



BANKURA UNIVERSITY

SYLLABUS

Bachelor of Business Administration (H)

As per LOCF (Learning Outcome Based Curriculum Framework)

Under Choice Based Credit System (CBCS)

With Effect from Session – 2022-2023



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CBCS Syllabus for BBA (Hons.)

With effect from the Session 2022-2023

BBA (H) (Bachelor of Business Administration (HONOURS))

Program Learning Objectives (PLOs)

- To bridge the gap between theoretical and practical knowledge of the students by adopting innovative teaching pedagogy.
- Building a strong foundation in all the key functional areas with modern and need-based curriculum with specializations in areas such as Marketing, Finance, Information Technology, Human Resource Management, Operations and International Business.
- Developing strong personal, interpersonal, Logical and group communication skills.
- Providing academic flexibility to endorse knowledge.
- Engaging with industry for executive education with industry oriented syllabi.
- Developing centers of brilliance associated with promising areas of knowledge.
- To promote entrepreneurial skills among students.

Program Outcomes (POs)

- Upon completion of the BBA (H) the students will have general idea of operations in business.
- Providing educational preparation for a career.
- Meeting institutional social responsibilities associated to the vision and regulations.

Program Specific Outcomes (PSOs)

- Business Environment and Field Knowledge
- Critical thinking, Business Analysis, Creativity, Problem Solving and Innovative Solutions
- To develop socially, ethically responsible business leaders.
- Effective Communication
- Leadership and Teamwork

Evaluation

The BBA (H) Program will follow a continuous examination and evaluation system.

The evaluation shall follow the pattern given below:

Theory Based Subjects	Marks
Internal Assessment (Assignment/Class Tests/Viva/Presentation)	20
End-Semester	80
Total	100

Practical Based Subjects	Marks
Internal Assessment (Assignment/Class Tests/Viva/Presentation)	20
End – Semester Practical	30
End – Semester Theory	50
Total	100



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Projects & Viva Voce	Marks
Internal Assessment (Fortnight Report Presentation)	20
End – Semester Practical	80
Total	100

The End Semester Examination's Questions shall follow the pattern given below:

THEORY QUESTION PAPERS' QUESTIONS PATTERN (SUBJECTS CONTAINS NO PRACTICAL PORTION)					
No. Of Groups	No. Of Questions Will Be There	Type Of Questions	No. Of Questions To Be Answered	Marks Carried By Each Questions	Marks Carried By Groups
Group –A	10	MCQ	10	1	10
Group –B	15	SHORT	10	2	20
Group –C	6	SEMI DESCR.	4	5	20
Group –D	6	DESCRIPTIVE	3	10	30
Total:					80

THEORY QUESTION PAPERS' QUESTIONS PATTERN (SUBJECTS CONTAINS PRACTICAL PORTION)					
No. Of Groups	No. Of Questions Will Be There	Type Of Questions	No. Of Questions To Be Answered	Marks Carried By Each Questions	Marks Carried By Groups
Group –A	10	MCQ	10	1	10
Group –B	8	SHORT	5	2	10
Group –C	6	SEMI DESCR.	4	5	20
Group –D	2	DESCRIPTIVE	1	10	10
Total:					50

PRACTICAL QUESTION PAPERS' QUESTIONS PATTERN					
No. Of Groups	No. Of Questions Will Be There	Type Of Questions	No. Of Questions To Be Answered	Marks Carried By Each Questions	Marks Carried By Groups
Group –A	5	LAB BASED	1	15	15
Group –B	5	LAB BASED	1	15	15
Total:					30



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Semester – I										
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours			
				IA	ESE		Total	L	T	P
1	CC-01	Fundamentals of Management & Organizational Behavior	6	20	80		100	3	1	-
					T:80	L:00				
2	CC-02	Business Mathematics	6	20	80		100	3	1	-
					T:80	L:00				
3	GE-01	Business Environment	6	20	80		100	3	1	-
					T:80	L:00				
4	AECC-01	Environmental Studies	4	20	80		100	3	1	-
					T:80	L:00				
Total in Semester-I			22	80	320		400	12	4	-

Semester – II										
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours			
				IA	ESE		Total	L	T	P
1	CC-03	Accounting for Managers	6	20	80		100	3	1	-
					T:80	L:00				
2	CC-04	Business Statistics	6	20	80		100	3	1	-
					T:80	L:00				
3	GE-02	Entrepreneurship Development	6	20	80		100	3	1	-
					T:50	L:30				
4	AECC-02	English Language and Communication	2	20	80		100	3	1	-
					T:80	L:00				
Total in Semester-II			20	80	320		400	12	4	-



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Semester – III									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	CC-05	Financial Management	6	20	80 T:80 L:00	100	3	1	-
2	CC-06	Marketing Management	6	20	80 T:80 L:00	100	3	1	-
3	CC-07	Managerial Economics	6	20	80 T:80 L:00	100	3	1	-
4	GE-03	Financial Markets, Institutions and Services	6	20	80 T:80 L:00	100	3	1	-
5	SEC-01	Choose Any One <ul style="list-style-type: none"> • IT Tools for Business • E-Commerce 	2	20	80 T:50 L:30	100	3	1	4
Total in Semester-III			26	100	400	500	15	5	4

Semester – IV									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	CC-08	Human Resource Management	6	20	80 T:80 L:00	100	3	1	-
2	CC-09	Production and Material Management	6	20	80 T:80 L:00	100	3	1	-
3	CC-10	Legal Aspect of Business	6	20	80 T:80 L:00	100	3	1	-
4	GE-04	Management Information System	6	20	80 T:80 L:00	100	3	1	-
5	SEC-02	Choose Any One <ul style="list-style-type: none"> • Business Research Methodology • Introduction to Business Analytics 	2	20	80 T:50 L:30	100	3	1	4
Total in Semester-IV			26	100	400	500	15	5	4



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Semester – V

Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours			
				IA	ESE	Total	L	T	P	
1	CC-11	Ethics & Corporate Social Responsibility	6	20	80		100	3	1	-
					T:80	L:00				
2	CC-12	Operation Research	6	20	80		100	3	1	-
					T:80	L:00				
3	DSE-01	Elective –I	6	20	80		100	3	1	-
					T:80	L:00				
4	DSE-02	Elective –II	6	20	80		100	3	1	-
					T:80	L:00				
Total in Semester-V			24	80	320		400	12	4	-

Semester – VI

Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours			
				IA	ESE	Total	L	T	P	
1	CC-13	Strategic Management	6	20	80		100	3	1	-
					T:80	L:00				
2	CC-14	Major Project & Viva-Voce	6	20	80		100	3	1	-
					T:00	L:80				
3	DSE-03	Elective –III	6	20	80		100	3	1	-
					T:80	L:00				
4	DSE-04	Elective –IV	6	20	80		100	3	1	-
					T:80	L:00				
Total in Semester-VI			24	80	320		400	12	4	-



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Discipline Specific Elective Course				
	Finance Management(FM)	Marketing Management(MM)	Human Resource Management(HRM)	System Management(SM)
DSE-01	Cost & Management Accounting (FM-I)	Sales & Distribution Management (MM-I)	Industrial Relations & Industrial Laws (HRM-I)	Systems Analysis and Design (SM-I)
DSE-02	Taxation (FM-II)	Integrated Marketing Communication (MM-II)	Human Resource Development (HRM-II)	Decision Support System (SM-II)
DSE-03	Security Analysis and Portfolio Management (FM-III)	Marketing of Services (MM-III)	Compensation Management & Wage Laws (HRM-III)	Database Management System (SM-III)
	Project Appraisal (FM-IV)	Retail Management (MM-IV)	Talent & Knowledge Management (HRM-IV)	Internet Programming and Web Design (SM-IV)
DSE-04	International Financial Management (FM-V)	Consumer Behavior (MM-V)	Training and Development (HRM-V)	Software Engineering (SM-V)
	Financial Modeling & Derivatives (FM-VI)	International Marketing (MM-VI)	Counseling & Negotiation Skills for Managers (HRM-VI)	Fundamentals of Networking (SM-VI)

Note:

1. BBA = Bachelor of Business Administration, CC = Core Course, AECC = Ability Enhancement Compulsory Course, SEC= Skill Enhancement Course, GE= Generic Elective, DSE= Discipline Specific Elective, IA= Internal Assessment, ESE= End-Semester Examination, L =Lecture, T= Tutorial, and P=Practical
2. For DSE Papers one student has to choose a specialization from Financial Management, Marketing Management, Human Resource Management and System Management First. After that one has to choose DSE – 03 paper from the two options and DSE-04 paper from two options. [For example if someone has chosen Marketing Management as specialization then he / she has to choose between Marketing of Services (MM- III) and Retail Management (MM – IV) for his/ her DSE – 03 paper. He / She has to do the same for DSE-04 paper also.]



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Semester - I

Course Code: AECC-01

Course Title: Environmental Studies (4 Credit)

Theory: 60 Lectures

Course Objectives:

- Students will integrate knowledge from multiple disciplines representing physical and life sciences perspectives, political and economic perspectives, and social and cultural perspectives on humans' interactions with their environments;
- Students will contribute to and facilitate interdisciplinary research and problem solving, through independent and collaborative work; and
- Students will use quantitative and qualitative research tools and techniques to analyse, implement, envision, assess, and report sustainability efforts.

Learning Outcomes:

After completing the major in Environmental Studies, students will be able to:

- Articulate the interconnected and interdisciplinary nature of environmental studies;
- Demonstrate an integrative approach to environmental issues with a focus on sustainability;
- Use critical thinking, problem-solving, and the methodological approaches of the social sciences, natural sciences, and humanities in environmental problem solving;
- Communicate complex environmental information to both technical and non-technical audiences;
- Understand and evaluate the global scale of environmental problems; and
- Reflect critically on their roles, responsibilities, and identities as citizens, consumers and environmental actors in a complex, interconnected world.

