਟਾਂਦਰਾ ਦਰ
49. Ready Delivery	ਤਿਆਰ ਮਾਲ
50. Real Wages	ਵਾਸਤਵਿਕ ਮਜ਼ਦੂਰੀ
51. Rebate	ਛੋਟ, ਕਟੌਤੀ
52. Recession	ਆਰਥਿਕ ਮੰਦੀ ਦਾ ਦੌਰ
53. Receivable Accounts	ਲੈਣਯੋਗ ਲੇਖੇ
54. Redemption of Mortgage	ਰਹਿਣ ਛੁਡਾਉਣਾ
55. Receipts and Payment Account	ਪ੍ਰਾਪਤੀ ਅਤੇ ਅਦਾਇਗੀ ਲੇਖਾ
56. Rent	ਕਿਰਾਇਆ
57. Rent Account	ਲਗਾਨ ਲੇਖਾ, ਕਿਰਾਇਆ ਲੇਖਾ
58. Reserve Price	ਰਾਖਵੀਂ ਕੀਮਤ
59. Revenue	ਆਮਦਨ
60. Sales Tax	ਵਿੱਕਰੀ ਕਰ
61. Sales Transfer Order	ਵਿੱਕਰੀ ਇੰਤਕਾਲ ਹੁਕਮ
62. Security Bond	ਜ਼ਮਾਨਤਨਾਮਾ
63. Service Goods	ਸੇਵਾ ਵਸਤਾਂ
64. Shares	□ਅਰ, ਹਿੱਸੇ
65. Share Capital	□ਅਰ ਪੂੰਜੀ
66. Share Holder	ਹਿੱਸੇਦਾਰ
67. Share Market	□ਅਰ ਬਾਜ਼ਾਰ
68. Short Bills	ਅਲਪਕਾਲੀ ਹੁੰਡੀਆਂ
69. Slump	ਮੰਦਾ
70. Sole Proprietorship	ਏਕਲ ਮਾਲਕੀ
71. Speculation	ਸੱਟਾ ਅਨੁਮਾਨ
72. Statutory Company	ਕਾਨੂੰਨ ਅਧੀਨ ਸਥਾਪਿਤ ਕੰਪਨੀ
73. Stipulated	ਨਿੱਚਿਤ ਕੀਤਾ
74. Stock	ਭੰਡਾਰ, ਸਟਾਕ
75. Stock Exchange	□ਅਰ ਬਾਜ਼ਾਰ
76. Subsidiary Company	ਸਹਾਇਕ ਕੰਪਨੀ
77. Surety	□ਅਮਨ
78. Tariff	ਦਰ ਸੂਚੀ
79. Tax Exemption	ਕਰ ਛੋਟ
80. Tax Base	ਕਰ ਆਧਾਰ
81. Tax Evasion	ਕਰ ਚੋਰੀ
82. Tax Equity	ਕਰ ਸਮਨੀਤੀ
83. Tender	ਟੈਂਡਰ

84. Tender money	ਟੈਂਡਰ ਦੀ ਰਕਮ
85. Terms of Payment	ਭੁਗਤਾਨ ਦੀਆਂ ਚਰਤਾਂ
86. Terms of Trade	ਵਪਾਰ ਦੀਆਂ ਚਰਤਾਂ
87. Trademark	ਮਾਰਕਾ
88. Transactions	ਸੌਦੇ, ਲੈਣ ਦੇਣ
89. Transfer Book	ਇੰਤਕਾਲ ਖਾਤਾ
90. Under Value	ਘੱਟ ਮੁੱਲਅੰਕਣ
91. Unproductive Expenditure	ਅਣ-ਉਪਜਾਊ ਖਰਚ
92. Unproductive Labour	ਅਣ-ਉਪਜਾਊ ਕਿਰਤ
93. Validity Period	ਪ੍ਰਮਾਣਿਤ ਸਿਆਦ
94. Vertical Integration	ਸਮਰੂਪ ਸੰਘਟਨ
95. Wages	ਮਜਦੂਰੀ
96. Wages Account	ਉਜਰਤ ਲੇਖਾ
97. Wage Goods	ਮਜਦੂਰੀ ਵਸਤਾਂ
98. Wage Book	ਉਜਰਤ ਵਹੀ
99. Wharf age	ਉਤਰਾਈ
100. Write Off	ਵੱਟੇ ਖਾਤੇ ਪਾਉਣਾ
101. Working Capital	ਚਲੰਤ ਪੂੰਜੀ
102. Yield	ਉਪਜ
103. Zero Rate of Interest	ਵਿਆਜ ਦੀ ਚਿਰੇ ਦਰ

HISTORY AND CULTURE OF PUNJAB

For B.Sc. /B.Sc. (Hons) Bio-Technology/B.Sc. (Hons) Bio-Informatics/B.Sc. 4 year agriculture /BCA/B.Sc. Fashion Designing/B.Sc. Microbial and Food Technology / 4 year B.PEd. /BFA/BBA/B.Com etc. all courses that take this paper for ONE year only.

SEMESTER II

HISTORY AND CULTURE OF PUNJAB IN THE COLONIAL AND POST INDEPENDENCE TIMES

INSTRUCTIONS FOR THE PAPER –SETTER AND CANDIDATES: (FOR PAPER in Semester 1 AND 2)

1. The syllabus has been divided into four Units.

There shall be 9 questions in all. The first question is compulsory and shall be short answer type containing 10 short questions spread over the whole syllabus to be answered in about 25 to 30 words each. The candidates are required to attempt any 5 short answer

type questions carrying 5 marks i.e. 1 mark each. Rest of the paper shall contain 4 units. Each Unit shall have two essay type questions and the candidate shall be given internal choice of attempting one question from each Unit-IV in all. Each question will carry 10 marks.

2. For private candidates, who have not been assessed earlier for internal assessment, the marks secured by them in theory paper will proportionately be increased to maximum marks of the paper in lieu of internal assessment.

The paper-setter must put note (2) in the question paper.

3. One question from Unit-IV shall be set on the map.

Explanation:

1. Each essay type question would cover about one-third or one-half of a topic detailed in the syllabus.
2. The distribution of marks for the map question would be as under:

Map : 06 Marks

Explanatory Note : 04 Marks

In case a paper setter chooses to set a question of map on important historical places, the paper setter will be required to ask the students to mark 6 places on map of 1 mark each and write explanatory note on any two of 2 marks each.

3. The paper-setter would avoid repetition between different types of question within one question paper.

BBA 121 B PAPER: HISTORY AND CULTURE OF PUNJAB IN THE COLONIAL AND POST INDEPENDENCE TIMES

Max. Marks : 50

Theory : 45

Internal Assessment : 05

Time : 3 Hours

Objectives: To introduce the students to the history of Punjab region in modern times.

Pedagogy: Lectures, library work and discussions.

UNIT I

1. Introduction of Colonial Rule: administrative changes; means of communication; western education.
2. Agrarian Development: Commercialization of agriculture; canalization and colonization.
3. Social Classes: agrarian groups; new middle classes

UNIT II

4. Early Socio Religious Reform: Christian Missionaries; Namdharis; Nirankaris.
5. Socio Religious Reform Movements: activities of Arya Samaj; Singh sabhas; Ahmadiyas.
6. Development of Press & literature: growth of press; development in literature

UNIT III

7. Emergence Of Political Consciousness: Agrarian uprising 1907; Ghadar.
8. Gurudwara Reform Movement: Jallianwala Bagh; foundation of SGPC and Akali Dal; Morchas.
9. Struggle for Freedom: activities of revolutionaries - Babbar Akalis, Naujawan Bharat Sabha; participation in mass movements – non co-operation, civil disobedience, Quit India.

UNIT IV

10. Partition and its Aftermath: resettlement; rehabilitation
11. Social Concerns In Post Independence Punjab: language; immigration; socio-economic issues.
12. MAP: Major Historical places: Delhi, Kurukshetra, Jaito, Ferozepur, Ambala, Amritsar, Lahore, Ludhiana, Qadian, Jalandhar, Lyallpur, Montgomery.

Suggested Readings:

1. Singh, Kirpal :History and Culture of the Punjab, Part II(Medieval Period), Publication Bureau, Punjabi University, Patiala 1990(3rd edn.).
2. Singh, Fauja(ed.) :History of the Punjab, Vol.III, Punjabi University, Patiala 1972.
3. Grewal, J.S. :The Sikhs of the Punjab, the New Cambridge History of India, Orient Longman, Hyderabad,1990.
4. Singh, Khuwant :A History of the Sikhs, vol I: 1469-1839, oxford University Press,. Delhi, 1991.
5. Chopra, P.N.,Puri, B.N.:A Social, Cultural and Economic History of India, Vol.II, And Das,M.N. Macmillan, delhi, 1974.

BBA 122: BUSINESS STATISTICS

Objective: To impart the students about the basic knowledge of statistics.

UNIT-I

Statistics-Definition, Functions, Scope, Usage and Limitations of Statistics

Measures of Central Tendency: Types of Averages- Arithmetic Mean (Simple and Weighted), Median and Mode, Harmonic and Geometric Mean.

Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Coefficient of Variation.

Correlation Analysis: Meaning, Types, Measurement of Simple Linear Correlation, Karl Persons Correlation Coefficient Method, Rank Correlation Method (Excluding multiple correlations).

