



**UNIVERSITY OF RAJASTHAN**

**JAIPUR**

**SYLLABUS**

**Bachelor of Business Administration**

**Annual Scheme**

<b>BBA Part-I Examination</b>	<b>2022</b>
<b>BBA Part-II Examination</b>	<b>2022</b>
<b>BBA Part-III Examination</b>	<b>2022</b>

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## SCHEME OF EXAMINATION

### BACHELOR OF BUSINESS ADMINISTRATION (BBA PART-I)

(10+2+3 Pattern)

**Eligibility:-** Candidates must have passed Senior Secondary Examination or equivalent with 48% marks.

Medium of instruction and examination will be English/Hindi.

For pass at each examination, a candidate shall be required to obtain a minimum of 36% marks in each paper and 48% marks in the aggregate.

**Successful candidate will be qualified as under :**

- |   |                             |
|---|-----------------------------|
| (a) 48% and above but less than 60% marks | II Division                 |
| (b) 60% and above but less than 75% marks | I Division                  |
| (c) 75% marks and above                   | I Division with distinction |

The number of papers and practicals, wherever prescribed, the duration of examination, maximum marks and minimum pass marks are shown separately against each paper.

A student will be required to pass BBA Course within five years from the date of his/her admission.

#### Distribution of Marks

S.No.	Name of the Subject/Paper	No. of papers to be offered	Duration	Max. Marks	Min. Marks
1.	Paper-I: Business & Management	One	3 hrs.	100	36
2.	Paper-II: Business Communication	One	3 hrs.	100	36
3.	Paper-III: Legal Aspects of Indian Business	One	3 hrs.	100	36
4.	Paper-IV: Business Economics	One	3 hrs.	100	36
5.	Paper-V: <i>Financial Accounting</i>	One	3 hrs.	100	36
6.	Paper-VI : Computer Fundamentals	One			
	Theory		2 hrs.	40	14
	Practicals		2 hrs.	60	22

50% Papers (i.e. Three papers) can be carried forward from BBA Part-I examination to BBA Part-II examination and from BBA Part-II examination to Part-III examination. Further for BBA Part-III Examination, 50% of the papers (i.e., three papers) carried forward as due papers may be either from BBA Part-I or BBA Part-II or a mix from both years (BBA-I & BBA Part II)

**The Pattern of question papers shall be as under :-**

There will be five questions in all. The candidate will be required to attempt all the questions selecting one question from each Unit with an internal choice (either)

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## BACHELOR OF BUSINESS ADMINISTRATION

### PART-1

Paper-1 Business and Management

3 Hours duration

Scheme: Maximum Marks: 100

Minimum Pass Marks: 36

#### Unit-I

Business & Management: Features and scope of Business. Elementary knowledge of Trade, Industry and Commerce, Types of Industries, Forms of ownership- Sole trading, Partnership, Company, Cooperatives, Joint sector, Public Enterprises.

#### Unit-II

Concept of management, Nature and scope of management. Management Functions, Functional areas of Management (elementary knowledge only), Principles of Management, Schools of Management Thought.

#### Unit-III

Planning: Nature and components of planning. Types of plans, Process of planning, Effective planning, MBO.

Decision-making: Process and Techniques of decision-making.

#### Unit-IV

Organisation: Definition, Principles of organisation, Forms of structure, Formal and informal Organisation, Delegation of authority.

Leadership: Function and Theories of Leadership, Leadership Styles.

Coordination: Principles and Techniques of coordination, Effective coordination

#### Unit-V

Motivation: Human needs, Techniques of motivation, Sound motivation system, Theories of motivation (suggested by Maslow, Herzberg, McGregor, Victor Vroom)

Control: Nature and process of control, Techniques of control elementary knowledge only.