Unit-I: Introduction to Environmental Studies:

- Multidisciplinary nature of environmental studies
- Definition, Nature, Scope and Importance of environmental studies
- Types and Components of environment
- Sustainable development

Unit-II: Ecosystems:

- Concept of Ecology and Eco-system, Structure and Function of an Ecosystem
- Different types of ecosystem; Forest, Desert and Aquatic (Ponds and Oceans) Biomes
- Energy flow in the ecosystem, energy flow models
- Food chains, food webs and ecological pyramids
- Ecological Succession

Unit-III: Natural Resources: Renewable and Non- Renewable Resources:

- Land resources: Land degradation, Landslides, Soil erosion
- Forest resources: Uses, types and importance, deforestation and its effects, Forest bio diversity and tribal population
- Water resources: Distribution of water on Earth; Use and over-exploitation of surface and ground water; conflicts over water (international & inter-state)



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- Energy resources: Renewable and Non-renewable energy sources; Use of alternative energy Sources

Unit-IV: Biodiversity and conservation:

- Introduction – Definition: Levels of biological diversity: Genetics, Species and Eco-System Diversity, Biodiversity hot spots and mega biodiversity countries.
- Threats to biodiversity; Value (services) of biodiversity; man-wildlife conflicts, biological invasions
- Conservation of biodiversity: *In situ* and *Ex situ* conservation of biodiversity; Endangered and endemic species of India

Unit-V: Environmental Pollution:

- Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution
- Nuclear hazards and human health risks.
- Solid waste management: Control measures of urban and industrial waste.
- Fireworks Pollution

Unit-VI: Environmental Policies & Practices:

- Climate change, global warming, ozone layer depletion, acid rain and its impacts on human communities and agriculture
- Environment Laws: Environment Protection Act, 1986; Air (Prevention & Control of Pollution) Act, 1981; Water (Prevention and control of Pollution) Act, 1972; Wildlife Protection Act, 1972; Forest Conservation Act, 1920, 1988; International agreements: Montreal protocols, 1987 and Kyoto protocols, 1997 and Convention on Biological Diversity (CBD)
- Tribal populations and rights.

Unit VII: Human Communities and the Environment:

- Human population growth: Population Explosion, Impacts on environment, human health and welfare.
- Disaster management: floods, earthquake, cyclones and landslides.
- Environmental movements: Chipko, Silent valley
- Environmental ethics: Role of Indian and other religions and cultures in environmental Conservation
- Environment and human health: Concept of health and diseases (Vector Borne Diseases)
- Human Rights, Value Education, Role of Information Technology in Environment

Unit VIII: Field Work (Project Work):

- Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc.
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural.
- Study of common plants, insects, birds and basic principles of identification
- Study of simple ecosystems-pond, river etc.

Reference Books:

1. Singh, J. S. Singh, S.P. and Gupta, S.R. 2014. Ecology, Environmental Science and Conservation. S. Chand Publishing, New Delhi.
2. Santra S. C. 2005. Environmental Science, New Central Book Agency (P) Ltd. Kolkata.
3. Singh, S. 1991. Environmental Geography, Prayag Pustak Bhawan, Allahabad.
4. Roy, S. 2003. Environmental Science, Publishing Syndicate, Kolkata
5. Environmental Studies—Prof S.V.S Rana.--Rastogi Publication.
6. Cunningham, W. P. Cooper, T.H.Gorhani, E & Hepworth, M.T.2001 ,Environmental Encyclopedia. Jaico Publ.House.Mumbai.1196p



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7. Erach Bharucha, 2016. Text Book of Environmental Studies for Undergraduate Courses (Second Edition) for UGC. University Press.

Semester - II

Course Code: AECC-02

Course Title: English Language and Communication (2 Credit)

Theory: 60 Lectures

Course Objectives:

- Ability to be comfortable with English in use while reading or listening.
- Ability to use receptive skills through reading and listening to acquire good exposure to language and literature.
- Ability to write and speak good English in all situations.
- Students should develop style in speech and writing and manipulate the tools of language for effective communication.
- The course should provide exposure to the learners in Good Prose texts and Poems and expose the learners to value based ideas.
- Students should enhance their language skills especially in the areas of grammar and pronunciation.

Learning Outcomes:

- Students can read and understand any text in English listening to the inputs given by the teacher in the classroom.
- Students imbibe the rules of language unconsciously and tune to deduce language structure and usage.
- Students write paragraphs, essays, and letters.
- Students decipher the mechanism of language and use it for success in competitive examinations and job related speaking and writing tasks

Unit-I: Communication: Its meaning, function and purpose. Different types of communication: Verbal and Non-verbal communication, Formal and informal group vine.

Unit-II: Process of communication: Effective communication- Barriers to successful communication and how to remove the barriers.

Unit-III: Business communication: Various types of business writings – orders, quotation, complain letters, Memos, Notices, Applications, preparing resume/CV, report writing, press release and the like.

Unit-IV: Speaking and Presentation skill: Listening- Group discussion, seminar, and interview.

Unit-V: Use of modern technology in business and office – management: Fax, email, video conferencing, Internet, use of power point. Paperless office management.

Unit-VI: Review of business grammar: Parts of speech- various forms and structures of sentences joining and transformation of sentences- Narration change- phrases and idioms.

Unit-VII: Sounds of English: Pronunciation- vowels, diphthongs, consonants- phonetic transcription- word stress.



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Unit-VIII: Composition- Reading comprehension – paragraph writing – summary précis writings.

Unit-IX: Vocabulary Development: Converting Word power into Vocabulary through practice

Suggested Readings:

1. Business English – Pearson, 2008
2. Business Communication Today- Bovee, Tata McGraw Hill, New Delhi
3. Business Communication and Report Writing – Sharma and Mohan- Tata McGraw Hill
4. English grammar and composition- Wren and Martin (2003)
5. Basic business communication skill for Empowering the internet generation- Lesikar, R.V. & Flatley M.E – Tata McGraw Hill, New Delhi.
6. Cambridge English Pronouncing Dictionary- Daniel Jones.

Semester - I

Course Code: CC-01

Course Title: Fundamentals of Management & Organizational Behavior (6 Credit)

Theory: 60 Lectures

Course Objectives:

Developing and shaping students' knowledge and understanding to deal with human problems of management. Making students appreciate and understand the process of group formation, dynamics, functions and its effective management. Making the students know the basic concepts of negotiations, organization structure and culture. At the same time, they should know the basic concepts of organizational power, politics and impact of communication.

Learning Outcomes:

After completion of the course, a student will be able to:

- Analyze and understand the various theories of Organizational behavior and their effective application in the work sphere.
- Understand Individual and the group dynamics at the micro and macro level.
- Utilize most effectively the basic concept of organizational power and politics.
- Use communication tools to achieve power presence.

Unit-I: Nature, Scope and Process of Management: Concept of Management, Role and Importance of Management, Functions and Levels of Management, Management- a science and an art, Distinction between Management and Administration; Classification of Management Functions, Managerial and operative functions.

Unit- II: Overview of Planning, Organizing and Staffing: Process of planning, Features and importance of Planning, steps of planning, types of planning, Formal and Informal organizations, Line and Staff Organization, committee organization, project organization, Common organizational structures, Principles of Delegation, Centralization and Decentralization: Basic concept, Departmentalization: Concept and types; Span of management, Features and elements of staffing.



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Unit-III: Evolution of Management Thought: Early contributors to Management Thought, Emergence of Management Thought, Scientific management, Administrative theory of management, Bureaucratic Organization, Behavioral approach: Human Relations Movement, Behavioral Science Approach, and Modern Approach to management-System Approach and contingency approach.

Unit-IV: Introduction to Organizational Behavior: Importance of Organizational Behavior, Concept, Challenges, and opportunities of organizational behavior, Issues in developing an OB Model; Characteristics of Human Behavior.

Unit- V: Coordination, Directing and Controlling: Principles of Direction, Supervision, Concept and features of Coordination, Relationship between Planning and Control, Elements of Control System; Leadership: Basic concepts of Leadership, Leadership Functions, Importance of Leadership, Leadership Styles.

Unit-VI: Individual in Organization Personality: Concept, Determinants, Personality Traits, Models, Perception, Concept, Process, Factors influencing Perception, Learning: Concept, Attitude and Values: Concepts, Different Job attitudes, Beliefs and Values, Motivation: Concept, Basic theories of Motivation (Maslow, Herzberg, McClelland and McGregor)

Unit-VII: Groups and Teams: Definition, Difference between Groups and Teams, Stages of Group development, Group Synergy, Work Teams vs. Work Groups, Communication: Concept, Process, Barriers.

Reference Books:

1. Organizational Behaviour : Robins Stephen P. PHI
2. Gilbert: Principles of Management, McGraw Hill.
3. Greenberg Jerald and Baron Robert A.: Behaviour in Organizations: Understanding and Managing the Human Side of Work, Prentice Hall of India.
4. Kaul Vijay Kumar, Business Organization & Management - Text and Cases,

Semester - I

Course Code: CC-02

Course Title: Business Mathematics (6 Credit)

Theory: 60 Lectures

Course Objectives:

To furnish students with a extensive knowledge of mathematics with emphasis on business applications

Learning Outcomes:

- To demonstrate mastery of mathematical concepts that are foundational in business mathematics, including functions and their mappings, linear systems and their solutions, and their applications.
- To apply the principles of simple interest and compound interest to solve relevant problems in financial applications such as annuities, loans and mortgages, bonds and sinking funds, and investment decisions.
- To use mathematical ideas to model real-world problems. Be able to communicate mathematical ideas with others.
- To understand fundamentals of mathematical in the real world applications as well as other related subjects.



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

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

Unit-III: Logarithms: Definitions, Laws, Basic Properties; Antilogarithm-characteristics and Mantissa; Use of Logarithmic and Antilogarithmic Tables; Business Application of Logarithms.

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

Unit-V: Coordinate Geometry: Elements, Coordinates of points in a plane, Distance between two given points, Division of a line segment in a given ratio. Straight line generation equations, equations of lines parallel to axes, equation of a line through two given points – intercept form and perpendicular form.

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

Unit-VII: Calculus: Functions, Limits of a function, notation and meaning of limits; Continuity at a point $x=a$ and in an interval, Derivative of a function, rules for differentiation of algebraic functions; Second order derivatives with applications for optimization of functions.