Regression Analysis: Simple Linear Regression, Why there are two Regression Lines, Estimation of Coefficient (Intercept and Slope Parameters), Properties of Regression Coefficient

UNIT -II

Measures of Dispersion, Skewness and Kurtosis

Index Numbers: Meaning and Importance, Methods of Construction of Index Numbers: Weighted and Unweighted; Simple Aggregative Method, Simple Average of Price Relatives Method, Weighted Index Method: Laspeyres Method, Paasches Method and Fisher's Ideal Method including Time and Factor Reversal Tests, Consumer Price Index.

Time Series Analysis: Components, Estimation of Trends (Graphical Method, Semi Average Method, Moving Averages Method and Method of Least Squares), Seasonal Variation.

Suggested Readings:

1. Sundaresan and Jayaseelan - An Introduction to Business Mathematics and Statistical Methods
2. Dr. A K Arte & R V Prabhakar: A textbook of Business Mathematics.
3. Sanchethi and Kapoor, Business Mathematics.
4. Gupta S.P. - Statistical Methods
5. Navaneethan P. - Business Mathematics
6. Statistics - R.S.N. Pillai, Mrs. Bhagavathi
7. P.R. Vittal - Business Mathematics and Statistics.

BBA124: LEGAL ASPECTS OF BUSINESS

Objective: The objective of the paper is to impart basic knowledge of the important business laws.

UNIT- I

The Indian Contract Act, 1972: Contract- Meaning, Characteristics and Kinds, Essentials of a Valid Contract- Offer and Acceptance, Consideration, Contractual Capacity, Free Consent, Legality of Objectives. Void Agreements, Discharge of Contract- Modes of Discharge including Breach and its Remedies.

Special Contracts: Contingent Contracts, Quasi- Contracts, Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency.

UNIT- II

The Indian Sale of Goods Act, 1932: Contract of Sale, Meaning and difference between Sale and Agreement to Sell, Conditions and Warranties, Transfer of Ownership in Goods including Sale by Non- Owners, Performance of Contract of Sale, Unpaid Seller- Meaning and Rights of An Unpaid Seller against the Goods and the Buyer

The Consumer Protection Act, 2019: Introduction, Objectives Commencement & Application, Definitions, Salient Features, Grievance Redressal Machinery.

Practical Work: How to file an application under Consumer Protection Act

NOTE: Short case laws to be included in section A

Suggested Readings:

1. Kucchal, M.C., "*Business Law*", Vikas Publishing, House (P) Ltd., New Delhi,.
2. Singh, Avtar, "*The Principles of Mercantile Law*", Eastern Book Company, Lucknow.
3. Maheshwari & Maheshwari, "*Business Law*", National Publishing House, New Delhi.
4. Kapoor, N. D., "*Business Law*", Sultan Chand & Sons, New Delhi.
5. "*Information Technology Rules 2000 & Cyber Regulations Appellate Tribunal Rules*
6. "*2000 with Information Technology Act 2000*" Taxmann Publications Pvt. Ltd., New Delhi.
7. Painttal, D., "*Law of Information Technology*" Taxmann Publications Pvt. Ltd., New Delhi.

BBA125: PERSONALITY DEVELOPMENT AND PROFESSIONAL SKILLS

Objectives: Today's business context requires adaptation to change through acquisition of new skills and abilities to seize opportunities and improve productivity. This course deals with personality development, creativity skills, ethics in business and help students to acquire a range of useful strategies and other skills for enhancing their professional effectiveness.

UNIT-I

PERSONALITY DEVELOPMENT

Interpersonal Skills: Components of self-concept, factors affecting self-concept, self-management techniques, forms of interpersonal relationships, competencies and enhancing interpersonal skills.

Improving Personal Skills: improving reading skills, problem solving skills, creativity skills, listening skills, time management skills.

Career Development: Public speaking and presentation skills, group discussion, types of group discussions, tips for successful participation in GD, job interviews and its types, preparation and do's and don'ts for an interview, Resume writing and job application.

UNIT-II

PROFESSIONAL SKILLS

Team Building and Negotiation Skills: Team development, conflict resolution and team behaviours, concepts and guidelines for successful negotiation, leadership skills, trends in leadership style.

Work Culture, Ethics and Stress Management: Meaning and learning organizational culture, work environment and ethics, sources of stress and ways to cope up with stress, need and importance of capacity building, zones of learning and strategies for capacity building.

Non-Verbal Communication: Work Place Etiquettes: Personal appearance, posture and gestures, facial expressions, conduct at the work place, telephone and email etiquettes.

NOTE: The question paper will include short case studies in Section – A.

Suggested Readings:

1. Chauhan, Gajendra Singh & Sharma, Sangeeta. *“Soft Skills: An integrated approach to maximise personality”*. (2016)
2. Mitra, Barun K. *“Personality Development and Soft Skills”*. (2014)

3. Gallagher, Kevin. *“Skills Development for Business and Management Students”*. (2012)
4. Cheema, D S. *“Personality Development (Mastering Soft Skills)”*. (2007)

BBA 126: MANAGERIAL ACCOUNTING

Objective: To acquaint students with concepts of cost and management accounting and their application in managerial decision making.

Unit I

Origin, Concept, Nature and Scope of Management Accounting, Distinction between Management Accounting and Financial Accounting. Nature, Importance and Limitations of Financial Statements

Tools of Financial Analysis: Trend Analysis, Common Size Financial Statements and Comparative Financial Statements,

Ratio Analysis, Fund Flow and Cash Flow Statements Analysis

Unit II

Cost concepts, classification of costs, Absorption and Marginal Costing. Cost Volume Profit Analysis: Marginal Cost Statement/Equation; P/V ratio; Break Even Point (BEP), Break Even Chart; Margin of Safety; Decisions relating to Key Factor, Price fixation, Export Order, Make or Buy, Deletion or Addition to Product/Services, Sell or Process Further.

Suggested Readings:

1. Lal, Jawahar, Financial Accounting, S. Chand & Company, New Delhi.
2. Lal, Jawahar, Advanced Management Accounting, Text and Cases, S. Chand & Company, New Delhi.
3. Horngren, Charles T., Introduction to Management Accounting, Prentice Hall of India Private Ltd., New Delhi.
4. Anthony Robert, and David Hawkins; Accounting: Text and Cases, McGraw-Hill.
5. Bhattacharya, S.K. and JonnDearden, Accounting for Management, Vikas Publishing House, New Delhi.
6. JawaharLal, Seema Srivastava: Cost Accounting, Tata McGraw Hill
7. S.N.Maheshwari: Cost and Management Accounting, Sultan Chand and Sons.
8. N.K.Agarwal: Cost Accounting, SuchitaPrakashanPvt. Ltd.

**ENVIRONMENT, ROAD SAFETY EDUCATION AND VIOLENCE AGAINST WOMEN
AND CHILDREN**

PENDING DUE TO MARKS DISTRIBUTION

THIRD SEMESTER

BBA 201: ENGLISH AND BUSINESS COMMUNICATION SKILLS

- (i) There will be one paper of 45 marks. 5 marks are reserved for the Internal Assessment . Total is 50.
- (ii) The paper shall consist of Two Units. Unit I will be text specific and Unit II shall deal with different aspects of communication and language learning skills.
- (iii) For Unit I, the prescribed text is **Ten Mighty Pens**, ed., K.A. Kalia (Oxford University Press), The relevant sections, however, are as follows:
 - I. The Model Millionaire : *Oscar Wilde*
 - II. The Gift of the Magi : *O. Henry*
 - III. The Judgement-seat of Vikramaditya : *Sister Nivedita*
 - IV. Fur : *Saki*
- (iv) For Unit II, there is no prescribed text, only suggested reading, listed towards the end. Unit II shall consist of the following sub-units:

Business Communication: It shall focus on different aspects of communication in general and business communication in particular, communication within organizations, types of communication, obstacles in communication.

Writing Skills: All types of Business letters, tender notices, auction notices, public notices; memos and advertisements relating to sales/marketing.

Testing Scheme:

The examination paper shall be divided into two sections, corresponding to two units already proposed in the syllabus. The distribution of questions and marks in Section I shall be as follows:

Q. 1.	It shall consist of 4 question/answers (not exceeding 100-120 words) out of which a student will be expected to attempt any 2. This question shall be based upon the prescribed text Ten Mighty Pens .	5 marks
Q. 2.	It shall consist of two long question/answers (not exceeding 300-350 words) out of which a student will be expected to attempt only one. This question shall have internal choice and will be based upon the prescribed text Ten Mighty Pens .	10 Marks
Note: The questions 1& 2 should be so designed as to cover all the chapters prescribed.		
Q. 3.	It shall consist of an Unseen Passage for Comprehension (not more than 300 words), with minimum five questions at the end. These questions should be designed in such a way that we are able to test a student's comprehension ability, language/ presentation skills and vocabulary etc.	5 Marks
Q. 4.	It shall exclusively be a test of vocabulary, but designed strictly on the lines of various exercises given at the end of each chapter in the prescribed text. The candidate shall be given six words in one column and asked to match them with words/meanings in the next column.	5 Marks
Section II (<i>Based upon Unit II</i>)		
Q. 5.	This question shall test a students' ability to write business letter of various kinds (in not more than 250 words). There will be Internal Choice in the question.	5 Marks
Q. 6.	This question shall be on Memos, Tender Notices/Auction Notices/Public Notices/ Advertisements. (have to attempt four, each part of 2 ½ marks)	10 marks
Q.7.	Two short questions to test the students' understanding of various aspects of business communication.	5 Marks

Suggested Reading:

1. *Business Communication*, Ed., Om P. Juneja & Aarti Mujumdar, Hyderabad: Orient Blackswan.
2. *Textbook of Business Communication*, Anjali Kalkar, R.B. Suryawanshi, Amlanjyoti Sengupta,, Hyderabad: Orient Blackswan.
3. *50 Ways to Improve Your Business English...without too much effort*, Ken Taylor, Hyderabad: Orient Blackswan.