Effective control system

Books recommended:

- 1 Koontz and wehrich—Essentials of Management (Tata McGraw Hill Co.)
- 2 Newman, Warren & McGill—The process of management (Prentice-Hall of India Pvt, Ltd,)
- 3 Terry and Franklin—Principles of Management (All India Travellers Booksellers)
- 4 Toseph L. Massie—Essentials of management (Prentice Hall of India)
- 5 Stoner, Freeman and Gilbert—Management (Prentice Hall of India)
- 6 Robert N. Lussier-M, Lussier—Management Fundamentals (South-Western college Publishing)
- 7 Dr B.S. Mathur—Principles of Management ( National publishing House, Chaura Rasta, Jaipur)
- 8 M.J. Mathew-Business Management (Sheelsons, Jaipur)
- 9 G.S. Sudha—Business Management (RBSA, Jaipur)

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Paper-II: Business Communication

Scheme: Maximum Marks: 100

3 Hours duration

Minimum Pass Marks: 36

Unit-I

Concept and objectives of Communication, Effective Communication, Communication Process, Types of Communication-Upward and Downward Horizontal. Grapevine

Unit-II

Media of Communication: Written, oral, face-to-face, visual, audio-visual, modern media telex, fax teleconferencing, E-mail, media of non-verbal communication, kinesics effects.

Unit-III

Barriers to communication: Wrong choice of medium, Physical barriers, Semantic burles, Different comprehension of reality, Socio-psychological barriers.

Unit-IV

Aids to correct writing: Tenses, Modals, Conditional Infinitives, gerunds and participles, Active and Passive voice, Subject-verb agreement, Common errors.

Unit-V

Practical aspects of business communication: Report writing, Public speaking, Seminar Presentation, Interview, group discussion Effective listening

Writing Skills: types of business letters and letters writing.

Books recommended:

- 1 Rajendra Pal and J.S. Korlahalli- Essentials of Business Communication (Sultan Chand & Sons)
- 2 C.S. Rayed—Communication (Mumbai: Himalaya Publishing House)
- 3 C.B. Gupta—Business Communication & Customer Relations( Sultan Chand & Sons)
- 4 Parag Diwan—Communication Management (Deep & Deep publication Pvt. Ltd.)
- 5 Ronald E. Dulek and John S. Fieden—Principles of Business Communication (Macmillan Publishing Co.)
- 6 Karl Erik Rosengern—Communication—An Introduction (Sage Publications)
- 7 Websters Guide to Effective Letter Writing – Harper & Rom.
- 8 Krishna Mohan and Meera Banerji—Developing Communication Skill (Macmillan India Ltd)

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Paper-III: Legal Aspects of Indian Business  
Scheme: Maximum Marks: 100  
Minimum Pass Marks: 36

3 hours duration

Unit-I

Law of contract: Nature of contract, Classifications, Offer and Acceptance, Capacity to contract, Free Consent, Consideration, Legality of object, Agreement declared void, Performance of Contract, Discharge of Contract, Remedies for breach of contract.

Unit-II

Special Contract: Indemnity, Guarantee, Agency.

Unit-III

Sale of Goods Act: Formation of Contract of sale, Goods and their classification, price conditions & warranties, Passing of property in goods, Performance of contract of sale, Unpaid seller, sale by auction.

Unit-IV

Negotiable Instruments Act: Definition of Negotiable Instruments, Features, Promissory note, Bill of Exchange & cheque, Holder & Holder in due course, Crossing of cheque, Types of crossing, Dishonours of cheque.

Unit-V

Indian Companies Act: Meaning & Nature of company, Lifting of Corporate veil: Functions, Duties, Liabilities and Right of Promoters: Procedure of Registration: Contents and alteration of Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus.

Directors: Power and Duties, Appointment and Removal of Directors, Appointment and Role of company secretary.

Books recommended:

- 1 Avtar Singh—Company Law (Estern Books Co. Lucknow)
- 2 Gulshan and Kapoor—Business Law.
- 3 Avtar Singh--- Mercantile Law (Estern Books Co. Lucknow)
- 4 M.J Matthew--- Commercial Law (RBSA, Jaipur)
- 5 M>J Matthew—Company Law (RBSA, Jaipur)
- 6 Majumdar and Kapoor—Company Law and Practice (Taxman New Delhi)

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Paper- IV: Business Economics

Scheme: Maximum marks: 100

3 Hours duration

Minimum pass marks: 36

Unit-I

Meaning and scope of Economics: Micro vs Macro Economics Methodology of Economics.