Unit-VIII: Integration: standard integrals, some elementary methods of integration; integration of algebraic functions; Integration as a process of summation.

Reference Books:

1. Business Mathematics – V.K. Kapoor ; Sultan Chand & Sons.
2. Business Mathematics – R.S. Soni; Pitambar Publication.
3. Mathematics for business & Economics – Holden; McMillan.
4. Business Mathematics – N. G. D. Allen; McMillan.
5. Business Mathematics – N.K. Nag; Kalyani Publishers.
6. Mathematics and Statics – Ajay Goel and AlkaGoel; Laxmann.

Semester - II

Course Code: CC-03

Course Title: Accounting for Managers (6 Credit)

Theory: 60 Lectures

Course Objectives:

This course exposes students to a broad range of accounting and cost accounting concepts and their terminology. Topics include Primary accounting books, financial statements, how to identify, measure, and accumulate direct and indirect costs.



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Learning Outcomes:

After the completion of this course, the students will be able to:

- Prepare journal, ledger and trial balance.
- Prepare Final Accounts.
- Find different ratios.
- Understanding different costs.

Unit-I: Introduction to Financial Accounting: Introduction, Meaning of Book Keeping, Accounting and Accountancy, Distinction between Book Keeping and Accounting, Accounting Process, Objectives of Accounting, Various users of Accounting Information, Limitations of Accounting, Accounting Terminologies.

Unit-II: Accounting Concepts, Principles and Conventions: Introduction, Meaning of Accounting Concepts, Principles, Conventions, Types of Accounting Concepts, Types of Accounting Principles, Types of Accounting Conventions, Accounting standards.

Unit-III: Recording of Transactions: Introduction, Meaning of Assets, Liabilities, Equity, Accounting Equation, Classification of Accounts, Double Entry System and Rules of Debit and Credit, Difference between Double entry system and Single entry System.

Unit-IV: Secondary Books: Introduction, Secondary Books, Cash Book, Petty Cash Book, And Ledger

Unit-V: Trial Balance : Introduction, Trial Balance, Necessity of preparation of Trial Balance, Limitations of Trial Balance, Preparation of Trial Balance.

Unit-VI: Final Accounts: Introduction, Meaning, Objectives and Characteristics of Final Accounts, Trading Account, Profit and Loss Account, Balance Sheet, Treatment of Adjustments, Practical Problems.

Unit-VII: Bank Reconciliation Statement: Introduction, Meaning of Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Reasons for Difference, Procedure for Reconciliation.

Unit-VIII: Accounting for Non-Profit seeking Concern: Difference between Receipt and Payment A/c and Income and expenditure A/c, Capital expenditure, Revenue Expenditure, Receipt and Income, Preparation of Income and Expenditure a/c and Balance sheet of Non Profit Seeking Organization A/c.

Unit-IX: Partnership Accounts-I: Profit and Loss Appropriation A/c and Capital A/c and Current A/c, Charge against Profit and Appropriation of Profit, Simple Problems, Partnership Admission (Simple Problem).

Unit-X: Depreciation Accounting: Introduction, Meaning of Depreciation, Causes for Depreciation, Need for Depreciation, Computation of the Amount of Depreciation, Depreciation on Additions to Fixed Assets and Sale of Assets, Methods of Depreciation, Straight Line and Reducing Balance Method.

Unit-XI: Introduction to Company Accounts: Introduction, Kinds of Companies, Formation of Companies, Share Capital, Issue of Shares, Under Subscription & Oversubscription, Issue of Shares at Premium, Share Forfeiture and Reissue, accounting treatment, Simple Problems.

Reference Books:

1. Accounting for Managers – Asish K. Bhattacharya; PHI.



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2. Modern Accountancy-Amitabha Mukherjee & Mohammed Hanif; Tata McGraw-Hill.
3. Accounting & Finance for Managers – T. P. Ghosh; Taxmann.
4. Accounting for Management, Ashok Sehgal, Taxmann
5. Financial Accounting (Set of 2 volumes), Bhushan Kumar Goyal H.N Tiwari, Taxmann
6. Financial Accounting, Tulsian P. C., Pearson)
7. Financial Accounting, V. K. Goyal and Ruchi Goyal, PHI

Semester - II

Course Code: CC-04

Course Title: Business Statistics (6 Credit)

Theory: 60 Lectures

Course Objectives:

To introduce students to the principles of statistics and its applications in business management

Learning Outcome:

- To develop the students ability to deal with numerical and quantitative issues in business.
- To enable the use of statistical, graphical and algebraic techniques wherever relevant.
- To have a proper understanding of Statistical applications in Economics and Management.
- To summarize and analyze statistical data to solve practical business related problems.
- To interpret the relevance of statistical findings for business problem solving and decision making

Unit-I: Introduction: Definition of Statistics, Importance and scope of statistics, Limitations of Statistics; Types of Data, Important Sources of Secondary Data; Collection and Presentation of Data: Different Methods of collecting Primary Data: Text, Tabular and graphical Methods of Data presentation; Frequency Distribution, Diagrammatic Presentation of Frequency data.

Unit-II: Measures of Central Tendency: simple and Weighted Arithmetic Mean – Properties, Merits and Demits; Geometric Mean and harmonic Mean – Algebraic Properties, Merits and Demerits; Relationship among A.M., G.M. and H.M.; Median and Mode – Measures, Properties, Merits and Demits.

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

Unit-IV: Skewness and Kurtosis: Concepts of Skewness and Kurtosis, Different Measures of Skewness and Kurtosis.

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

Unit-VI: Index Number: Meaning, Types and Uses of index numbers; Problems in constructing index numbers; Methods of constructing price and quantity indices; Time reversal test and Factor reversal test of index numbers.

Unit-VII: Time Series Analysis: Utility of Time Series Analysis; Causes of Variation in Time Series Data; Component of Time Series, Determination of Trend – Semi Average Method, Moving Average Method and Least Square Method for Linear Trend, Exponential Trend and Parabolic Trend.



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Unit-VIII: Probability Theory: Basic Concepts; Classical and Frequency Definition of Probability and Their Limitations; Additive and Multiplicative Laws of Probability; Random Variable and Its Expectation and Variance.

Reference Books:

1. Statistics – Sancheti and Kapoor; Sultan Chand & Sons.
2. Basic Statistics – Goon, Gupta and Dasgupta; World press.
3. Fundamental of Statistics (vol. 1 and 2) Goon, Gupta and Dasgupta; World Press.
4. Statistical Methods (vol 1 and 2) – N.G. Das.
5. Mathematical and Statistics – Ajay Goel and AlkaGoel; Taxmann.

Semester - III

Course Code: CC-05

Course Title: Financial Management (6 Credit)

Theory: 60 Lectures

Course Objectives:

Financial management is an introductory course in finance area. This course includes the basic concepts of finance like the first principles, financial environment, time value of money, risk and return, investment evaluation estimated, etc.

Learning Outcomes:

On completion of this course, the students should develop an understanding of:

- How first principles of finance works?
- What is the overview of the financial environment?
- What is the worth of time value of money in financial decision making?
- What is the risk and return perspective in finance?
- What are the different aspects of working capital management?
- What are the different short and long term financing options available?
- How firm decides between debt and equity?
- How firm decides dividend payments?
- What are the emerging areas in finance?
- The basic understanding of the long term investment evaluation techniques.
- The importance of leverage in finance.

Unit-I: Financial Management: Meaning, Scope, Functions, Significance; Objectives of Financial Management-Traditional (Profit Maximization) & Modern (Wealth/Value Maximization), Relationship of Financial Management with other related disciplines, Role of Chief Financial Officer.

Unit-II: Time Value of Money: Concept & Significance, Concept of Interest, Compounding & Discounting Techniques, Determination of present value and future value of cash flows (single, multiple, annuity and perpetuity).

Unit-III: Sources of Finance: Long- term & Short-term Sources, Special Sources-Lease financing & Venture Capital financing.



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Unit-IV: Cost of Capital: Concept, Features, Significance, and Classification of cost of capital, Factors affecting cost of capital of a firm, Determination of cost of capital- Specific (viz. Debt, Preference, Equity, and Retained Earnings) & Weighted Average Cost of Capital, Weighted Marginal Cost of Capital.

Unit-V: Capital Structure: Concept, Components & Factors affecting capital structure of a firm, capital Structure vs. Financial Structure, Optimum Capital Structure: Concept & Features, Capital Structure Theories- Net Income, Net Operating Income, Traditional, Modigliani-Miller Approach, Capital Structure Planning Tools: EBIT- EPS Analysis, Financial Break- even point, Financial Indifference point.

Unit-VI: Business Risk & Financial Risk: Concept, Leverage- Concept & Significance, Types of Leverage- Operating, Financial and Combined, Combined effect of Operating & Financial leverage.

Unit-VII: Capital Budgeting: Concept, Significance, Techniques of Assessment-Traditional Techniques (Pay back Method, Average Rate of Return Method) & Discounted Techniques (Discounted pay – back, Net present Value, Internal Rate of Return, Terminal Value, profitability Index), Capital Rationing- Concept.

Unit-VIII: Working Capital: Meaning, Components, Classification & Factors affecting capital structure of a firm; Working Capital Cycle- Concept, Types, Determination; Estimation of working capital, Working Capital Management: Concept & Classification.

Unit-IX: Fund Flow Statement: Meaning of Fund, Definition of Fund Flow Statement, Advantages of Fund Flow Statement, Limitations of Fund Flow Statement, Preparation of Fund Flow Statement.

Reference Books:

1. Financial Management: Theory and Practice, Eugene F. Brigham, Atlantic Publishers & Distributor
2. Analysis for Financial Management, Robert C. Higgins, Tata McGraw-Hill
3. Financial Management: Text, Problems and Cases, M. Y.Khan, Tata McGraw-Hill
4. Fundamentals of Financial Management, Prasanna Chandra, McGraw-Hill Education (India) Pvt. Ltd.
5. Financial Management: Core Concepts, Raymond M. Brooks, Pearson

Semester - IV

Course Code: CC-06

Course Title: Marketing Management (6 Credit)

Theory: 60 Lectures

Course Objective:

The course would provide an understanding of the basic concepts, philosophies, processes and techniques of managing marketing operations of the organization with a greater emphasis on the process of value creation for customers.