BBA 202: OPERATION RESEARCH

Objective: To make the students to understand the concept of operations Research and its applications in managerial decisions.

UNIT-I

Operations Research: Meaning, Significance and Scope.

Introduction to Linear Programming, Formulation of Linear Programming—Problems, Graphical Method, Simplex Method.

Transportation Problem, Assignment Problem.

UNIT-II

Queuing Theory: Introduction, Arrival System, Queue Discipline, M/M/I Single Channel, M/M/I and M/M/S Model

Game Theory: Two Persons Zero Sum Games, Pure Strategies, Mixed Strategies, Dominance, Introduction to Frequency Problems, Classification of Sequencing Problems, Processing in Job through Two Machines.

Practical Work :

Project Report in following Areas: Use of linear Programming in Industry. Use of Queuing Theory in Banks and Service Centers.

Suggested Readings:

1. Operations Research for Management: M.P. Gupta & J. K. Sharma, Mayoor Paperbacks, Delhi
2. Operations Research : P.K. Gupta & D.S. Hira, S. Chand & Co. Ltd., New Delhi
3. Operations Research : H.A. Taha, Prentice Hall of India, New Delhi
4. Operations Research : C.K. Mustafi, New Age International Pvt. Ltd., New Delhi

Frederick Hiller, Gerald Lieberman

5. Introduction To Operations Research: Concepts and Cases, Frederick Hillier, Gerald Lieberman , Tata McGraw, Hill Delhi

BBA 203: MARKETING MANAGEMENT

Objective: The paper aims at making students to understand basic concepts, philosophies, process and techniques of marketing.

UNIT – I

Introduction to Marketing: Meaning, Nature and Scope of Marketing, Marketing Philosophies, Marketing Process, Marketing Mix.

Marketing Research: Meaning, Importance, Marketing Research Process.

Consumer Buying Behaviour: Factors influencing Buying Behaviour, Buying Decision Process.

Market Segmentation: Levels and Patterns of Market Segmentation, Major Segmentation Variables for Consumer Markets, Concepts of Market Targeting and Positioning.

Product Planning and Market Strategies: Product Life Cycle, New Product Development Process, Product Classification, Concept of Branding, Packaging and Labeling.

UNIT – II

Pricing Decision: Pricing Policies and Strategies.

Distribution Decisions: Channel Design Decisions, Major Channel Alternatives, Channels Management Decision, Causes and Managing Channel Conflict, Physical Distribution.

Promotion Decisions: Communication Process. Promotion Tools: Advertising, Sales Promotions, Public Relations, Personal Selling.

Emerging Trends and Issues in Marketing: Concepts of Direct Marketing, On-line Marketing, Green Marketing, Retail Marketing and Customer Relationship Marketing.

Suggested Readings:

1. Czinkota, M.R. and Kotabe.M., *Marketing Management*, Vikas Publishing, New Delhi.
2. Kotler, P., *Marketing Management: Analysis, Planning, Implementation & Control*, Prentice Hall of India, New Delhi.
3. Perreault, W.D. and Jerome, E.M., *Basic Marketing*, Tata McGraw Hill, New Delh.
4. Ramaswamy, V.S. and Namakumari, S., *Marketing Management: Planning, Control*, MacMillan Press, New Delhi.
5. Zikmund, A., *Marketing*, Thomson Learning, Mumbai.

BBA 204: ECONOMICS OF MONEY & BANKING

Objective: The paper aims at making students to understand basic concepts of economics of money and banking.

UNIT- I

Money: Introduction, Functions & Types of Money. Theoretical and Empirical Methods to Distinguish Money from Near Money Assets. Types of Monetary System and Qualities of Good Monetary System. Demand for Money: Classical and Keynesian Approach, Baumol and Tobin Inventory Theoretic Approach, Freedman's Theory. Supply of Money: Measures of Money Supply and Money Multiplier.

Monetary Policy: Targets, Goals and Trade off among Alternate Goals. Transmission Mechanism – Classical Model, Keynesian Model and Monetarist Model. Supply of Money, Theories of Money Supply.

UNIT- II

Banking: Meaning, Types and Functions of Banks, Management and Organisational Set Up of Commercial Banks. Central Banking: Origin & Evolution; Main Functions, Monetary Management.

Risk Management: Types of Risk, Management, Asset/Liabilities Management, Major Developments in Commercial Banking in India since Independence, Banking Sector Reforms, International Monetary Fund (IMF) and International Liquidity. WTO and GATT: Implications for India. Introduction to E-Banking and Electronic Fund Transfer (RTGS & NEFT), Cheque Truncation System (CTS).

Suggested readings

1. Baye, Jansen : Money Banking & Financial Mkts. An Economics approach AITBs Publisher, New Delhi.
2. Bhalla, V.K.: Investment Management– Security Analysis & portfolio Management. S Chand & Co. Ltd.
3. Khanna, Perminder : Advanced Study in Money and Banking; Theory & Policy, Relevance in Indian Economy, Atlantic Publisher, New Delhi.
4. Kulkarni, G : Modern Monetry theory Macmilan, New Delhi.

BBA 205: REGULATORY FRAMEWORK FOR COMPANIES

Objective: The objective of the paper is to impart basic knowledge of the provisions of the Companies Act 2013 with relevant case laws.

UNIT- I

Company: Meaning and Definition, Characteristics. Concept of Lifting of Corporate Veil, Kinds of Companies - Private, Public, One Person Company, LLP, Government Companies, Statutory Companies, Registered, Limited and Unlimited.

Formation of Company: Promotion, Incorporation, Capital Subscription, Commencement of Business, Pre-Incorporation Contract and Provisional Contracts.

Memorandum of Association- Definition, Clauses and Procedure for Alteration, Doctrine of Ultra -Vires. Articles of Association – Definition, Contents, Procedure for Alteration. Doctrine of Indoor Management, Constructive Notice, Distinction between Memorandum and Articles of Association Prospectus – Contents, Statement in Lieu of Prospectus, Types, Liabilities for Misstatement.

UNIT II

Shares: Classes of Shares, Preference and Equity Shares, Public Issue of Shares, SEBI Guidelines, Employees Stock Option Scheme, Book Building Process, Allotment of Shares, Irregular Allotment, Issue of Shares. Listing of Shares, Sweat Equity Shares, Right Shares, Bonus Shares, Shares with Differential Rights, Share Certificate and Share Warrant, Calls, Forfeiture, Lien, Surrender of Shares, Membership of Companies.

Company Management: Directors, Managing Director, Appointment, Qualification, Rights, Responsibilities and Liabilities, Disqualification of Directors.

Meetings: Requisites, Statutory, Annual, Extra ordinary and Board Meetings, Resolutions, Types.

Emerging Issues in Company Law: Securities and Exchange Board of India Act 1992. Introduction, Objectives, Establishment and Management of SEBI. Functions and Powers of SEBI, Securities Appellate Tribunal (SAT)

Suggested Readings:

1. Kannal, S., & V.S. Sowrirajan, “*Company Law Procedure*”, Taxman’s Allied Services (P) Ltd., New Delhi,.
2. Kapoor, G.K., “*Corporate Laws & Secretarial Practice*”, Premier Book Company, New Delhi.
3. Datey, V.S., “*Students Guide to Corporate Laws*”, Taxman’s Allied Services (P), Ltd., New Delhi.
4. “*Mannual of Companies Act, Corporate Laws and SEBI Guidelines*”, Bharat Law House, New Delhi.
5. “*Bharat’s Companies Act*”, Bharat Law House, New Delhi.
6. “*Bharat’s Company Rule and Forms*”, Bharat Law House, New Delhi..
7. Singh, Avtar., “*Company Law*”, Eastern Book Company Luchnow.
8. Kuchhal, M.C., “*Modern Indian Company Law*”, Shree Mahavir Book Depot, Delhi. or latest edition.

BBA 206: DIRECT TAX LAWS

Objective: The objective of the paper is to impart basic knowledge of the provisions of direct tax laws in India.

UNIT – I

Introduction, Definitions: Assessee, Concept of Income, Types of Income, Assessment Year & Previous Year, Agricultural Income & its Assessment. Residential Status & Tax Liability (Basis of Charge), Exempted Incomes.

Income from Salaries and House Property.

UNIT – II

Income from Profits and Gains of Business and Profession including Depreciation, Capital Gains, Income from other Sources.

Deemed Incomes and Clubbing of Incomes (Aggregation of Incomes), Set-Off and Carry Forward of Losses, Deductions to be made in Computing the Gross Total Income, Assessment of Individual.

Note: The paper setter will consider the changes up to 30th September of relevant year.

Practical Work:

1. Preparation of Form 16 and 16A
2. Different types of ITR Forms
3. Filing of Return by an Individual
4. PAN Form

Suggested Readings:

1. Income Tax Law and Practice - Dr. Vinod K. Singhania & Dr. Monica Singhania. (Taxmann Publications, New Delhi)
2. Income Tax Law and Accounts – Dr. H. C. Mehrotra & Dr. S.P. Goyal (Sahitya Bhawan Publications, Agra)
3. Income Tax – Dr. Garish Ahuja & Dr. Ravi Gupta (Bharat Publications, New Delhi)

FOURTH SEMESTER

BBA 221: ENGLISH AND BUSINESS COMMUNICATION SKILLS

Note:

- (i) There will be one paper of 45 marks. 5 marks are reserved for the Internal Assessment. Total is 50.
- (ii) The paper shall consist of Two Units. Unit I will be text specific and Unit II shall deal with different aspects of communication and language learning skills.
- (iii) For Unit I, the prescribed text is **Ten Mighty Pens** Issues ed. K.A. Kalia (Oxford University Press).