Utility Analysis: Law of Diminishing Marginal Utility, Equimarginal utility, Consumer's surplus,

Unit-II

Indifference Curve Analysis Law of Demand. Demand Forecasting.

Laws of Returns: Production Function in Short-Run and Long-Run

Unit-III

Market Cost and Revenue analysis: Pricing under perfect Competition Monopoly, Monopolistic Competition, Oligopoly.

Unit-IV

Theory of Factor Pricing: Marginal Productivity Theory of Distribution. Rent, Wages, Interest, Profit

Unit-V

National Income Analysis: Various concept, Measurement and Economic Welfare.

Keynes and classicism: Brief study of keynesian Theory of Employment. Business Cycles.

Growth vs Development: Theories OF Economic Growth.

Books recommended:

- 1 M.L Seth --- Principles of Economics, Laxmi Agarwal, Agra
- 2 M.L. Jhingan--- Princiles of Economics, Vikas, New Delhi
- 3 Paul A. Samuelson – Economics, McGraw Hill International New York
- 4 D.N Dwivedi--- Managerial Economics, Vikas, New Delhi.
- 5 N.D Mathur—Business Economics, Shivam Books House(P) Ltd. Jaipur
- 6 D.M Mithani--- Fundamental of Business and Managerial Economics, Himalays Publishing
- 7 U.L Mote, Samule Pual and G.S Gupta--- Managerial Economics Tata Mcgraw Hill Mumbai

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BBA part I Exam  
Paper-V Financial Accounting

Scheme: Maximum Marks: 100  
Minimum Pass Marks: 36

3 Hours Duration

Unit-I

Generally Accepted Accounting Principles: Concepts and Conventions, Accounting Equation, Books of Original Record, Journal and Subsidiary Books, Ledger, Trial Balance.

Unit-II

Depreciation, Provision and Reserves, Rectification of Errors, Preparation of Final Account with Adjustments.

Unit-III

Bank Reconciliation Statement.  
Accounting of Non-Profit Organisations and Professional People.  
Insurance claims for loss of stock and loss of profit.

Unit-IV

Issue and Forfeiture of Equity Shares, Issue and Redemption of Preference Shares and Debentures.

Unit-V

Financial Statements of Companies including Managerial Remuneration.  
Disposal of Profits and Issue of Bonus Shares.

**Books Recommended:**

1. Shukla & Grewal- Advanced Accounts.
2. S.N Maheshwari-Advanced Accountancy, Vol I & II
3. Sharma & Bhardwaj-Book-keeping & Accountancy.
4. Sharma, Shah & Agarwal-Financial Accounting.
5. Monga, Sehgal, Ahuja-Advanced Accounts, Vol I & II
6. R. L. Gupta & M. Radhaswamy- Advanced Accountancy, Vol I & II

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Paper VI: Computer Fundamentals

Maximum Marks:	Theory	40
	Practical	60
Minimum Pass Marks:	Theory	14
	Practical	22
Time allowed:	Theory	2 Hours
	Practical	2 hours

Unit-I

- 1 Introduction to computers and related Terminology (Basic Information only)
- (a) Hardware CPU—(Motherboard, Microprocessor, (The intel) Pentium III AMD and Cyrix), MMX Technology, System Clock, Address Bus, Data Bus (PCI & EISA) eache Memory Processing Speed, Espansion Slots (Video Cintroller, Sound cards, SCSI, Network card), Memory—(Unit RAM, ROM, EDO RAM, SD RAM), Input and output Devices—Keybord ( The Standard Keyboard layout) Mouse Printers (DOt-Matrix, Ink-jet, Laser Jet) Microphone, Speakers, Modem, Scanner, Digital Cameras) Stroage Devices Diskette Drive (Types, Demsity, Formatting Boot Record FAT Folder Directory) Hard Disk Drive CD ROM Drive, (C.D /rom Speeds) CD-R Drive, DVD Rom Drive, Tape Drive
  - (b) Software—Introduction to Programming Languages, systems software (Operating system and utilities) Application Software ( Word Processors Spreadsheet, DBMS, Presentation Graphics, Browsers Personls Information Managers) introduction to Multilingual word processors.
  - (c) Communications and Connectivity—Data Communication system. Data transmission (Serial Parallel, bandwidth, protocols) E-Mail FAX Voice and video messaging, video conferencing, Online services user connection (types) Networking of Computers (NOde, Client server LAN, WAN) Using the network, The Internet and the web.