Learning Outcomes:

- To define Marketing, Markets and their types and Understand the core concepts of marketing
- To understand and apply the strategic frameworks in developing a marketing plan



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- To understand consumer buying behavior and the theories Application of Consumer behavior in real life marketing and using analytics to uncover such behaviors
- To apply Segmentation and Targeting to craft the marketing positioning
- To understand the concept of Customer Relationship Management, Customer Lifetime Value
- To understand Marketing Mix and be able to design appropriate marketing mix
- To create appropriate pricing by applying pricing models
- To evaluate the use of different channels of distribution by existing businesses
- To create guidelines for advertising and communication etc.

Unit-I: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing, Core marketing concepts, Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context), Recent Trends in Marketing in India.

Unit- II: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning, Developing marketing opportunities and strategies. Marketing Information System and Marketing research.

Unit-III: Developing the concept of marketing mix and managing the product: Types of consumer and industrial products, Product relating decision, Product Line, Product Mix, Product Life cycle, New Product Development, Branding and Packaging Decisions.

Unit-IV: Marketing of Services: Unique Characteristics of Services, Marketing strategies for service firms –7Ps.

Unit- V: Pricing: Pricing considerations and approaches, Strategies and methods.

Unit-VI: Distribution Channels: Concept of Distribution Channel, Managing distribution channel, Factors influencing the channel of Distribution- Wholesaling and Retailing.

Unit-VII: The Marketing Communication: The communication process, developing effective communication, deciding on the marketing communication mix, Managing advertising, sales promotion and public relations (PR), managing the sales force.

Unit-VIII: New Trends in Marketing: Global Marketing, Direct marketing, Tele marketing, Basics of Digital Marketing, Email marketing, Social media marketing, content marketing, Search Engine marketing, APP Marketing.

Reference Books:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UIHaq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.



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Semester - III

Course Code: CC-07

Course Title: Managerial Economics (6 Credit)

Theory: 60 Lectures

Course Objectives:

To enable students understand the basic concepts of microeconomics, macroeconomic concepts and their influences in the decision-making process of individual consumers, groups of consumers, and firms.

Learning Outcomes:

The students can learn the following after completion of the course:

- What are the micro economic indicators for analysis?
- How to do the utility analysis?
- Consumer behavior and utility analysis
- Product pricing determination
- Types of the market and consumer behavior
- What are the macroeconomic indicators for analysis?
- How to measure the economic indicators?
- How to analyze the monetary policy?
- Importance of fiscal and monetary policy

Unit-I: Introduction to Business Economics: Nature and scope of Business economics, Economic terms and concepts; Overview of Micro and Macro economics.

Unit- II: Demand and Supply: Law of demand and Law of supply and its' exceptions, Elasticity of Demand: Price elasticity, Income elasticity and cross price elasticity of demand, Measurement of elasticity: Arc price elasticity, point price elasticity. Factors determining Demand elasticity, Demand forecasting: Importance and meaning, Different Revenue Concepts, Relations, concentrating AR, MR and price elasticity.

Unit-III: Cost and Production: Production Function, Law of variable proportions – Total Product, Average Product, Marginal Product and their relations. Isocost, Isoquant Lines and choice of optimum input combination; Return to scale; Cobb- Douglas Production function and its important properties, Cost function. Short run and long run costs, Different concepts of Cost and cost curves and classifications of cost,

Unit-IV: Market Function: Short run and Long run Equilibrium of the firm under perfect competition, Monopoly, price discrimination, Market equilibrium; Demand and Supply function.

Unit – V Introduction to Macroeconomics: Nature and Scope of Macroeconomic study, Output and expenditure flows in a simple economy, Macroeconomic variables.

Unit- VI: Overview of National Income: Measurement of national income, circular flow of national income. Consumption function; saving function: Simple Keynesian Model- Equilibrium and Stability, Investment multiplier.



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Unit VII: Macroeconomic Policy: Fiscal Policy and Monetary Policy.

Unit-VIII: Money: Definitions, Classification and functions of money. Different components of money supply. Classical Quantity and Keynesian liquidity preference theory.

Unit-IX: Banking: Functions of commercial Banks and central Bank, Credit creation of Commercial Banks, Monetary policies and their limitations.

Suggested Readings:

1. An Introduction to Positive Economics- Lipsey, ELBS.
2. Managerial Economics : Hague, Longman
3. Modern Economic theory: Mukherjee, VishwaPrakashan
4. Micro Economic Theory, JoydebSarkhelBook Syndicate Pvt. Ltd,
5. Macro-Economic Theory, JoydebSarkhelBook Syndicate Pvt. Ltd,
6. Managerial Economics, Harasankar Bhattacharyya and JoydebSarkhel,Book Syndicate Pvt. Ltd.

Semester - IV

Course Code: CC-08

Course Title: Human Resource Management (6 Credit)

Theory: 60 Lectures

Course Objectives:

The role of HR manager today is no more limited to service functions like recruiting, payroll and benefits. Today, HR managers play a major role in strategic decision making and are evolving as business partners. At the same time, Human Resource Management is no more limited to only HR personnel. Rather, every manager needs to work on it along with the HR department. Managers who are good at HRM can use their workforce in a more efficient and effective manner to gain competitive advantage for their organizations.

The course aims to furnish students with the tools and practices of HRM and help them appreciate they change they can affect in an organization by managing people in the best possible manner. It also aims at providing an overview of the current people challenges that organizations/ managers are facing today.

Learning Outcomes:

The programme intends to provide the students with basics and application of Human Resource management. It will help to understand how the human assets are being put to use in the service of organizational objectives and will help the students to recognize the manager's changing role, and it will emphasize the real-time HR challenges and the HRM strategies used to address them.

By the end of this course, the following learning outcomes are expected:

- Students should be well acquainted with basic concepts HRM and the important functions, role of strategy in HRM, need of manpower planning/ HR planning etc.
- Students should be well acquainted with basic tools and techniques of HRM like job evaluation, assessment center, competency mapping etc.
- Students should be able to relate to the basic HR functions and processes like Recruitment, training, performance management, career and succession planning etc.



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- Students should be able to understand the role of HR in today's corporate world, challenges and how to address them while well-guarding employee sensitivities and importance of HR analytics.

Unit-I: HRM Concept: Nature, Scope, Objectives and importance of Human Resource Management, Evaluation of HRM, Roles, functions and qualities of human resource Manager, Difference between Human Resource Management and Personal Management.

Unit- II: Human Resource Planning: Meaning, Objective and Importance of Human Resource Planning (HRP), HRP Planning Process.

Unit-III: Recruitment, Selection &Orientation: Objective and sources of recruitment, Meaning and purpose of Selection, Selection Process, Steps in Selection, Selection Techniques and Induction.

Unit-IV: Training and Development: Meaning, Importance and objective of Training, Steps in training, Organizing Training programmer, Training vs Development, Training needs assessment, Training methods, Evaluation of training programs, Meaning and objectives of Management Development, Techniques of Management Development, Career Planning.

Unit- V: Performance Appraisal: Concept, Features, Objective and methods of appraisal, Traditional and Modern methods, Problems with performance appraisal, Potential Appraisal.

Unit-VI: Compensation Management: Objective and scope of compensation management, Factors affecting compensation, Job evaluation- Concept and process, Methods of wage payment, Fringe benefits and incentive plans.

Unit-VII: Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline concept, aspect of discipline &Disciplinary procedure. Workers' participations in Management- Definition, objective and form, Collective bargaining: Concepts and forms.

Unit-VIII: Human Resource Development: Definition, Goals of HRD, HRD mechanisms or subsystems, Linkage between HRD mechanisms, process outcomes and organizational effectiveness and OD, HRD department and its task.

Reference Books:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson

Semester - IV

Course Code: CC-09

Course Title: Production and Material Management (6 Credit)

Theory: 60 Lectures

Course Objectives:

To understand the production and operation function and familiarize students with the technique for planning and control



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Learning Outcomes:

- To understand and differentiate different production systems.
- To understand the decision framework for deciding facility and location.
- To appreciate the materials and production planning steps.
- To understand the quality dimensions and process for product and measurement processes.
- To understand the principles of work method and motion study.
- To learn the basic concepts related to waste management and automation.

Unit-I: Overview or Introduction of Production Management: Historical Evaluation of Production Management, Concept of Production, Production System, Classification of Production System, Objectives and Scope of Production Management, Product and process Design.

Unit- II: Production Planning &Control: Production System, Types of Production, Need for PPC, Phases and functions of PPC, Capacity Planning: Measurement of Capacity, Process of Capacity Planning, Scheduling Principles and Types of Scheduling, Numerical problems on scheduling.

Unit-III: Plant Location and Layout: Introduction and meaning, Approaches to location, choice, selection, plant design, Factors influencing Plant location, Plant layout-Objectives, Principles and types of layout, Advantages and limitations of each type of layout, Criteria for a good layout.

Unit-IV: Work Study: Introduction, Advantages, Method Study: Objectives, Scope, Steps or procedure involved in Method Study, Charts used in Method Study, Work Measurement: Objectives and Techniques, Time Study- Introduction and Meaning, Steps in Making Time Study- Introduction and Meaning, Steps in Making Time Study, Numerical problems on Work Management.

Unit- V: Inspection & Quality Control: Need for Controlling Quality, Steps in Quality Control, Objectives and Benefits of Quality Control, Statistical Process Control: Control Charts- Characteristics, Benefits and Objectives of Control Charts, Quality Circles, Introduction to Total Quality Management (TQM) – Definition, Concept, Benefits.

Unit-VI: Materials Management: Introduction, Meaning and Scope, Role of Materials Management, Classes of Materials, Codification – Objectives, Advantages, Methodology, Standardization – Relevance, Definition, Specification, Advantages, Techniques.