The relevant sections, however, are as follows:

- I. Chandalika: *Rabindranath Tagore*
- II. A Bachelor's Complaint of the Behaviour of Married People: *Charles Lamb*
- III. El Dorado: *R.L. Stevenson*
- IV. Bores : *E.V. Lucas*

- (iv) For Unit II, there is no prescribed text, only suggested reading, listed towards the end. Unit II shall consist of the following sub-units:

Writing Skills: This section shall focus on business précis-writing, curriculum vitae; short formal reports (not exceeding 200 words).

Modern Forms of Communication: Here special emphasis shall be given to teaching the format of e-mails, Fax Messages, Audio-Visual Aids, Power-Point Presentations and Non-Verbal Communication.

Testing Scheme: The examination paper shall be divided into two sections, corresponding to two units already proposed in the syllabus. The distribution of questions and marks in Section I shall be as follows:

Section I (*It is text-based and corresponds to Unit I in the syllabus*)

Q. 1.	It shall consist of 4 short question/answers (not exceeding 100-120 words) out of which a student will be expected to attempt any two. This question shall be based upon the prescribed text Ten Mighty Pens .	5 marks 2 ½ x2= 5
Q. 2.	It shall consist of two long question/answers (not exceeding 300-350 words) out of which a student will be expected to attempt only one. This question shall have internal choice, and will be based upon the prescribed text Ten Mighty Pens .	10 marks

Note: The questions 1 & 2 should be so designed as to cover all the chapters prescribed.

Q.4.	It shall exclusively be a test of vocabulary, but designed strictly on the lines of various exercises given at the end of each chapter in the prescribed text. The candidate shall be given six words in one column and asked to match them with words/meanings in the next column.	5 marks
Section II (<i>Based upon Unit II</i>)		
Q.5.	The students shall be asked to write a short survey report on a situation, incident, business problem, or the possibility of starting a new commercial venture (in about 150-200 words). The students shall be given an internal choice in this question.	10 marks
Q.6.	This will test the students' ability to write a Précis. A passage of about 200 words shall be given and the students shall have to write a précis of about 70 words (including the title).	5 marks
Q.7.	Definition/format of Modern forms of communication to be tested Non verbal communication, e-mail, fax, Audio-Visual Aids and Power-Point Presentations.	5 marks
Q.8.	Curriculum Vitae	5 marks

BBA 222: PROJECT MANAGEMENT

Objective: To enable the students to acquire basic knowledge of different facets of Project Management.

UNIT – I

Concept of Project: Meaning, Characteristics, Classification of Projects, Project Life Cycle and its Phases. Project Management, Steps Daming Cycle for Project Management, Project Management and Line Management.

Project Manager: Roles and Responsibilities, Project Management as a Profession.

Generating and Screening Ideas – Steps, Monitoring the Environment, Scouting for Project Ideas, Preliminarily Screening, Project Rating Index.

Feasibility Studies – Technical, Financial, Economic, Social, Legal and Managerial.

UNIT – II

Project Appraisal Techniques: Objectives, Types and Methods.

Project Risks: Meaning, Types, Measurement of Risk, Sensitivity Analysis, Stimulation, Monte Carlo. Decision Tree Analysis (Basic Concepts only).

Project Evaluation – Meaning, Evaluation v/s Appraisal, Objectives of Project Evaluation, Types of Evaluation, Essential of Sound Evaluation, Techniques, Agency for Evaluation, Scope of Evaluation.

Project Organisation and Control – Project Network Analysis (Basic concepts of PERT, CPM, Cost and Time Over Run).

Project Reporting: Meaning, Purpose, Process, Requirements of a Good Report, Methods, Principles of Good Reporting System.

Suggested readings:

1. Project Management - Choudhary - TataMcGraw Hill Pub.
2. Project Management: The Managerial Process (Special Indian Edit.) -Clifford F Gray, Oregon State University.
3. Projects : Planning, Analysis, Selection, Financing, implementation and Review -Chandra, Prasanna.

BBA 223: RESEARCH METHODOLOGY

Objective: To provide knowledge to the students about fundamentals of business research.

Unit-I

Research-Meaning, Characteristics, Types, Process and Utility. Research Design-Meaning, Types and Features of Good Research Design. Qualitative and Quantitative Research. Importance of Review of Literature. The Research Proposal. Primary and Secondary Data. Methods of Data Collection. Measurement and Scaling, Designing of Questionnaire and Schedule, Formulating Hypothesis, Ethics in Business Research.

Unit-II

Sampling Design and Sampling Procedure. Sampling and Non-Sampling Errors. Data Analysis and Interpretation. Hypothesis Testing-t-Test, Chi-Square Test, Test of Mean and Proportion, Report Writing. Role of Computers in Research.

Suggested Readings:

1. Kothari, C.R., Research Methods and Techniques, Wiley Eastern.
2. Bryman, A. and Bell, E., Business Research Methods, Oxford University Press, New York.
3. Carver, R.H. and Nash, J.G., Data analysis with SPSS, Cengage learning, New Delhi.
4. Kumar, R., Research Methodology- A Step by Step Guide for Beginners, Pearson Education.
5. Zikmund, W.G., Business Research Methods, Cengage Learning, Singapore.

BBA 224 : HUMAN RESOURCE MANAGEMENT

Objective: The objective of the paper is to familiarize the students with the different aspects of managing human resource in the organization.

UNIT - I

Human Resource Management: Introduction, Meaning and Definitions, Brief History, Nature, Functions, Importance and Limitations of HRM. Challenges faced by Modern HR Managers.

Human Resource Planning: Introduction, Definitions, Features, Need for HR Planning, Objectives, Process, Factors affecting HR Planning, Types, Benefits, Problems in HR planning and Suggestions for Making HR Planning Effective, Succession Planning.

Recruitment, Selection, Training and Development.

Placement and Induction, Transfers and Promotions.

UNIT – II

HR Department and Policies – Organisational Design of HR Department, Composition, Functions, HRM Environment.

HR Information System – Meaning, Need, Objectives, Process, Designing of HRIS, Computerized HRIS, Personnel Inventory.

HR Records– Meaning, Purpose, Essentials of Good Record Keeping, Significance, Description.

HR Research – Objectives, Kinds and Techniques.

HR & Audit – Objectives, Need, Process, Types and Approaches.

Practical Work: Case Studies on the Relevant Topics.

Suggested readings:

1. Dessler, Personnel Human Resource Management, Prentice Hall of India.
2. D A DeCenzo and S P Robbins, Personnel/ Human Resource Management, Prentice Hall of India.
3. M S Saiyadain, Human Resource Management, Tata McGraw.
4. VSP Rao, Human Resource Management, Excel Books.

BBA-225: GOODS AND SERVICE TAX

Objective: Understanding of basics of GST

Unit I

Tax structure in India, Direct and Indirect Taxes, Overview of Goods and Services Tax, Implementation of GST, Reasons for GST introduction, Pros and cons of GST, Registration procedure under GST, CGST/ SGST Act, 2017, Classes of officers under GST, their appointment and powers; Levy and collection of CGST/ SGST; Composition Levy scheme; Time and value of supply.

Unit II

IGST Act, 2017: Definitions, Supplies in the course of inter-State trade or commerce, Supplies in the course of intra-State trade or commerce, Levy and collection of IGST, power to grant exemption from tax, place of supply under IGST; Input tax credit; Returns under GST; Refund of tax; offences and penalties, Prosecution and Appeals under GST, GST Portal: GST Eco system, GST suvidha provider.

References

1. The Central Goods and Services Tax Act, 2017 of Ministry of Law and Justice (Legislative Department) 12th April, 2017) published in The Gazette of India dated 12th April, 2017.
2. Taxmann's GST Ready Reckoner Updated till 18th June, 2017.
3. Taxmann's GST Manual-Enforced w.e.f. 1.7.2017.
4. GST Ready Reckoner by CA Kesha R Garg, Bharat Law House, Delhi.
5. Goods and Services Tax in India -----Notifications by Government of India
6. GST Bill 2012
7. Integrated Goods and Services Tax Act 2017

BBA 226: DATABASE MANAGEMENT SYSTEM

Objective: The objective of the paper is to impart basic knowledge of data base management systems.

UNIT – I

Introduction: Database v/s File Oriented Systems, Database Management Systems, Advantages and Disadvantages of DBMS, Types of DBMS User, Three Tier Architecture of DBMS, Data Independence, Client Server Architecture, Introduction to Distributed Databases, Components of DBMS.

Data Models: Hierarchical, Network, Relational, E-R Model – Concepts, E – R diagrams, symbols, Structure of Relational Data Model (Relations, Types, Attributes), Keys, Integrity Constraints, DDL, DML.

Relational Algebra and Relational Calculus:

Relational Algebra – Operations Unions Intersections, difference, Cartesian product, Projection, Selection, Joint Examples of Queries Written in Relational Algebra.