Unit-II

- 2 Operating System (Working Knowledge at Common Users Level Only)
- Overview of improtant DOS commands, windows 98: Installation scandisk, COntrol Panel, Taskbar Toolbars, Disply setting (Background Wallpaper Svreensaver, Desktop them) Files and Folder management, Windows Explorer, Finding Files and Folders, Formatting Disks and Copying files, Printer Settings.
- Modem Installation Mouse Installation: Adding and Removing Programmes, Active Desktop Concepts, Winzip and its applications Norton Antivirus and its use. Use of calculators, Paintbrush, Winmap MPEG player and Window help.

Unit-III

- 3 Application Softword (Working Knowledge at common users Level only)
- (a) Word Processing Software—MS Word
- Entering, Editing and formatting text document formats page size and orientaion, Headers and Footers, COlumns and sections page layout) Spelling and Grammer checkers. Thesaurus Find and Replace Cut and Paste. Tables and formatiing tables Mails Merge Style and Templates.

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Unit-IV

(b) Spreadsheet Programme- MS Excel

Entering Data, labels Values Dates Formulas Cell reference Formats Functions Templates Charts and Maps Analysing data in a spreadsheet.

© DBMS--- Microsoft Access

Database, Entering data into the database Creating Database tables editing data, Viewing Record, Shorting record, Querying a database, generating reports.

Unit-V

4 Computer Programming: Algorithm development—step in programme development problem identification task analysis, Data analysis GIGO Outputs and Inputs Pseudo code Algorithms, Flow Charting Programme coding testing and debugging.

Programming (Using C Language) Data Types, Variables and constants, Expressions, Operators and assignments statement control statement console I/O Arrays functions Dynamics data structure in C-pointers, Structures and Unions and user defined variables. File Handling. The C-preprocessor C-standard Library and Header files.Simple Programming exercise

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# BACHELOR OF BUSINESS ADMINISTRATION

## Part-II

Medium of instruction and examination will be English/Hindi.

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- |   |                             |
|---|-----------------------------|
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The number of papers and practicals, wherever prescribed, the duration of examination, maximum marks and minimum pass marks are shown separately against each paper.

A student will be required to pass BBA Course within five years from the date of his/her admission.

### *Distribution of Marks*

S.No	Name of subject/Paper	No. of papers to be offered	Duration	Max. Marks	Min. Pass Marks
1.	Paper-I Strategic Management	One	3 hrs	100	36
2.	Paper-II Marketing Management	One	3 hrs	100	36
3.	Paper-III Human Resource Management	One	3 hrs	100	36
4.	Paper-IV Business Finance	One	3 hrs	100	36
5.	Paper-V Quantitative Techniques	One	3 hrs	100	36
6.	Paper-VI Management Information System	One	3 hrs	100	36

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## Paper-I Strategic Management

Scheme : Maximum Marks : 100  
Minimum Pass Marks : 36

3 Hours duration

### UNIT I

Introduction : Meaning of Strategic Management, Role of Strategic Management, Process of SM, Limitations of SM, Organizational Mission, Vision, Objectives and Goals

### UNIT II

Environmental Scanning: Appraisal of External Environment, Dynamics of Internal Environment, Organizational Capabilities and Appraisal, Core Competence.

### UNIT III

Strategy Formulation: Corporate Level Strategy, Business Level Strategy, Functional Level Strategy.

### UNIT IV

Strategy Implementation: Aspects of Strategy Implementation, Procedural Implementation, Resource Allocation, Organizational Design and Change, Corporate Culture.