Unit-VII: Materials Planning: Introduction to Planning, Definition, Advantages, Bills of Materials, Introduction to Material Requirement Planning (MRP), Purchasing- Objectives, Parameters, Procedure, Selection of Suppliers.

Unit-VIII: Inventory Control: Need for Inventory, Right quantity, Different Functions and Types, Inventory Control, Economic Order Quantity (EOQ): Concept, Just- in- Time (JIT) Inventory System, Numerical problems on EOQ.

Reference Books:

1. Production and Operations Management – S. Anil Kumar, N. Suresh, New Age International Publishers.
2. Production and Operations Management- K. Ashwathappa, HPH
3. Purchasing and Materials Management – N K Nair – VIKAS
4. Purchasing and Materials Management – P. Gopalkrishnan, Tata McGraw Hill



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Semester - III

Course Code: CC-10

Course Title: Legal Aspect of Business (6 Credit)

Theory: 60 Lectures

Course Objectives:

Law is a fundamental part of business and business has always been intertwined with the law and legal regulations. Business Law governs the world of commerce. Business Law aims to actualize good governance and protect the interests of the stakeholders and the beneficiaries of law. For management students' specific laws have been identified to familiarize the students with the statutory provisions of the law; the governing principles; art of interpretations to enhance their decision-making capabilities. Business students who study the interaction of law and business can anticipate the legal needs of their companies and comprehend how laws and regulations can impact businesses in both positive and negative ways.

Learning Outcomes:

- The general Introduction on law is expected to familiarize the students about the significance of Indian legal mechanism and its applied aspects
- The overview of Laws of contract will appraise the basic governing principles and interpretations of contractual terms.
- The Law relating to sale of goods are expected to define the legal relationship between Buyer and Seller as well as other stakeholders.
- Laws relating to Negotiable Instruments will apprise Inland Instruments, Foreign Instruments, Bank and Finance companies.
- Indian Partnership Act is expected to orient the students regarding legal relationship between the partners of contract, their rights and liabilities as well as sharing of profits of business and trade.
- Company Law will familiarize the students regarding formation, management and rights and liabilities of shareholders and the role of the Government as a beneficial intervener.

Unit-I: Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law.

Unit-II: Law of contract: Introduction, Objectives, Formation of a Contract, Definition of a Valid Contract, Essential elements of a valid contract, Classification of contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract, Remedies for breach of contract agencies.

Unit-III: Contracts of Guarantee and indemnity: Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, and Surety.

Unit-IV: Contracts of Bailment and Pledge: Introduction, Bailment and its Kinds, Definition of bailment, Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee

Unit-V: Contract of Agency: Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney



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Unit-VI: Law of Sales of Goods: Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, transfer of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract

Unit-VII: Law of Partnership: Introduction, Meaning and Nature of Partnerships, Rights and duties of a partners, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution

Unit-VIII: Law of Negotiable Instruments: Negotiable instruments, Definition and characteristics Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonor, Crossing of cheques, Paying banker.

Unit-IX: Banking & Insurance Law: Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector

Unit-X: Consumer Protection Act: Introduction, Definitions, objectives, features, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers

Unit-XI: The Foreign Exchange Management Act: Introduction, Definitions, overview of Regulation and Management of Foreign Exchange.

Unit-XII: The Company's Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors: Definition, types, appointment, powers, functions and duties, General Meetings and Proceedings, Auditor, Winding up.

Unit-XIII: Intellectual Property Laws: Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.

Reference Books:

1. Element of Company Law – N. D. Kapoor; Sultan Chand.
2. Elements of Business and Eco. Laws –N. D. Kapoor; Sultan Chand.
3. Taxman's – Guide to Foreign Exchange Management Act.
4. Commercial Law including Company Law – Sen and Mitra; World Press.
5. Student's Guide to Company Law – A.K. Majumdar and G.K. Kapoor; Taxman.

Semester - V

Course Code: CC-11

Course Title: Ethics & Corporate Social Responsibility (6 Credit)

Theory: 60 Lectures

Course Objectives:

In striving for success, it is necessary to understand the importance of value and ethics in business and get acquainted with the emerging trends. At a segregate level, it is necessary to appreciate ethical issues in functional area of management and generate perspectives for ethical decision-making. With a growing concern for sustainability, it is



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also necessary to examine business decisions with reference to the impact of decisions on economic systems, environment and society.

Learning Outcomes:

- To explain with examples/ illustration concepts such as, ethical principles, social responsibility, and sustainability.
- To apply the principles of ethics to resolve ethical dilemmas
- To analyze questionable functional business decisions to identify unethical aspects.
- To evaluate decision alternatives that serve the purpose of business, given conflicting contexts
- To create a CSR / Sustainable development plan for a firm.

Unit-I: Business Ethics: Meaning of ethics, why ethical problems occur in business, Ethical principles in business, Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit- II: Values: Concept, Ethics and Values, Personal values, Social Values, Moral Values, Spiritual Values, Values and Behavior.

Unit-III: Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report, Indian perspective of corporate social responsibility.

Unit-IV: Corporate governance: Concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

Unit- V: Theories of ethics and moral development: Traditional Ethical Theories: Ethical Egoism, Ethics of Duties, Ethics of Rights and Justice, Contemporary Ethical Theories: Virtue Ethics, Feminist Ethics, Normative Theories of Business Ethics: Stockholder Theory, Stakeholder Theory, Social Contract Theory, Psychological Theories of Moral Development: Reflection on Personal Experiences of Moral Development, Lawrence Kohlberg's Theory of Moral Development, Carol Gilligan's Theory of Moral Development, Ethics of Care and Relationship.

Unit-VI: Role of auditors in enhancing corporate governance: Duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing, Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring.

Reference Books:

1. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.



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6. N. Gopal swamy: Corporate governance a new paradigm A H Wheeler Publishing

Semester - V

Course Code: CC-12

Course Title: Operation Research (6 Credit)

Theory: 60 Lectures

Course Objectives:

This module aims to introduce students to use quantitative methods and techniques for effective decisions–making; model formulation and applications that are used in solving business decision problems.

Learning Outcomes:

- Knowledge and understanding - Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.
- Cognitive skills (thinking and analysis) - Be able to build and solve Transportation Models and Assignment Models.
- Communication skills (personal and academic). - Be able to design new simple models, like: CPM, MSPT to improve decision –making and develop critical thinking and objective analysis of decision problems.

Unit-I: Introduction: Historical Development: Definitions of OR; Nature and scope of Study; Phases of OR; Classification of OR models; Methodology of OR.

Unit-II: Linear programming: Assumptions, Basic concepts; LP Formulation Graphical Solution – Feasible Region, Optimum Solution, special cases (unbounded solutions, infeasible solution and Alternative optima). Applications, Advantages, Limitations

Unit-III: Standard Form, Canonical form and Simplex method – maximization case, minimization case.

Unit-IV: Transportation Problem: Transportation tableau, Mathematical Form, Methods for Finding Initial basic Feasible Solution – North West Corner Rule, Least Cost Method, VAM; Test for Optimality – MODI Method.

Unit-V: Assignment Problem: Mathematical Statement of Problem, Comparison with Transportation Problem; Solution of Assignment Problem – Hungarian Methods.

Unit-VI: Game Theory: Introduction; Two – person zero – some Games; Games with saddle Point – Pure Strategies; Rules of Dominances.

Unit VII: Decision Theory: Steps in Decision Theory Approach; Types of Decision Making Environments; Decision Making Under Risk – Expected Monetary Value, Expected Opportunity loss; Decision Making Under Uncertainty – Criterion of optimism, Criterion of Pessimism, Laplace Criterion, Criterion on Regret.

Unit VIII: Network Analysis (PERT and CPM): Introduction; Network Construction; Critical Path Analysis – Forward Pass, Backward Pass and Float of an Activity and Event, Critical Path, Estimation of Project Completion Time.



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Reference Books:

1. Operations Research; Theory and Applications – J. K. Sharma; Macmillan.
2. Operation Research – P. K. Gupta and D. S. Hira; S. Chand.
3. Quantitative Technique in Management – N. D. Vhora; Tata McGraw Hill.
4. Operation Research – K. Swarup, P. K. Gupta and M. Mohan; Sultan Chand

Semester - VI

Course Code: CC-13

Course Title: Strategic Management (6 Credit)

Theory: 60 Lectures

Course Objectives:

The objective of this paper is to provide students knowledge on business policy and strategy and its implications for management decision making and society.

To expose students to various perspectives and concepts in the field of Strategic Management. The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. To help students develop skills for applying these concepts to the solution of business problems. To help students master the analytical tools of strategic management.

Learning outcomes:

On successful completion of the course students will be able to understand the importance of strategy and the ways to implement it in their organizations. This course also will help the students to be a better strategist in their professional lives.

- Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.
- Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
- Conduct and present a credible business analysis in a team setting.

Unit-I: Strategy and Strategic Management: Basic concept of strategic management, conceptual issues, Strategic Management Process, Mission, Vision, Objectives, Impact of globalization, Strategic Decision Making.

Unit- II: Levels of strategy: Functional-Level Strategy, Business-Level Strategy and Corporate-Level Strategy.

Unit-III: Strategy Formulation & Environmental Analysis: Concept and Issues, Environmental factors, Synthesis of External Factors, Concept of industry, industry life-cycle analysis, macro environment, SWOT analysis– Internal & External Environmental Analysis, Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit, Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies, Porter's Generic Strategies, Strategies for Competing in Global Markets.



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Unit-IV: Strategic Options: Alternative grand strategies, Stability, Growth, Retrenchment and combinations, Mergers, Acquisition, Joint Ventures.

Unit- V: Choice of Strategy: Process of Strategic choice, Portfolio Analysis, Conceptual issues and BCG Matrix, Role of board of directors from a Strategic management perspective.

Unit-VI: Strategy Implementation: Overview, issues, Interrelationship between Formulation and Implementation – Important Issues in Strategy Implementation, Resource Allocation, Leadership Implementation - Structural considerations.

Unit-VII: Strategy Implementation Functional Strategies: Marketing, Human Resources, Production / Operations and R & D, Finance / Accounting and other issues: Basic concept, Basic Idea about strategy evaluation.

Unit-VIII: Case studies.