Relational Calculus:

Triple Relational Calculus, Domain Relational Calculus, Basic Operations of Relational Calculus, Writing Queries in Relational Calculus, Difference between Triple Relations Calculus and Domain Relational Calculus and Between Relational Algebra and Relational Calculus.

UNIT – II

Relational Database Design: Normalization, its Need, Normal Forms, Functional Dependencies, Anomalies, Example of Normalization.

Securing the Database, Threats to Database, Concepts of Database Securing, Integrity, Difference between Securing and Integrity, Database Failures and Recovery Techniques.

Using DDL Commands to Create, Alter, Rename, Delete Tables, DML Commands to Insert, Update, Delete the Records, Giving Queries to RDBMS, DCLA Commands for Granting Revoking Privileges and Creating Users, Any RDBMS in Usage.

Suggested Readings:

1. Database System Concept – Korth et. Al.
2. An Introduction o Database Design – Date.
3. Object – Oriented Database Design – Harrington.
4. Fundamentals of Database System – Elmasri and Navethe.
5. Database management and Design – Hansen and Hansen.

FIFTH SEMESTER
BBA 301: INSURANCE AND RISK MANAGEMENT

Objectives:The objective of this course is to familiarize students with the principles and practices being followed in the insurance sector. The students will also learn risk management process and applications.

UNIT – I

Insurance: Concept, Nature of Insurance, Functions of Insurance, Importance of Insurance, Principles of Insurance Contract-Features of Life and Non-life Insurance. Insurance and IRDA: IRDA Act 1999, Provisions, Duties, Powers and Functions of IRDA.

UNIT- II

Risk and risk management process - Concept of risk, risk vs. Uncertainty, types of risks, risk identification evaluation. Risk management objectives-selecting and implementing risk management techniques. Commercial risk management applications–property–liability–commercial property insurance different policies and contracts–business liability and risk management insurance–workers' compensation and risk financing.

Suggested Readings:

- 1.Black K. Jr., Skipper. H. D. Jr, “Life and Health Insurance”,Pearson Education.
- 2.Palande P.S., Shah R.S. and Lunawat M.L., “Insurance in India”, Response Books,Sage Publications Ltd.
- 3.Gupta, P.K., “Insurance and Risk Management”, Himalaya Publishing House,New Delhi.
- 4.Holyoake J. &Weiper B., “Insurance”, CIB Publications, Delhi.
- 5.Ganguly A., “Insurance Management”, New Age Publications, New Delhi.
- 6.Rejda, George E: “Principles of Risk Management and Insurance”, Pearson Education India.
- 7.Heins W., “Risk Management and Insurance”, McGraw Hill Pub.

Note: Latest edition of text book must be used.

BBA 302: INTERNATIONAL BUSINESS

Objectives: The objective of this course is to familiarize students with the concepts, importance and dynamics of international business. The course also discusses theoretical foundations of international business to the extent these are relevant to understand the mechanics of global business operations and development.

Unit –I

Introduction to International Business: Globalization and its growing importance in world economy; Forces behind globalization; Criticism of globalization; International business contrasted with domestic business- complexities of international business.

Modes of entry in international business.

International Business Environment: Economic, Cultural, Political and Legal environments; Global Trading environment – recent trends in world trade in goods and services.

Theories of International Trade (a brief overview) - Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment, Product life cycle, Porter’s Diamond Model. Government Influence on Trade- Tariff and non- tariff measures.

International Organizations: WTO- Its Objectives, principles, organizational structure and functioning. An overview of– UNCTAD, World Bank and IMF.

Unit – II

Regional Economic Co-operation: Forms of regional groupings; Integration efforts among countries in Europe, North America and Asia. India’s recent Trade Agreements.

Developments and Issues in International Business: Foreign Direct Investments in India; Measures for promoting foreign investments in India. Outward Foreign Direct Investments from India; Indian joint ventures, acquisitions and greenfield investments abroad.

Trends in India’s Foreign Trade- volume, composition and direction of trade. Balance of payment crisis.

Foreign Trade Promotion Measures in India: Latest EXIM Policy.

Suggested Readings:

1. Charles W L Hill, Arun Kumar Jain, “International Business- Competing in the Global Marketplace”, Tata McGraw Hill
2. Francis Cherunilam, “International Business: Text and Cases”, Prentice Hall of India
3. John D Daniels and Lee H Radebaugh, Daniel P Sullivan, “International Business Environment and Operations”, Pearson Education

4. Justin Paul, “International Business”, Prentice Hall of India
5. K. Ashwathapa, “International Business”, Tata McGraw Hill
6. Mishra and Puri, “Indian Economy”, Himalaya Publishing House

Note: Latest edition of text book must be used.

BBA 303: BUSINESS ENVIRONMENT

Objectives: The main objective of the course is to acquaint the students with various environmental factors that create a profound impact on the business organization. It would also make the students capable of analyzing and understanding the implications of different macroeconomic policies implemented by the Government.

Unit- I

Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment; Elements of Environment- Internal, External, Micro and Macro; Interaction Matrix between various Environmental Factors.

Environmental Analysis: Need, Process, Techniques & Limitations of Environmental Analysis.

Economic Environment: Key Elements of Economic Environment – Economic factors, Economic Systems, Economic Planning – Objectives & Strategies of Current Five Year Plan, Formation and Functions of NITI Aayog, Economic Policies – Industrial, Monetary & Fiscal (Tools & Latest Policies).

Unit- II

Political & Legal Environment: Key Elements of Political Environment, Relationship between Business and Government, Economic Role of Government. FEMA, Competition Act, SEBI & Consumer Protection Act, 1986 with latest amendments

Socio-Cultural Environment: Nature and Impact of Culture on Business, Social Responsibilities of Business, Social audit, Emergence of Middle Class and its influence on Business

Natural Environment: Ecological Issues and Indian Business.

Technological Environment: Innovation, The Technological Policy, Features & Impact of Technology on Business, Role of Research & Development in Business, Import of technology and Problems relating to it, Current Status of technology in India.

Suggested Readings:

1. Cherunilam, Francis; *Business Environment- Text and Cases*, Himalaya Publishing House.
2. Aswathappa, K.; *Essentials of Business Environment*, Himalaya Publishing House.
3. Fernando, A.C.; *Business Environment*, Pearson Education.
4. Dutt & Sundaram; *Indian Economy*, S. Chand & Sons.
5. Paul, Justin; *Business Environment-Text and Cases*, Tata McGraw Hills Pvt.Ltd.
6. Adhikary, M; *Economic Environment of Business*, Sultan Chand & Sons.

Note: Latest edition of text book must be used.

BBA 304: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Objective: To familiarize the budding entrepreneurs with the competencies and qualities of successful entrepreneurs and to help learners understand various issues involved in setting up a private enterprise and develop required entrepreneurial skills in economic development.

UNIT-I

Entrepreneurship- Entrepreneur, Entrepreneurship, Definition, Characteristics, Need, Theories, Difference between entrepreneur and self employed person- entrepreneur and manager, Intrapreneur, Intrapreneurship, Socio-Economic role of Entrepreneurship; Role of Entrepreneurship in Economic Development

Entrepreneurial Motivation: Entrepreneurial Motivation, Internal and External factors affecting motivation, Relation of Entrepreneurial Motivation and Entrepreneurial Behaviour

Entrepreneurial Competencies: Essential competencies of entrepreneur;

Entrepreneurial Development Programmes: EDP's, relevance and achievements; Role of Government in organizing EDP's, Critical Evaluation;

Project Identification and Project Plan: Considerations in Product/Project Selection, Market Survey, Project Classification, Writing a Project Plan/Proposal;

Project Appraisal and Documentation: Project Appraisal Criteria, Various formalities for Project Appraisal and clearance for availing financial support;

UNIT-II

Small Business: Small Business as a Seed Bed of Entrepreneurship: Evolution and development of Small Business, SSI, concept, definition, characteristics, classification, advantages and problems; Role of Small Business in the national economy;

The Start-Up Process: Procedure for setting up a small scale unit; Planning, Implementation, Initial Strategic Planning,

Management Process in Small Business: Product and Marketing Scope, Legal and Tax consideration, Risk analysis and financial considerations. Profit Planning;

National Policies for small business development: Governmental and Non-Governmental policies and assistance in setting up SSI, Institutional support to small entrepreneurs from NSIC, SIDO and TCOs for entrepreneurship development in India

Practical Work: Project report for financial assistance from bank

Suggested Readings:

1. Zimmerer Scarborough “Essentials of Entrepreneurship and Small Business Management” Pearson Publishing
2. David H Holt “Entrepreneurship - New venture Creation” PHI
3. Dr C B Gupta, Dr N P Srinivasan “Entrepreneurship Development” Sultan Chand and Sons
4. Vasant Desai “Dynamics of Entrepreneurship Development and Management” Himalaya Mumbai
5. Poornima M Charantimath “Entrepreneurship and Small Business” Pearson Education
6. Robert D Hisrich, Mathew J Manimala, Michael P Peters, Dean A Shepherd, “Entrepreneurship” McGraw Hill Education
7. P.C. Jain “Handbook for new Entrepreneurship” Oxford University Press
8. Mac J Dollinger “Entrepreneurship–Strategies and resources” Pearson Education Delhi

Note: Latest edition of text book must be used.