### UNIT V

Strategic Evaluation and Control: Meaning of Strategic Evaluation and Control, Criteria and Techniques of Strategic Evaluation and Control.

#### *Books Recommended :*

1. David, F.R. (1997), Cases in Strategic Management, New Jersey : Prentice Hall.
2. Prasad, L.M. (1995), Business Policy & Strategy, New Delhi : Sultan Chand & Sons.
3. Jauch, L.R. & Glueck, W.F. Business Policy and Strategic Management, Mc Graw- Hill.
4. Ramaswamy, V.S. & Namakumari, S., Strategic Planning Formulation of Corporate Strategy, Delhi : Macmillan India.
5. Azhar Kazmi : Strategic Management

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## Paper- II MARKETING MANAGEMENT

Scheme . Maximum Marks : 100  
Minimum Pass Marks : 36

3 Hours duration

### Unit-I

Introduction: Nature and scope of Marketing, Importance of marketing in liberalized Economy, Marketing concept, Product Differentiation, Brand and Trade Marks, Packaging, Labeling, Product life cycle.

### Unit-II

Marketing Research: Meaning of Market Research, Nature and importance of Marketing Research, Areas and Techniques of Marketing Research, selection of the Channels of Distribution.

### Unit -III

Pricing Strategy: Factors to be considered in pricing, pricing objectives and strategies, Break even analysis, Uses of sales forecast, Methods of sales forecast, Market segmentation.

### Unit-IV

Determining the sales promotion programme, personal selling, selling process – qualities of a salesman. Advertising (Media choice, Good copy, Budgeting,). Sales Promotion methods, Public Relations (Methods).

### Unit-V

Control of Marketing Operations: Need for control, phase of Control, Techniques of controlling (Budgeting, Sales analysis Distribution cost accounting and analysis ), Marketing audit.

### Books Recommended :

1. Kotler, Philip, Marketing Management (New Delhi : Prentice-Hall of India Pvt , Ltd. The Millinnium edition).
2. Saxena, Rajan, Marketing Management (New Delhi : Tata Mc Graw-hill Publishing Co. Ltd.)
3. Ramaswamy, V.S. and Namakumari, S. Marketing Management Planning Implementation and Control The Indian context (Delhi: Macmillan India Ltd.)
4. Varshney R.L. and Gupta, S.L. Marketing Management (The Indian Perspective) - Text and Cases (New Delhi : Sultan Chand & Sons)
5. Kotler, Philip, Armstrong, Gary, Principles of Marketing (New Delhi, Prentice Hall of India Pvt., Ltd.)
6. Sherleker, S. Marketing Management (Mumbai: Himalaya Publishing House)
7. Gandhi, J. C. Marketing Management : An Introduction (New Delhi : McGraw Hill Publishing Co. Ltd.)

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## Paper -III : Human Resource Management

Scheme : Maximum Marks : 100  
Minimum Pass Marks : 36

3 Hours duration

### Unit-I

Introduction : Scope, Importance and functions of HR Management.  
Role of HR Department, HR Environment in India

### Unit-II

Procuring Human Resources: HR Planning, Recruitment and Selection,  
Induction and Placement

### Unit-III

Human Resource Development: Career Planning and Development,  
Training.

### Unit-IV

Performance and Potential Appraisal, Merit Rating, Executive  
Development

### Unit – V

Motivation and Morale, Leadership.

### Books Recommended:

1. Saiyadain, Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999.
2. Chhabra, T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
3. Flippo, Edwin B.: Principles of Personnel Management, McGraw Hill, New York.
4. Dessler, Garry : Human Resource Management, Prentice Hall of India,
5. Gupta, C.B. : Human Resource Management, Sultan and Sons, New Delhi

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## Paper - IV BUSINESS FINANCE

Scheme : Maximum Marks : 100  
Minimum Pass Marks : 36

3 Hours duration

### Unit -I

**Environment of Business Finance :**

Finance: Concept, Finance & other discipline, Business Financing, Corporate Financing. Financial Forecasting, Fundamentals of Stock market.

### Unit -II

**Perspective of Finance :**

Financial Management-meaning, objectives, scope and functions, functional areas of Financial management, Financial Decisions, Role of CFO.