Reference Books:

1. Business Policy and Strategic Management - L. R. Jauch and W.F. Glueck, McGraw Hill, New York
2. Strategic Management: Concepts & Cases - Fred R. David, Pearson Education.
3. Strategic Management: Concepts and Experiments ~ L. W. Rue and P.G. Holland, McGraw - Hill, New York.
4. Concepts in Strategic Management and Business Policy - J. D. Hunger, T. L. Wheelan and K. Rangarajan, Pearson Education.
5. Discourses on strategic Management - D. Roy, Asian Publications.
6. Strategic Management - Francis Cherunilam, Himalaya Publishing House.
7. Business Policy and Strategic Management - AzharKazmi, Tata McGraw Hill.

Semester - VI

Course Code: CC-14

Course Title: Major Project & Viva-Voce (6 Credit)

No of Days: Minimum of 60 Days

Course Objectives:

To give practical exposure on any emerging managerial area and give opportunity to the students to apply theoretical and practical knowledge to analyze, present the current scenario of the subject under study and provide solutions if any.

Learning Outcomes:

After the completion of this course, the students will be able to:

- Identify and understand the complexities of the business words.
- Interpret and demonstrate the skills needed to be successful in the business world.
- Analyze and explain the business problems and find out its probable solution.
- Develop, Plan and convert a business idea into reality.
- The high demand for skilled employees has convinced employers of the prudence of sponsoring internship programs to identify, test, groom and recruit candidates.



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GUIDELINES FOR PROJECT COURSE

GUIDELINES FOR PROJECT

Objective

The objective of the project course is to help the student develop ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems.

1) Type of Project

The project may be from any one of the following types and preferably from your area of specialization:

- i) Comprehensive case study (covering single organization/multifunctional area problem, formulation, analysis and recommendations).
- ii) Inter-organizational study aimed at inter-organizational comparison/validation of theory/survey of management practices.
- iii) Field study (empirical study).

PROJECT PROPOSAL (SYNOPSIS)

2) Proposal Formulation

Proposal of the project should be prepared in consultation with the guide and be sent to the Head of the Department of the respective college.

The Proposal must have the following components:

- a) Proper Project Proposal Form duly signed by the student and the guide with dates.
- b) Bio-data of the Guide-A detailed bio data of the guide (duly signed, in original, by the guide along with date).

The bio data of the guide must have the following information in absolutely unambiguous manner:

- Name and Date of Birth of the guide.
- Full Address and contact numbers of residence and current work place.
- Detailed Educational Qualifications-clearly mentioning the Degrees (with specialization), name and address of the University/ Institution and the year of award of degree/qualification.
- Detailed work experience, stated clearly in chronological order having details of the designation, period, name and contactable address of the organizations.
- Any other information relevant for assessment of the eligibility of the guide. You may also attach current business card of the proposed guide.

c) The Proposal of the proposed Project should essentially have the following:

- i) Introduction, brief background and Rationale of the topic chosen for the project.



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- ii) Statement of the problem.
- iii) Objectives (clearly stated in behavioral terms).
- iv) Research Methodology:
 - Research Design
 - Nature and source of data/information to be collected.
 - Sample and sampling technique. Rationale of chosen organization and the sample.
 - Tools and Techniques to be used for data collection-detail of the tools/questionnaire to be used and its relevance with the objectives of the project.
 - Method/s to be used for data collection.
 - Data handling and analysis- organization and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.
 - Findings and conclusions.
- v) Limitation of the proposed project, if any.
- vi) Future direction for further research (optional).
- vii) Any other relevant detail which will help better appreciation and understanding of the project proposal.

3) Eligible Project Guide

- i) Management Faculty of the respective college.
- ii) Academic Counselors of Management Programme having relevant experience.
- iii) Professionals holding Masters Degree in Management having a minimum of 5 years of experience in the relevant area.

Please note that spouse, direct relatives, and blood relations are not permitted to be the guide.

In case the proposed guide is not approved by the Faculty, the student shall be advised so, and in such cases the student should change the guide and submit the project proposal afresh with the signature of the new guide, as it will be considered as a new proposal.

Similarly if a student wants to change his/her guide for any reason, she/he would be required to submit the project proposal along with the signature of the new guide on a new project proposal proforma, as it would be considered as a new proposal.

At any given point of time a guide is not permitted to guide more than five students.

Note : Students are advised to select guides who are active professionals in the relevant area of the selected topic, i.e. if the topic is in the area of Finance, the guide should be a specialist in Finance and so on. Project Guides are also requested to restrict guiding projects in their core specialization are a only.

4) Project Proposal Submission and Approval

After selection of the guide and finalizing the topic, student should send the Project Proposal Proforma along with one copy of the proposal and Bio-data of the guide to HEAD OF THE DEPARTMENT of the respective college.

Proposals incomplete in any respect will not be accepted. Students are advised to retain a copy of the proposal. Proposals not accompanying a complete and signed Bio-Data of guide (as per details given above) will not be considered.

5) Communication of Approval

A written communication regarding the approval/non-approval of the project proposal will be sent to the student within 15 days (excluding the vacation period of the faculty) of the receipt of the proposal in the School.

6) Resubmission of Project Proposal



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In case of non-approval of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student. In such case the revised project proposal should be submitted along with fresh project proposal proforma.

PROJECT REPORT

7) Formulation

The length of the report may be about 50 to 60 1.15 spaced typed pages not exceeding approximately 10,000 words (excluding appendices and exhibits). However 10% variation on either side is permissible.

The Project Report must have the following:

- i. Cover Page – must have the name and enrolment no. of the student and the name of the guide, along with the title of the Project.
- ii. Student's Declaration
- iii. Certificate from the Company
- iv. Certificate from the Guide
- v. Acknowledgements
- vi. Executive Summary
- vii. Index.
- viii. Introduction to the topic.
- ix. Theoretical Perspective.
- x. Objective and Scope of the Project.
- xi. Research Methodology:
 - Research Design
 - Nature and source of data/information to be collected.
 - Sample and sampling technique. Rationale of chosen organization and the sample.
 - Tools and Techniques to be used for data collection- details of the tools/questionnaire to be used and its relevance with the objectives of the project.
 - Method/s to be used for data collection.
 - Data handling and analysis- organization and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.
- xii. Findings & Analysis
- xiii. Conclusions
- xiv. Recommendations / Suggestions
- xv. Limitations of the Study
- xvi. Bibliography
- xvii. Annexure
 - Questionnaire (If Applicable)
 - Miscellaneous.

Note: Research Methodology of the Project Report must have elaborate detail of all the components of the methodology.

Two hard copies of the project report is to be submitted to the HEAD OF THE DEPARTMENT of the respective college.



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Note: The project duration should be more than 60 days.

Viva-Voce

A student has to appear for a Viva-Voce.

SOME IMPORTANT NOTES WHILE PREPARING THE PROJECT REPORT

- i) The Project Report should be submitted in original in A-4 Size (29 x 20 cm).
- ii) Before binding the Project report the student should ensure that it contains the approved Project Proposal Proforma and an originality certificate duly signed by the Student and Guide.
- iii) If any Project Report is received in the absence of the above inclusions, the same will be returned to the students for compliance.
- iv) Students should keep a copy of the Project Report with them. The Project Report will not be returned to the student after evaluation.



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STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Project titled“(title of the project)” under the guidance of “(name of the guide)” in partial fulfillment of the requirement for the award of Degree of Bachelor of Business Administration at “(college name)”. This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University roll No.:



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CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the project titled "" is an academic work done by "" submitted in the partial fulfillment of the requirement for the award of the degree of Bachelor of Business Administration at ""(College Name)", under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/her in the project has not been submitted earlier.

Signature :

Name of the Faculty :

Designation :



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Semester –V

Course Code: DSE-01 (FM: Elective-I)

Course Title: Cost & Management Accounting

Theory: 60 Lectures

Course Objectives:

This course aims to give an understanding of how management accountants provide information to facilitate decision-making in an organization. On completion of this course, students should be able to determine product costs, formulate budgets and standards for planning and control, understand the role of responsibility accounting and performance measurement, and explain contemporary thinking in management accounting.

Learning Outcomes:

On successful completion of this course, students will be able to:

- Describe the three fundamental purposes of cost and management accounting. As part of this learning, students will be able to appreciate the use of different costs for different purposes.
- Explain traditional and contemporary approaches to cost allocation.
- Describe different product costing scenarios in job-order and process environments.
- Identify relevant information for decision making purposes in order to produce financial analyses for a range of decisions such as product-mix, pricing, outsourcing and special orders.
- Use standard costs to prepare budgets for planning and control purposes.

Unit-I: Concept, Nature, Scope, Objectives and Functions of Cost Accounting and Management Accounting:

Comparison among Cost Accounting, Management Accounting and Financial Accounting, Cost Unit and Cost Centre — Concept, Classification & Difference, Methods and Techniques of Costing, Installation of a Cost Accounting System.

Unit-II: Material Control: Planned Purchasing System, Perpetual & Periodic Inventory Systems - Concept & Difference, Bin Card and Stores Ledger - Concept & Difference, Stock Levels - Concept & Determination, Pricing of material issues - FIFO, LIFO, Simple & Weighted Average methods, Selective Material Control Systems — ABC, JIT, VED, FSN, Material losses - Concept and Classification.

Unit-III: Definition, Classification, Accounting and Control of Overheads: Allocation, Apportionment and Re-apportionment of Overheads, Determination of Overhead Recovery Rates, Under and Over absorption of Overhead - Concept and Accounting Treatments.

Unit-IV: Job Costing: Concept, Features, Applicability and Job Cost Sheet, Contract Costing Concept, Features, Applicability, Preparation of Contract Account and other related accounts, Determination of Profit or Loss on incomplete contract, Presentation of Contract particulars in the Balance Sheet, Treatment of Retention money, Escalation Clause, Cost Plus Contract- Concept.

Unit-V: Process Costing: Concept, Features & Applicability, Preparation of Process Accounts (excluding application of Equivalent Production, Inter Process Profit, Joint Product, By-Product), Process Losses — Concept, Types (viz. Normal & Abnormal), Process Gain - Concept and Accounting Treatment.