BBA 305: CONSUMER BEHAVIOUR

Objective: The course of Consumer Behaviour aims at enabling students to understand the process of consumer behaviour, issues and dimensions, various internal and external factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Unit I

Consumer Behaviour: Nature, characteristics, Scope, Relevance & Application; Importance of consumer behaviour in marketing decisions; Consumer Vs Industrial Buying Behaviour

Determinants of Consumer Behaviour: Role of Motivation; Personality and Self Concept; Attention and Perception; Consumer Learning; Consumer Attitudes- Formation and Change; Consumer Values and Lifestyles

External Determinants of Consumer Behaviour: Influence of Culture and Sub Culture; Social Class; Reference Groups and Family Influences; Basic models of consumer behaviour

Unit II

Consumer Decision Making Process: Problem Recognition- methods of problem solving; pre-purchase search influences- information search; alternative evaluation and selection; outlet selection and purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule); Post Purchase Behaviour; Situational Influences; Cognitive Dissonance

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process

Consumer Involvement: Role of Consumer Involvement; Customer Satisfaction; Consumer behaviour- interdisciplinary approach

Researching Consumer Behaviour: Online Customer Behaviour; Diversity of Consumer Behaviour; Role of Consumer Behaviour in Marketing Strategy;

Suggested Readings:

1. Consumer Behaviour by Leon G. Schiffman & Leslie L. Kanuk, Prentice Hall Publication
2. Consumer Behaviour – Buying, Having, and Being by M R Solomon, Pearson Prentice Hall
3. Consumer Behaviour – Building Marketing Strategy by D. I. Hawkins and J. B. Roger, Tata McGraw Hill
4. Consumer Behaviour by R.D.Blackwell, P.W. Miniard,&J.F. Engel, Cengage Learning
5. Marketing Management by Philip Kotler and K L Keller, Pearson (Global Edition)

Note: Latest edition of text book must be used.

BBA 306: SALES AND DISTRIBUTION MANAGEMENT

Objectives: The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

UNIT-I

Introduction to Sales Management & Importance of Sales Force. Functions of sales manager. Nature and importance of Personal Selling and Salesmanship, objectives and theories of personal selling. Sales forecasting Methods, Sales Budget - Importance, Process of Sales Budget, Uses of sales budget, Sales territory considerations in allocation of sales territory, Sales Quota, Objectives, Principles of Ceiling Sales Quota, Administration of Sales Quota, Uses of Sales Quota.

UNIT-II

Physical Distribution: Meaning, Organization & Management. Channels of Distribution: Its functions, selection & motivation of intermediaries. Market Logistics and supply chain management - Transport system, inventory and warehousing. Distribution warehousing: Its modern Concepts, Functions, Types & features of warehousing, Locations, Automation in warehousing. International Sales and Distribution management.

Suggested Readings:

1. Sales Management. Text and cases, Krishna K. Havaldar, V M Cavale, McGraw Hill.
2. Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev. Oxford University Press.
3. Sales and Distribution Management. Text and cases. With SAP Applications. An Indian Perspective. Dr. S L Gupta. Excel Books.
4. Sales Management. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Babin, Cengage Learning.
5. Salesmanship and Publicity. Rustom S Davar, Sohrab R Davar, Nusli R Davar. Vikas Publishing House Pvt Ltd.

Note: Latest edition of text book must be used.

BBA 307: FINANCIAL MARKETS AND SERVICES

Objectives: To advance the understanding of fundamental concepts of financial markets, financial instruments in various markets and important financial services.

Unit – I

Indian Financial System – Meaning, Importance, Functions and Structure (Overview of Financial Markets, Financial Institutions, Financial Instruments and Financial Services)

Money Market– Structure of Indian Money Market (Organized, Co-operative and Unorganized Sectors); Instruments of Money Market – Call/Notice/term Money, Repurchase Agreements, T-Bills, Commercial Bills, Commercial Papers, Certificate of Deposits and Money Market Mutual Funds; and Discount and Finance House of India.

Capital Market– Indian Capital Market; Capital Market Instruments; Primary Market (New Issue Market and Listing of Securities); Secondary Market with special reference to Stock Exchanges and their functioning; Indian Clearing Corporation Ltd. and Role of Securities and Exchange Board of India.

Introduction to Commodity Markets

Overview of Euromarkets with special reference to Eurocurrency and Eurobonds

Unit - II

Financial Services – Meaning and Importance.

Merchant Banking and Investment Banking – A brief overview of Issue Management, Underwriting Services, Corporate Debt Restructuring, Project Counselling, Portfolio Management and Loan Syndication

Mutual Funds – concept, advantages, mutual funds schemes (growth, income, balanced, gilt – edged, equity – linked and money market mutual funds)

Factoring Services – concept, functions of a factor, and types of factoring.

Venture Capital Financing – concept, features, and stages of financing

Securitization of Debt – concept and process of securitisation

Suggested Readings:

1. Financial Markets, Institutions and Financial Institutions by Clifford Gomez – Prentice Hall of India.
2. Financial Services by M.Y.Khan – Tata McGraw Hill.
3. Financial Services and Markets by Dr.PunithavathyPandian – Vikas Publishing House.
4. Management of Financial Services by V.K.Bhalla – Anmol Publications.
5. Financial Institutions and Markets by L.M.Bhole – Tata McGraw Hill.

Note: Latest edition of text book must be used.

BBA 308: INVESTMENT MANAGEMENT

Objectives: To advance the understanding of fundamental concepts of security analyses, and working knowledge of portfolio management and evaluation

Unit – I

Investment – Meaning, Nature, Objectives and Process; Investment Avenues; Investment vs. Gambling; Investment vs. Speculation.

Security Analysis – Meaning of Security Analysis

Fundamental Analysis – Economic Analysis; Industry Analysis and Company Analysis.

Technical Analysis – Theoretical Framework; Charts- Candlestick Chart, Line Chart and Open High Low Close Chart; Overlays- Support, Resistance and Trend Line; Market Indicators- Advance Decline Index, Absolute Breadth Index and Traders' Index, Price Indicators- Relative Strength Index, Average Directional Index and Momentum, and Volume Indicators- On Balance Volume.

Efficient Market Hypothesis– Concept, Forms and Random Walk Theory

Unit - II

Portfolio Management – Concept and Markowitz Model

Portfolio Selection – Overview of Capital Market Line, Security Market Line, Capital Asset Pricing Model and Arbitrage Pricing Theory.

Portfolio Performance Evaluation – Sharpe, Treynor and Jensen Models

Value vs. Growth Investing

Suggested Readings:

1. Investment Management by V.K.Bhalla – S. Chand Publishing
2. Investment Management by Preeti Singh – Himalaya Publishing.
3. Security Analysis and Portfolio Management by Dr.PunithavathyPandian – Vikas Publishing House.
4. Security Analysis and Portfolio Management by Fischer and Jordan – Pearson Publications
5. Investment Analysis and Portfolio Management by Prasanna Chandra – Tata McGraw Hill.

Note: Latest edition of text book must be used.

BBA 309: SOCIAL SECURITY & LABOUR WELFARE

Objectives: The objective of this course is to acquaint the students with the two important aspects of Industrial Relations namely Social Security and Labour Welfare.

UNIT I

Introduction to Social Security - Concept of Social Security, Need, Comparison of Pre Independence & Post-Independence Era, Indian Constitution & Social Security.

Introduction to Labour Welfare- Concept of Labour, Welfare, Need, Importance, Welfare Provision in India, Status of Labour Welfare in India.

Employee's State Insurance Act, 1948- Object & Scope; Definitions - Factory, Principle, Employer, Employee, Dependent, Insured Person and Employment Injury; Benefits under the Act- Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependents Benefit, Funeral Benefit; Employees State Insurance Fund; Employee State Insurance Corporation - Constitution, Dispute & Claim under the Act.

Employees Provident Fund & Miscellaneous Provisions Act, 1952 - Object & Scope, Definitions, Provident Fund Schemes, Authorities under the Act.

UNIT II

The Employees Compensation Act, 1923 - History of the Act, Definition - Compensation, Wage, Workman, Dependent, Employer, Partial Disablement, Total Disablement, 'Arising Out Of' and 'In the course of Employment', Notional Extension, Liability of Employer,

Compensation Calculation, Compensation Commissioner.

The Industrial Employment (Standing Order) Act, 1946 - Scope and coverage of the Act, Concept of Standing Order - Certification Process – Modification, Interpretation & Enforcement of Standing Order.

Payment of Gratuity Act, 1972 - Evolution & Scope of Act, Definition of Employee, Employer, Continuous Service etc, Conditions for Payment & Forfeiture of Gratuity, Computation of Gratuity and Authorities under the Act - Their Powers & Functions.

Payment Of Bonus Act, 1963: Evolution & Scope of the Act, Definition – Wage, Allocable Surplus, Eligibility and Disqualification for Bonus, Minimum & Maximum Bonus, Minimum and Maximum Bonus, Special Provisions regarding Certain Establishments.

SUGGESTED READINGS:

1. Dr. C.B. Mamoria and Dr. Satish Mamoria, Dynamics of Industrial Relations, Himalaya Publications
2. Anil Kumar, Social Security and Labour Welfare, Deep and Deep Publications
3. T.N. Chhabra and R.K. Suri, Industrial Relations – Concepts & Issues, DhanpatRai& Company
4. ArunMonappa, Industrial Relations, Tata McGraw Hill
5. S C Srivastava, Industrial Relations and Labor Laws, Vikas Publishing House
6. P.R.N.Sinha, InduBala Sinha &SeemaPriyadarshiniShekhar, Industrial Relations, Trade Unions, and Labor Legislation, Pearson Publishing House
7. B.D.Singh, Industrial Relations and Labor Laws, Excel Books

Note: Latest edition of text book must be used.