### Unit -III

**Financial Planning & Forecasting.**

Financial Planning : meaning, characteristics, Capitalisation : under capitalisation and over capitalisation. Financial forecasting : meaning, tools of Financial forecasting, Cost of Capital, Capital Budgeting.

### Unit -IV

**Working Capital Management:**Theory of working capital management, Management of cash and marketable securities, Receivables Management, Inventory Management

### Unit -V

**Techniques of Financial Analysis:** Analysis of financial Statements:

Statement of change in Financial position Funds Flow Analysis Cash Flow Analysis, Cash Volume Profit Analysis, Financial Analysis through Leverages.

**Books Recommended :**

1. Khan, M.Y. & Jain P.K., Financial Management : Text & Problems, New Delhi : Tata McGraw-Hill
2. Chandra, Prasanna Financial Management-Theory & Practice Management Tata McGraw-Hill
3. Kulkarni P.V. & Salyaprasad, B.G. Financial Management-A Conceptual Approach Mumbai : Himalaya Publishing House
4. Pandey, I.M., Financial Management, New Delhi : Vikas Publishing House
5. Vanhorne, James C., Financial Management & Policy New Delhi : Prentice Hall of India
6. Kishore, Ravi M., Financial Management with Problems & Solutions, New Delhi, Taxmann
7. Block & Hart, Foundation of Financial Management

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## Paper-V : Quantitative Techniques For Management

Scheme : Maximum Marks : 100

3 Hours duration

Minimum Pass Marks : 36

### Unit –I

**Quantitative Techniques** : An Introduction, Statistical and operations Research techniques, Scope and application of quantitative techniques, Scientific approach in decision making. Limitation of these techniques. **Probability and probability distributions** : Laws of probability, Baye's theorem, Mathematical Expectation, Binomial, poisson and normal probability distribution.

### Unit –II

**Decision Theory** : Decision making under certainty, uncertainty and Risk, Decision tree analysis. **Linear Programming** : Graphical and Simplex Solutions of LPP. Primal and its dual.

### Unit –III

**Transport and Assignment Problems** : Network Analysis - Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM), Cost Analysis and Crashing the Network.

### Unit –IV

**Theory of Games and Queuing Models** : Two persons Zero sum games, pure and mixed strategy. **Queuing mode Single channel queuing theory** Application of queuing theory in business decision making.

### Unit –V

**Replacement Theory**: Replacing of items that deteriorate with time, Time value of money concept and replacement, **Simulation**: Advantages, Limitations, Monte Carlo Method.

#### Books Recommended :

1. Kothari, CR, Quantitative Techniques, New Delhi : Vikas Publishing
2. Kapoor, V.K., Operations Research, New Delhi : Sultan Chand & Sons.
3. Khandelwal, M.C. and Gupta Quantitative Techniques.

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## Paper-VI : MANAGEMENT INFORMATION SYSTEM

Scheme : Maximum Marks : 100  
Minimum Pass Marks : 36

3 Hours duration

### Unit –I

**Introduction to MIS:** Concept of MIS, role of MIS, objectives of MIS, emergence of MIS, MIS and computers, Impact of MIS, systems approach to MIS, Advantages, and disadvantages of computer based MIS.

### Unit –II

**Information :** Classification of information, levels of information, Methods of data and Information collection, value of Information

### Unit –III

**Information system for decision making :** Decision- making and MIS, decision making concepts organisational decision-making, MIS and decision making concepts. MIS as technique for programme decisions, Decision support system. MIS and role of DSS.

### Unit –IV

**Data base Management systems:** Data base Management systems: Data base concepts, data base models data base design, RDEMS MIS and RDEMS, Introduction of oracle, Network topology, LAN and WAN, Data communication.

### Unit –V

**MIS in operations :** MIS for Finance, MIS for Marketing MIS for production, MIS for Human resource Management, MIS for marketing.