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Unit-VI: Concept of Budget: Budgeting, Budgetary Control, Objectives, Advantages and Limitations of Budget and Budgetary Control, Principal Budget Factor - Concept & Significance, Classification of Budgets, Preparation of Cash Budget and Flexible Budget.

Unit-VII: Marginal Cost: Concept, Marginal Costing - Concept and Features, Differences between Marginal Costing and Absorption Costing, Marginal Cost Equation, CVP Analysis - Concept, Assumptions, Computation of Contribution, Profit-Volume Ratio, Break-even Analysis - Computation of Break Even Point & Margin of Safety, Break-even Chart & Contribution Chart.

Reference Books:

1. Cost Accounting ~ Saxena, V. K. and Vashist, C.D., Sultan Chand & Sons. Cost Accounting - Jain, S.P. and Narang, K. L., Kalyani Publishers.
2. Student's Guide to Cost and Management Accounting - Kishore, R. M., Taxmann.
3. Cost Accounting: JawaharLal, Tata Mc Graw Hill.
4. Principles and Practice of Cost Accounting - Bhattacharyya, PHI.
5. Cost & Management Accounting - Arora, M. N., Vikas Publishing House.

Semester –V

Course Code: DSE-01 (MM: Elective–I)

Course Title: Sales and Distribution Management

Theory: 60 Lectures

Course Objective:

To enable the students understand various aspects of channel management for coordinated sales effort and effective management of marketing channels

Learning Outcomes:

- To understand the process of Personal Selling
- To know about different Sales roles
- To design channels for various product and service categories
- To evaluate different channel partners

Unit-I: Introduction to Sales Management: Nature, role and importance, Sales force structure and Size management process, Sales Management functions selling Process, different techniques of handling customer objections and closing the sales, follow-up.

Unit-II: Sales Organization: Formal, Informal, horizontal, vertical, centralized, decentralized, geographic, customer, product, combination, organizations, Sales Territory: Size allocation and designing sales territory.

Unit-III: Sales Forecasting & market demand: Importance, forecasting process, Planning and recruitment of sales force, Job analysis specification, Job description, sources of recruitment, selection of sales person, Sales training, objective, designing training programme.

Unit-IV: Sales force Management and Motivation: Nature, Importance, factor's influencing the motivation - of - sales – force, Determination of Sales Force Size, Compensations: Types, compensations plan.



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Unit- V: Evaluation of sales forces performance: Qualitative and quantitative bases to evaluate Sales force control and budget.

Unit-VI: Retailing and Whole Selling: Retail types, developing and implementing merchandise strategy, strategies in retail outlet, whole selling Functions, types, marketing trend.

Unit-VII: Distributions channel: Importance, types, channel strategy Market Logistic: objective, planning customer oriented inventory management decision, transportation decision.

Reference Books:

1. Sales and Distribution Management — Tapan Panda and Sachdev, Oxford Publications.
2. Marketing Management ~ analysis, planning and control, Philip Kotler, Prentice hall of India Ltd.
3. Sales Management: E. M. Johnson, D. L. Kurtz, E. E. Scharuing, McGraw Hill.

Semester –V

Course Code: DSE-01(HRM: Elective-I)

Course Title: Industrial Relations & Industrial Laws

Theory: 60 Lectures

Course Objective:

The course helps the student understand and apply the concept of industrial relations and the system in which it operates.

Learning Outcomes:

- Students should able to elaborate the concept of Industrial Relations.
- The students should able to illustrate the role of trade union in the industrial setup.
- Students should able to outline the important causes & impact of industrial disputes.
- Students should able to elaborate Industrial Dispute settlement procedures.

Unit-I: Industrial Relations: Meaning, Characteristics, Objectives and Factors, Meaning of Industrial relations Characteristics and objectives of Industrial relations - Factor of Industrial relations Industrial relations Prerequisites for sound industrial relations, industrial relations - Importance of harmonious industrial relations.

Unit-II: Industrial Disputes: Concept, Forms, Settlement and Prevention of industrial disputes, Meanings, Concept of industrial dispute and industrial conflicts- Forms of industrial dispute - causes of industrial dispute - Methods for prevention and settlement of industrial dispute.

Unit-III: Trade Unionism: Concept, approaches and problems of trade union, Concept, Objectives and factions of trade unions - approach to trade union — Growth and problems of trade union movement in India. Regulations of Trade unions, Industrial Dispute and standing orders: The Trade Unions Act 1926:

Unit-IV: Workers' Participation in Management: Concept, objective and forms of workers participations in management- Various forms of workers participations in management — New Scheme of workers' participations in management - Prerequisites for workers' participation in management.



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Unit-V: The Industrial Dispute Act 1947: Settlement of Industrial disputes, strikes, lockout, gherao — Layoff, retrenchment, closure, discharge, dismissal.

Unit-6: The Industrial Employment (standing orders) Act, 1946: - Concept and nature of Standing Order - Scope and Coverage of the Act — Certification process — its operation and binding effect - Modification and temperance application of Model Standing Orders.

Reference Books:

1. Industrial Relations and Labour Laws- S. C. Srivastava, Vikas Publishing House Pvt. Ltd., New Delhi, 2007.
2. Industrial Relations: Text and Cases— A. K. Ghosh, Manas Publications, New Delhi.
3. Dynamics of Industrial Relations — C. B. Mamoria et al, New Delhi, 2003.
4. Industrial relations - Emerging Paradigms - B. D. Singh, Excel Books, New Delhi, 2004.
5. Industrial Relations: Concepts and Issues- T. N. Chhabra & R. K. Suri, Dhanpat Rai & Co. (P) Ltd., 2005.

Semester –V

Course Code: DSE-01 (SM: Elective–I)

Course Title: System Analysis and Design

Theory: 60 Lectures

Course Objective:

This module aims to as to introduce variety of new software used by analysts, designers to manage projects, analyze and document systems, design new systems and implement their plans.

Learning Outcomes:

On successful completion of the course students will be able to:

- A firm basis for understanding the life cycle of a systems development project;
- An understanding of the analysis and development techniques required as a team member of a medium-scale information systems development project;
- An understanding of the ways in which an analyst's interaction with system sponsors and users play a part in information systems development;
- Experience in developing information systems models;
- Experience in developing systems project documentation;
- An understanding of the object-oriented methods models as covered by the Unified Modeling Language.

Unit-I: Introduction: System concept, Characteristics of a System, Types of a System, System stakeholders – System Owner, System User – Internal system user and External System user, System Designer, System Analyst, Jobs of System analyst.

Unit-II: System Development Process: Introduction, Capability Maturity Model, System Life, Cycle versus Development Methodology, Principles of System Development, SDLC – problem definition, Feasibility Study

Unit-III: System analysis-I: System design, System construction, Implementation, Post Implementation review, System maintenance, System Development Strategies – Model driven development strategy and Rapid Application development strategy.



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Unit-IV: System Analysis-II: System analysis – meaning, objective, Need for system analysis, System analysis approaches - Model driven analysis, structured analysis.

Unit-V: Object Oriented Analysis: Meaning, Prototyping, Rapid architected analysis, Requirement discovery analysis and BPR, Procedure of analyzing the existing system.

Unit-VI: Data Modeling and Analysis: Entity–Relationship Data Modeling, Entity, Attribute, Relationship, Type of Relationship, Cardinality, Draw E-R Diagram.

Unit-VII: Process Modeling: Definition of System Modeling, Differentiate 10 LH Logical and Physical System Model, DFD- DFD symbols, process, data store, external entities, dataflow, Describing a System by DFDs, Logical Vs Physical function of a System, Converting physical DFD to logical DFD, Draw DFD of a System.

Unit-VIII: System Design: Definition, Objectives, Steps of System Design – Output design, Input design, Process design, Data specification, Procedure design, detailed design and implementation.

Reference Books:

1. System Analysis and Design Method – Jeffrey L. Whitten & Lonnie D. Bentley, Tata Mc Graw Hill.
2. System Analysis and Design – I. T. Hawryszkiewycz, PHI
3. Analysis and Design of Systems – James A. Senn, Tata Mc Graw Hill.
4. System Analysis and Design – E. M. Awad.
5. System Analysis and Design – Kendall, Pearson Education.

Semester –V

Course Code: DSE-02 (FM: Elective-II)

Course Title: Taxation

Theory: 60 Lectures

Course Objectives:

The taxation subject is intended to acquaint students with the general principles and practice of Direct and Indirect taxation in India. This also includes a basic understanding on the Corporate Tax Planning.

Learning Outcomes:

- Basic of Direct Tax, incidence of tax, and discharge of tax liability, Residential Status of individual and a company, Income exempt from tax, Income under different heads.
- Corporate taxation and its planning.
- Business Tax Procedure
- Introduction of GST and different provisions related to registration, tax incidence and tax discharge

Unit-I: Basic Concepts: Direct Tax, Indirect Tax, Union/ Central & State-level Taxes, Assesse, Person, Previous Year, Assessment Year, Income, Sources of Income, Heads of Income, Deductions, Exemptions, Gross Total Income, Total/ Taxable Income, Tax Planning, Tax Evasion, Tax Avoidance.



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Unit-II: Residential Status of individual: Concept, Significance, Types & Determination, Incidence or Scope of Taxation.

Unit-III: Direct Tax: Basics of income tax: assessment year, previous year, person, assessee, charge of income tax, residential status and incidence of tax, income deemed to accrue or arise in India, exempted income; income tax authorities; **Income under different Heads:** Income under the head 'salaries'; Income under the head 'income from house property'; Income under the head 'profits and gains of business or profession'; Capital gains; Income from other sources. **Computation of Tax Liability:** Set-Off and Carry Forward of losses, Deductions from Gross Total Income, Deduction from Gross Total Income. **Business Tax Procedure:** Advance tax liability, Due Date for payment of Advance Tax, Applicability of TDS, TDS Rate, Income Tax Return forms for different types of assessee.