BBA 310: INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

Objectives: The objective of this course is to acquaint the students with the different aspects of Industrial Relations and the relating labour laws

UNIT-I

Industrial Relations: Concepts, Objectives, Scope, Importance, Participants, Essentials of effective Industrial Relations, Factors affecting Industrial Relations, Constraints of IR

Approaches of IR: Systems Approach, Oxford Approach, Industrial Sociology Approach, Action Theory Approach, Marxist Approach, Pluralist Approach, Human Relations Approach, Gandhian Approach, Psychological Approach, Sociological Approach, Socio-ethical Approach

Industrial Conflicts: Nature, Form, Causes, Effects

Collective bargaining: Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.

Grievance administration: Concept, Procedure, Guidelines, Discipline

UNIT-II

Industrial Disputes Act, 1947: Introduction, Scope, Objectives, Definitions, Modes of settlement of Industrial Disputes (Conciliation, Adjudication, Arbitration), Provisions regarding Strikes, Lock-outs, Layoff and Retrenchment.

Trade Unions Act, 1926: Introduction, Objectives, Provisions regarding Registration of Trade Union, Cancellation of Trade Union, Duties, Liabilities, Rights & Privileges of a Registered Trade Union.

Payment of Wages Act, 1936: Introduction, Scope, Objectives, Definitions, Rules of payment of wages and deductions from wage.

Minimum Wages Act, 1948: Meaning of 'wage' under the Act, Procedure for fixing Minimum Wage, Obligation of employer to pay Minimum Wage, Authorities and Remedies under the Act.

SUGGESTED READINGS:

1. Dr. C.B. Mamoria and Dr. Satish Mamoria, Dynamics of Industrial Relations, Himalaya Publications
2. P. Venkataramana, Industrial Relations, APH Pub. Corp.
3. T.N. Chhabra and R.K. Suri, Industrial Relations – Concepts & Issues, Dhanpat Rai & Company
4. Arun Monappa, Industrial Relations, Tata McGraw Hill
5. S C Srivastava, Industrial Relations and Labor Laws, Vikas Publishing House
6. P.R.N.Sinha, Indu Bala Sinha & Seema Priyadarshini Shekhar, Industrial Relations, Trade Unions, and Labor Legislation, Pearson Publishing House
7. B.D.Singh, Industrial Relations and Labor Laws, Excel Books

Note: Latest edition of text book must be used.

SIXTH SEMESTER

BBA 321: BUSINESS POLICY AND STRATEGY

Objectives: The course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organizations.

UNIT-I

Definition, nature scope and importance of strategy and strategic management. Strategic decision-making. Process of strategic management and levels at which strategy operates.

Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).

Internal Appraisal: The internal environment, organizational capabilities in various functional areas. Methods and techniques used for organizational appraisal (A brief overview of: Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating).

Corporate level strategies -Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions. Corporate Restructuring.

UNIT- II

Business level strategies- Porter's framework of competitive strategies. Differentiation and Focus strategies. Concept, importance, Building and use of Core Competence.

Strategic Analysis and choice- Corporate level analysis (BCG, GE Nine-cell, McKinsey's 7-S Framework). Industry level analysis, Porter's five forces model.

Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation.

Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.

Suggested Readings:

1. William J Gluek & Jauch G&J, Business Policy & Strategic Management, Tata McGraw Hill
2. Kazmi, Business Policy & Strategic Management, Tata McGraw Hill
3. Thomson & Strickland, Strategic Management: Concept & Cases, Tata McGraw Hill
4. Ghemawat, Strategy & The Business Landscape, Pearson Education Asia

5. Johnson & Scholes, Exploring Corporate Strategy, Prentice Hall India
6. Pearce & Robinson, Strategic Management, AITBS

Note: Latest edition of text book must be used.

BBA 322: PRODUCTION AND OPERATIONS MANAGEMENT

Objectives: This course aims to impart knowledge regarding production and operation management tools, techniques and processes and familiarize students how to take managerial decisions with respect to production function.

Unit I

Introduction to Production and Operations Management: Concepts, Functions, Scope, Types of Production System.

Product Design and Development: Product Design and its Characteristics, Product Development Process, Product Development Techniques.

Facility Location and Layout: Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques, Facility Layout – Objectives, Advantages, Basic Types of Layouts

Production Planning & Control (PPC): Concepts, Objectives, Steps
Work Study - Productivity; Method Study; Work Measurement.

Unit- II

Production Techniques: Introduction to modern productivity techniques-Just in Time, Kanban system, Total Quality Management and Six Sigma. Make or Buy decisions.

Inventory Control and Management

Purchase Management - Objectives; Functions; Methods; Procedure

Stores Management - Types of Stores; Functions; Coding Methods

Inventory Management - Concepts; Classification; Objectives; Factors Affecting

Inventory Control Policy; Inventory Costs; Inventory Control tools and techniques

Quality Management and Statistical Quality Control

Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

TQM, Quality Specification, Design

Meaning and objectives of Statistical Quality Control.

Suggested readings:

1. Nair, Production & Operation Management, Tata McGraw Hill
2. Adam & Ebert, Production & Operation Management, Prentice Hall India

3. Krajewski&Ritzman, Operations Management Pearson
4. Buffa&Sarin, Modern Production/Operations Management, John Wiley
5. Muhleman,Production and Operations Management, Pearson Education.
6. B.Mahadevan,Operations Management, Theory and Practical, Pearson Education.
7. Kachru, Upender,Production and Operation Management, Excel Books.
8. Chary, S.N and Paneerselvam R., Production and Operations Management,McGraw Hill Ed
9. Stevenson, W. J, Operations Management, McGraw Hill Education.
10. Gaither, Norman and Frazier, G., Operations Management, Cengage Learning.

Note: Latest edition of text book must be used.

BBA 323: SOCIAL AND ETHICAL ISSUES IN BUSINESS

Objective: The objective of this paper is to familiarize the students with the importance of ethics in business and understanding of issues related to corporate social responsibility and corporate governance.

Unit 1

Business Ethics: Meaning and Concept, Principles of Business Ethics, Characteristics of Ethical Organisations, Theories of Business Ethics, Globalization and Business Ethics, Stakeholder's Protection, Corporate Governance and Business Ethics. Ethical Issues in Indian Business.

Corporate Social Responsibility: Social Responsibility of business with respect to different stakeholders, Arguments for and against social responsibility of business, Social Audit,Corporate Social Responsibility and Corporate Governance.

Unit 2

Corporate Governance: Conceptual framework of Corporate Governance, Need for Corporate Governance, Benefits, Historical background, Theories of Corporate Governance, OECD principles, Cadbury Committee Report, Corporate Governance Vs Corporate Excellence, Corporate Governance Reforms and Initiatives in India.

Suggested Readings:

1. J.P. Sharma, *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt. Ltd., New Delhi.
2. Bob Tricker, *Corporate Governance – Principles, Policies and Practice* (Indian Edition), Oxford University Press, New Delhi.
3. Andrew Crane, Dirk Matten, *Business Ethics*, Oxford University Press, New Delhi.
4. Daniel Albuquerque, *Business Ethics, Principles and Practices (Indian Edition)*, Oxford University Press, New Delhi
5. D Getta Rani and R K Mishra, *Corporate Governance – Theory and Practice*, Excel Books, New Delhi.
6. Christine A Mallin, *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
7. Fr. Floriano C. Roa, *Business Ethics and Social Responsibility*, Rexestore.
8. O. C. Ferrell, John Fraedrich, Linda Ferrell, *Business Ethics: Ethical Decision Making & Cases*, Cengage Learning
9. Michael Blowfield, Alan Murray, *Corporate Responsibility – A Critical Introduction*, Oxford University Press, New Delhi.

Note: Latest edition of text book must be used.

BBA 324: PROJECT REPORT AND VIVA VOCE

The projects have to be submitted during 6th Semester. Projects have to be submitted in duplicate. For conducting research, a structured and scientific approach should be followed by students. Apart from introduction chapter, research project should have chapters related to review of literature (in brief), research methodology, data analysis and interpretation and summary and conclusion.

Viva Voce is to be conducted by an external examiner.

BBA 325: ADVERTISING AND BRAND MANAGEMENT

Objectives: The objective of this course is to provide an understanding of the basic principles of advertising management, nature, purpose & complex constructions in the planning and execution of a successful advertising program and to develop an interest of the brand concept and the operational aspects of managing a brand. The course will expose student to issues in brand management, faced by firmsoperating in competitive markets.

UNIT I

Advertising & Advertising Management: Introduction, scope, need & importance; types & classification of advertisement, advertising & the promotion mix, Role of advertising in Social & Economic development, Ethics in Indian advertising.

Advertising Planning: Advertising Objectives-DAGMAR, determining advertising budgets: percentage of sales method, objective to task method, competitive parity & all you can afford; Advertising planning and strategy, creative strategy development and implementation

Media planning & Scheduling: broadcast & non-broadcast media; Key factors influencing media planning; setting media objectives, media decisions; media class, media vehicle & media option; Scheduling: flighting, pulsing & continuous; developing media strategies, evaluation of different media and media selection, media buying, measuring advertising effectiveness

UNIT II

Brands and Brand Management: concept, nature, importance, brand evolution, brand life cycle, brand v/s generics, associating feelings with a brand; branding challenges and opportunities; Brand Identity: conceiving, planning and executing (Aaker model); Brand Loyalty: concept and measures of brand loyalty

Brand Equity: concept and measures of brand equity, cost, price and consumer based methods, sustaining brand equity

Brand Personality: concept, measures and formulation of brand personality; Brand Image Vs Brand Personality

Brand Positioning: Concept, repositioning, Celebrity Endorsement, Brand Extension, Differential Advantage, Strategies for Competitive Advantage, Brand Pyramid.