#### Books Recommended :

1. Javedkar, W.S.-Management Information Systems (Tata McGraw-Hill Publishing Company Ltd., New Delhi)
2. Mardic R.G., Ross J.E.& clagget J.R - Information System for Modern Management (Prentice Hall of India)
3. James A.O. Brien Management Information Systems, (Galgotia Publications)
4. Locus, Analysis, Design and Implementation of Information System (McGraw-Hill Book Co.)
5. Anderson, Lavid L. Post, Gerald V., Management Information System (Tata-McGraw Hill Publishing Co.)

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BBA Part-III

Paper I- Organizational Behaviour

Paper II- Indian Management Thought and Business Leaders

Paper III- International Business

Paper IV- Cost and Management Accounting

Paper V- E-Commerce

Paper VI- Comprehensive Viva Voce

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Paper- I

Organizational Behaviour

Unit I :

Meaning and Concept of Organization Behaviour, Role of OB in Today's Business organization, Challenges and Opportunities, Theories of Organization Behaviour, Social Systems and Organizational Culture.

Unit II :

Perception, Nature, Importance, Difference between Sensation and Perception; Personality: Meaning, Determinants of Personality, Personality Traits and Types, Values attitudes and Job Satisfaction.

Unit III :

Interpersonal Behaviour, Group Dynamics- Meaning, Norms and Role, Theories of Group, Cohesiveness, Dynamics of Informal Group, Team and Team building.

Unit IV :

Definitions of Conflict, Process, Negotiations Process, Individual differences in negotiation effectiveness, Causes of Stress and its effects, Stress and Conflict Management.

Unit V :

Meaning, Nature and factors of Organizational Change, Planned Change, Resistance to Change, Change Agent, Concept of Organizational Development, Organizational Development Interventions.

Books Recommended :

1. Prasad, L.M., Organizational Behaviour, S. Chand, New Delhi
2. Robbins, Stephen P., Organizational Behaviour: Concept, Controversies, Applications, Prentice Hall of India, Pvt. Ltd. New Delhi
3. Luthans Fred, Organizational Behaviour, McGraw-Hill
4. Dr. P. S. S. Kumar, Dr. Anukriti Sharma and K. S. Krishna, Organizational Behaviour, Jahanvi Publications.
5. Prof. Anil Mehta, Organizational Behaviour, RBD, Jaipur
6. Organizational Behaviour, Thakur Publication, Jaipur

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Paper- II

Indian Management Thought and Business Leaders

Unit- I

Spirituality and Management- Concept of Spirituality, Indian Ethos and Values, Role of Values in Management, Western Values vis a vis Indian Values, Applications of Yoga in Management- Personality Development, Meditation and Management of stress.

Unit- II

Indian Epics and Management- Dimensions of Vedic Management, Bhagwad Gita, Ramayan, Kautilaya's Arthshastra.

Unit- III

Indian Thinkers- Swami Vivekanand, Mahatama Gandhi, S.K. Chakraborty, C.K. Prahlad.

Unit- IV

Indian Business Leaders: JRD Tata, Ram Krishan Bajaj, G D Birla, Dhirubhai Ambani.

Unit- V

Indian Business Leaders: Narayana Murthy, Azim Premji, Lakshmi Mittal, Sunil Bharti Mittal.

Books Recommended

1. Chakraborty, S.K. and Bhattachary., Pradip: Human Values, New Age International (P) Limited Publishers.
2. Saneev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt. Ltd.
3. Khanna, S. : Vedic Management, Taxman Publications (P) Ltd.
4. Bhawad Gita as Viewed by Swami Vivekananda: Vedanta Press & Bookshop.
5. Rajgopalachari, C. : Ramayan, Bhartiya Vidy Bhawan.
6. Gita Piramal: Business Legends.

Paper III

International Business

Unit I

Meaning of International Business, Domestic Business V/s International Business, Importance of International business, Major participants of IB, Scope of International Business.

Unit II

Understanding the International Business Environment: Cultural Environment, Economic Environment, Political Environment, Legal & financial Environment.

Unit III

International Business organisations, Forms of International organisations, World Trade Organisation (WTO).

Unit IV

International Financial Management, International Monetary Fund (IMF), World Bank.

Unit V

Global Operations and Supply Chain Management. International Human Resource Management, International Trade Procedure and Documentation, Global E-business, Ethics and Social Responsibility.

Books Recommended

1. Joshi, R.M.: International Business, Oxford University Press, New Delhi.

2. Aswathappa, K.: International Business, Tata McGraw-Hill Publishing Company Limited, New Delhi.

3. Cherunilam, Francis: International Business Environment, Himalay Publishing House, New Delhi.

(20)

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## Paper IV

### Cost and Management Accounting

#### Unit I-

**Introduction to Cost Accounting:** Meaning and definition, scope and use of cost accounting, cost centre, cost centre, cost accounting and financial accounting, cost concepts, classification of costs.

**Elements of Cost:** Material, labour and expenses, direct Material cost-Meaning, Purchase and stores routine, methods of Pricing Material issues, wastage, scrap spoilage and defectives, Inventory Control techniques, direct labour cost-Meaning, Remuneration methods, labour-turnover, treatments of idle time, overtime premium, Employees welfare costs and fringe benefits.

#### Unit II-

**Overheads:** Introduction, direct expenses, steps in accounting of overheads, classification of overheads, techniques for separation of fixed and variable costs, allocation and inproportion of overheads, absorption of overheads-methods of overheads, absorption, over absorption and underabsorption of overheads.

**Costing methods:** Output costing.

#### Unit III-

(a)**Management Accounting:** Meaning, Nature, Scope of Management Accounting, Tools and Techniques of Management Accounting, Functions of Management Accountant, Installation of Management Accounting System, Limitations of Management Accounting.

(b)**Application of Marginal Costing in Decision Making.** Fixation of Selling Price, Make or Buy Decision. Dropping a line or product, Retain or Replace, own or lease, Selling in Foreign Market.

#### Unit IV-

**Cost Control Techniques:**

(a)**Budgeting:** Introduction, Comprehensive/Master Budget, Fixed and Flexible Budget. Cash Budget, Functional Budgets.

(b)**Standard Costing:** Introduction, Cost Variance Analysis: Material Variance and Labour Variance.

#### Unit V-

(a)Responsibility Accounting.

(b)Activity Based Costing.

#### Books Recommended:

1. M.N. Arora: Cost Accounting-Principles and Practices.
2. S.P. Jain and K.L. Narang: Cost Accounting.
3. M.Y. Khan and P.K. Jain: Management Accounting.
4. I.M. Pandey: Management Accounting.
5. P.C. Tulsian: Practical Accounting.
6. Robert Anthony, Reeceetal. Principles of Management Accounting.

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Paper V

E-Commerce

Unit I :

Meaning, Characteristics, Origin, Process, Key Drivers of E-Commerce, Elements, Traditional Commerce Vs E-Commerce, Benefits, Standards, Technologies, E-Commerce Models, Mobile Commerce, Barriers to E-Commerce.

Unit II :

Internet and E-Commerce, Networking-LAN, WAN, Business Uses of Internet, www, Protocols, Intranet and Internet, Multimedia Application, Hardware and Software.

Unit III :

Electronic Payment Systems- Methods, Security Issues, Electronic Banking, Electronic Stock Trading.

Unit IV :

Data Warehousing, Client-Server Computing, Data Mining, Website Management – Steps.

Unit V :

ERP – Meaning, Functions, SAP Applications, Business Intelligences, Ethics, Security and E-Governance.

Books Recommended:

1. E-Commerce and E-Business : Dr. C.S. Rayudu, Himalaya Publishing House.
2. Information Technology : E-Commerce & E-Business : V.D. Dudeja, Commonwealth Publisher, New Delhi
3. Electronic Consumer Framework- Technologies and Applications: B. Bhasker, Tata Mc Graw-Hill
4. Electronic Commerce : A Managers Guide to E-Business: Parag Davan and Sunil Sharma, Vanity Books International, New Delhi

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Paper VI

Paper VI- Book Review Presentation and viva-voce

Presentation of Review of a Reference book on Management- 50 Marks

Comprehansive viva-voce based on papers of BBA Course- 50 Marks

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