Suggested Readings:

1. Advertising Management by Rajeev Batra, John G Myers, David A Aaker, Pearson Education Pub.
2. Advertising Principles & Practices by Wells, Moriarity& Burnett, Prentice Hall
3. Advertising and Promotion by George E.Belch& Michael A. Balch, McGraw Hill Irwin Publication
4. Advertising And Sales Promotion by S.H.H Kazmi and Satish K. Batra, Excel books
5. Advertising Planning and Implementation by Sangeeta Sharma and Raghuvir Singh, PHI
6. Kleppner's Advertising Procedure by W. Ronald Lane, Kane Whitehill King and J. Thomas Russell, Pearson Education
7. Contemporary Advertising, Promotion and Marketing Communications by Kenneth K Clow, Donald Baac, PHI Learning Private Limited, New Delhi
8. Advertising Theory & Practice by Sandage, Fryburger, Ratroll Longman Group

Note: Latest edition of text book must be used.

BBA 326: MARKETING OF SERVICES

Objectives: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

UNIT I

Introduction to Services Marketing:

Meaning and Nature of Services, Growing Importance of Services Sector; Classification of Services; Differentiating goods from services; Introduction to services marketing: Growth and importance of services marketing.

Understanding Consumer Behavior and markets:

Consumer purchase process; consumer behaviour in service encounters; Customer Expectations and Perceptions; Market Segmentation and positioning of services.

UNIT- II

Services Design and Development: Creating new service, Identifying and classifying supplementary services, Service blue printing.

Pricing of services: Objectives and foundations for setting prices, Value based pricing.

Services Distribution Management: Distributing services; Options for service delivery, place and time decisions.

Implementing Services Marketing:

Defining and Measuring Service Quality; The GAP Model; Customer Feedback and Service Recovery; Managing relationships and building loyalty.

Suggested Readings:

1. Lovelock C. H., Wirtz, J. and Chatterjee, J. Service Marketing: People, Technology, Strategy, Pearson Education, New Delhi.
2. Zeithaml V. A., Bitner M. J. and Pandit, A., Services Marketing, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
3. Verma H.V., Services Marketing, Pearson Education, New Delhi.
4. Hoffman, K. D. & Bateson, J. E.G., Marketing of Services, Cengage Learning
5. Kurtz D. L. and Clow K. E., Services Marketing. Biztantra, New Delhi.
6. Nargundkar, Rajendra, Services Marketing Text and Cases, Tata McGraw Hill Publishing Co. Ltd. New Delhi.

Note: Latest edition of text book must be used.

BBA 327: COST ANALYSIS AND CONTROL

OBJECTIVE: The objective of this paper is to provide knowledge to the students about the various components of the cost and techniques of cost control.

UNIT I

Introduction: Nature, Scope and Advantages of Cost Accounting, Installation of Costing system, Difference between Cost and Financial accounting, Classification of Costs. Material: Purchase, Storage and Control of Material, stock levels, Inventory Control Techniques. Methods of Pricing Material Issues

Labour: Meaning and Components of Labour Cost. Concept, Accounting and Control of Idle Time and overtime. Methods of Wage Payment and Incentive Plans, Labour Turnover

UNIT II

Overheads: Collection, Classification, Allocation, Apportionment and Absorption of Overheads (Primary and Secondary Distribution), Machine Hour Rate. Standard Costing and Variance Analysis, Budgetary control

Suggested Readings:

- 1: JawaharLal, Seema Srivastava: Cost Accounting, Tata McGraw Hill
- 2: S.N.Maheshwari: Cost and Management Accounting, Sultan Chand and Sons.
- 3: N.K.Agarwal: Cost Accounting, SuchitaPrakashanPvt. Ltd.
- 4: Horngren, SrikantM.Datar, George Foster: Cost Accounting, Prentice Hall.
- 5: P.C. Tulsian, Bharat Tulsian: Cost Accounting, S.Chand Publishing
- 6: M.N.Arora: Cost Accounting, Vikas Publishers
- 7: Ravi M. Kishore: Cost Accounting: Taxmann Publications Pvt. Ltd.

Note: Latest edition of text book must be used.

BBA 328: ACCOUNTING FOR MANAGEMENT

Objective: To acquaint students with concepts of cost and management accounting and their application in managerial decision making.

Unit I

Origin, Concept, Nature and Scope of Management Accounting, Distinction between Management Accounting and Financial Accounting. Nature, Importance and Limitations of Financial Statements, Tools of Financial Analysis, Trend Analysis, Common Size Financial Statements and Comparative Financial Statements, Ratio Analysis, Fund Flow and Cash Flow Statements Analysis.

Unit II

Absorption and Marginal Costing. Cost Volume Profit Analysis: Marginal Cost Statement/Equation; P/V ratio; Break Even Point (BEP), Break Even Chart; Margin of Safety; Decisions relating to Key Factor, Price fixation, Export Order, Make or Buy, Deletion or Addition to Product/Services, Sell or Process Further, Continue or Shut down, etc. Responsibility Accounting and Divisional Performance.

Suggested Readings:

9. Lal, Jawahar, Financial Accounting, S. Chand & Company, New Delhi.
10. Lal, Jawahar, Advanced Management Accounting, Text and Cases, S. Chand & Company, New Delhi.

11. Horngren, Charles T., Introduction to Management Accounting, Prentice Hall of India Private Ltd., New Delhi.
12. Anthony Robert, and David Hawkins; Accounting: Text and Cases, McGraw-Hill.
13. Bhattacharya, S.K. and JonnDearden, Accounting for Management, Vikas Publishing House, New Delhi.
14. JawaharLal, Seema Srivastava: Cost Accounting, Tata McGraw Hill
15. S.N.Maheshwari: Cost and Management Accounting, Sultan Chand and Sons.
16. N.K.Agarwal: Cost Accounting, SuchitaPrakashanPvt. Ltd.

Note: Latest edition of text book must be used.

BBA 329: HUMAN RESOURCE PLANNING AND PERFORMANCE MANAGEMENT

Objectives: The objective of this course is to help the students gain conceptual understanding of Human resource planning and performance management within an organization.

Unit- I

Human Resource Planning: Meaning, Features, Factors affecting HRP, Objectives, importance, types.

Human resource planning process: HRP Process, techniques of demand and supply forecasting, Problems in HRP and suggestions to effective HRP.

Career Planning and Development: Meaning, objectives, individual career planning, elements of career management programme, career stages, benefits and limitations.

Succession Planning: importance, challenges, components and suggestions.

Unit- II

Performance Management: Meaning, pre-requisites, principles, objectives, process, challenges, Performance appraisal and performance management.

Performance Planning: Features, objectives, goal setting, expectancy theory, competency mapping.

Performance Appraisal: Objectives, methods, limitations, potential appraisal.

Ethics in Performance Management: Ethical issues and dilemmas.

Suggested Readings:

1. Human Resource Planning: The Indian Dynamic by SujataMangaraj and PratimaJaiswal, Mahamaya Publishing House
2. Human Resource Planning by Dipak Kumar Bhattacharya, Excel Books
3. The hand Book of Human Resource Planning by Gordon McBeath, Blackwell Publishers
4. Performance Management by A. S. Kohli and T. Deb, Oxford University Press
5. Performance Management: Key strategies and practical guidelines by Michael Armstrong, Kogan Page
6. Human Resource Management by Gary Dessler and BijuVarkkey, Pearson
7. Strategic Human Resource Management by TanujaAgarwala, Oxford University Press
8. Human Resource Management: An experiential approach by H John Bernardin, McGraw Hill
9. Human Resource Management: Text and cases by V.S.P. Rao, Excel Books

Note: Latest edition of text book must be used.

BBA 330: COMPENSATION MANAGEMENT

Objectives: The objective of this course is to help the students understand basics of managing compensation systems of an organization and understand its application.

Unit I

Compensation management: concept, objectives, principles, importance of good compensation system, factors influencing compensation levels.

Theoretical dimensions of Compensation: economic theories, behavioral theories: content theories, process theories.

Job Evaluation: meaning, features, importance and methods, job evaluation and performance appraisal.

Unit II

Components of pay: basic pay, dearness allowance, Incentive plans: features, individual, group incentive plans, profit sharing schemes, Employee Stock Ownership.

Fringe benefits: need, objectives, types of fringe benefits, retirement benefits: provident fund, gratuity and pension.

Executive Compensation: meaning, components, and strategies: skill based pay, competency based pay, broad banding and variable pay system, new trends in compensation management.

Suggested Readings:

1. Armstrong M., and Murlis, H., Reward Management: A handbook of salary administration, Kogan Page, London.
2. Singh, B. D., Compensation and Reward Management, Excel Books.
3. Bhattacharya, D. K., Compensation Management, Second Edition, Oxford University Press.
4. Gerhart B., and Rynes, S. L., Compensation: Theory, Evidence and Strategic Implications, Sage South Asia Paperback Edition.
5. Henderson, R., Compensation Management-Rewarding Performance, Prentice Hall Inc.
6. Milkovich, G., Newman, J., and Venkataratnam, C. S., Compensation, Special Indian Edition, McGraw Hill Education.
7. V.S.P. Rao, Human Resource Management: Text and cases, Excel Books.

Note: Latest edition of text book must be used.