Unit-IV: Indirect Tax: Introduction to Indirect Tax: Pre-GST indirect tax structure in India; Constitution and GST, Key terms definition; Goods, Services, Supplier, Supply, Deemed Supply, Exempt Supply, Aggregate Turnover, Business, Place of Business, Capital Goods, Consideration, E-Commerce, Input Service Distributor, Reverse Charge. **Registration & Levy and Collection of Tax:** Person liable to registration, person not liable for registration, Compulsory registration in certain cases, Procedure for registration, Cancellation or suspension of Registration, Scope of Supply, Tax liability on Composition and mixed supplies, levy and collection

Reference Books:

1. Students' Guide to Income Tax including GST - Vinod K. Singhania and Monica Singhania, Taxmann.
2. Corporate Tax Planning and Business Tax Procedures - Vinod K. Singhania and Monica Singhania, Taxmann.
3. Systematic Approach to Income Tax - G. Ahuja & R. Gupta, Bharat Law House. .
4. Law & Practice of Direct & Indirect Taxes --- C. H. Sengupta, Dey Book Concern.
5. Income Tax with Indirect Tax - S. Mundhra & V. Mundhra, Law Point.

Semester –V

Course Code: DSE-02 (MM: Elective-II)

Course Title: Integrated Marketing Communication

Theory: 60 Lectures

Course Objective:

The objective of the course is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning. Topics: the role of integrated marketing communications, organizing for advertising and promotion, consumer behaviour perspective, the communication process, promotional objectives and budgets, creative strategy, media planning and strategy, broadcast/print & support media, direct marketing, sales promotions, PR and publicity, personal selling, international promotion, business-to-business promotions, and regulations and ethics.

Learning Outcomes:

By the end of this course students should be able to:

- Quickly understand a company and its marketing communications activities



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- Present a brief verbal presentation (tutorial discussion)
- Thoroughly describe a range of media and methods available to marketers
- Develop a clearly thought out Communications Audit
- Clearly argue a point of view regarding marketing communications
- Demonstrate a comprehensive understanding of Marketing Communications theories and concepts
- Show that you're thinking like a marketer
- Prepare a Marketing Communication Brief for creative

Unit-I: Introduction to Advertising: Meaning, objectives its role and functions, types & classification of advertisement

Unit- II: Marketing Mix and Promotion Mix: Integrated Marketing Communication (IMC)- Concept, Developing an IMC plan based on promotional mix of a firm.

Unit-III: Overview of Advertising Management: Choosing an advertising agency, advertising planning and research, the roles of advertising accounts, executives, and the communication budget.

Unit-IV: Advertising Design: Advertising theories, advertising appeal, advertising executional frameworks, creating an advertisement, advertising media selection and types.

Unit- V:Trade and Consumer Sales Promotions: The nature and objectives of trade promotion, types of trade promotion, trade allowances, trade contest, trade incentives, training programme, vendor support programme, promotion, types of consumer promotion, coupons, premiums, contests, sweepstakes, refunds, rebates, sampling, bonus pack, price off.

Unit-VI: Personal Selling: Definition, steps in personal selling process, retain selling, business to business selling, principles of personal selling, personal selling in International market.

Unit-VII: Public Relation: Definition, publics on PR, PR tools, jobs of PR executives and PR agency, Sponsorship and event management.

Unit-VIII: Corporate Image and Brand management: Corporate image component, promoting the desired images and corporate names and logos, Branding: brand equity, extension, co-branding.

Reference Books:

1. Integrated advertising, promotion and marketing communication, 2nd ed. - B. Donald and K. E. Clow, Prentice Hall, New Delhi.
2. Advertising management ~ A. A. David and M.G. John, Prentice Hall of India, New Delhi.
3. Advertising and Sales Promotion ~ Kazmi, M.M.S. and Batra, K.S., Excel Books, New Delhi.
4. Public Relation Today in the Indian Context - Ghosh, Suri, Rupa Publication, Kolkata.



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Semester –V

Course Code: DSE-02(HRM: Elective-II)

Course Title: Human Resource Development

Theory: 60 Lectures

Course Objectives:

To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations. To help the students focus on and analyze the issues and strategies required to select and develop manpower resources. To develop relevant skills necessary for application in HR related issues. To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

Learning Outcomes:

On completion of this course, the students will be able

- To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- To develop necessary skill set for application of various HR issues.
- To analyze the strategic issues and strategies required to select and develop manpower resources.
- To integrate the knowledge of HR concepts to take correct business decisions.

Unit-I: Concept, Scope and Significance of Human Resource Development- HRD sub- system - Characteristics of HRD Culture - Types of Organizational Culture - OCTAPACE culture - Meaning, objectives and benefits of quality circles in business organizations.

Unit-II: Training: Concept, importance and need for training - Training vs. Development - Issues in identifying training needs — Structure and functions of Training department - Role, Responsibilities and Challenges of Training Managers.

Unit-III: Training methods: On the job and off the job training methods types, importance and application - merits and demerits of each method- Training Evaluation: Basic Issues.

Unit-IV: Management Development: Concept and importance, nature and strategies of management development- objectives and need for management development, Management development programmes- types, importance and methods — merits and demerits of each method.

Unit-V: Potential Appraisal, Career Planning and Development: Concept and Importance — Potential Appraisal, Issues and Principles -Steps, Advantages and Limitations of Career planning — Career Anchors - Career Development cycles — Career Need Assessment and Opportunities — Experiences in Career planning — Succession Planning.

Unit-VI: Performance Management: Conceptual - Difference between Performance Appraisal and Performance Management- Performance Appraisal Methods - Forced Distribution -Paired Comparison - Check List - Critical Incident - Graphic Rating Scale - BARS - MBO - Human Resource Accounting - 360 degree Feedback - Definition & uses of 360 degree feedback - Rationale for 360 degree feedback — Advantage and disadvantage of 360 degree.

Unit-VII: Organization Development and change: Conceptual Issues—Model of Planned change-Designing an Intervention Strategy: Issues and Considerations—Types of Interventions: Basic concept of each type of Intervention.



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Reference Books:

1. A handbook of Human Resource Management Practices — Michael Armstrong, Kogan Page.
2. Human Resource Development - P. C. Tripathi, Sultan Chand.
3. Human Resource Management – Biswajeet Pattanayak, Prentice Hall of India.
4. Human Resource Development: Strategic Approaches and Experiences-B. L. Mathur, Arihant Publishers.
5. Human Resource Development: A Value-based Approach - B. R. Madan.
6. Human Resource Development- Jon Werner, Randy De Simone, South-Western Cengage Learning.The
7. Human Resource Development: The Indian Experience - D.M.Silvera, News India Publications, New Delhi.
8. Recent Experiences in HRD - T.V.Rao&D.F.Pereira, Oxford & IBH, New Delhi.
9. Human Resource Management: Text with Cases, A.K. Ghosh, Manas Publication.

Semester –V

Course Code: DSE-02 (SM: Elective-II)

Course Title: Decision Support System

Theory: 60 Lectures

Course Objectives:

This course will overview and implement decision making process and support that can be given by computer, component, and classification of decision support system, quantitative model of sensitivity analysis, decision analysis, multi criteria decision making, decision support system development technique, executive information system, expert system use, user interface aspect, and various other aspects.

Learning Outcomes:

On completion of this course, the students will be able to

- Identify the basic concepts of DSS.
- Apply DSS models and analyses.
- Demonstrate the process development of DSS.
- Identify the intelligent DSS.
- Design DSS in a real case.

Unit-I: Decision and Decision Making: Decision making concept, Decision methods, Tools and Procedures, Rational Decision making, Problems in making rational decision, Decision making system, Types of decision, Nature of decision.

Unit-II: Decision Making Process: Laws of requisite variety, Phases of decision making process (Simon's Model) – Intelligence Phase – Problem identification, Classification, Decomposition and Ownership

Unit-III: Design Phase: Modeling, Quantitative Models: Component, Structure, Principle of choice criterion, Normative Models, Descriptive Models, Developing Alternatives, Predicting Outcomes, Measuring Outcomes and Scenarios, Choice Phase – Search Approaches – Analytical approach, Blind & Heuristic approach, Evaluation – Sensitivity Analysis and What – If Analysis, Organizational Decision Making Concept.

Unit-IV: Decision Support System (DSS): What is DSS, DSS characteristics, DSS Classifications, Components of DSS – Database Management System – Model Base Management System – Model base, Modeling Language, Model execution & integration?



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Unit-V: DSS Models: Static and Dynamic DSS Models, Examples of Behavioral Models, Management Science Models, Project Planning and Control Models, Operations Research Models and Inventory Control Models, User Interface Subsystem, DSS and Web Connection.

Unit-VI: Group Decision Support System (GDSS): Concept of Group Decision Making, Definition of GDSS, Tools, Advantages and Uses of GDSS.

Unit-VII: Knowledge Base Expert System (KBES): Concept of Knowledge management, Definition of Knowledge, Knowledge Types and Components, Cyclic Model of Knowledge Management.

Unit: Artificial Intelligence (AI): Concept and Definition of Artificial Intelligence, Symbolic processing, Heuristics, Inferencing, Pattern Matching and Knowledge Processing, Differences between AI and Natural Intelligence, Concept of KBES (Knowledge Base Expert System), Concept of Knowledge Presentation, Semantic Network, Production Rules, Frames.

Reference Books:

1. Decision Support System and Intelligent System – Efraim Turban and Jay E. Aronson.
2. Management Information System – W. S. Jawadekar.
3. Decision Support – M. W. Davis.
4. Decision Support and Expert System – E. Turban. 5. Decision Support System – R. Jayashankar.

Semester –VI

Course Code: DSE-03(FM: Elective-III)

Course Title: Security Analysis and Portfolio Management

Theory: 60 Lectures

Course Objectives:

The subject is related to the stock market operations and investment management. The object of the course is to provide sound knowledge about the process and principles of investing in the stock market and other alternative investment options available. The focus and discuss of the course is completely on Indian market point of view.

Learning Outcomes:

At the end of the course, students can comprehend the following:

- How to select a stock for investment?
- What are the alternative investment options available in India?
- How the Indian stock market operates?
- How the derivative market operates?
- What are the derivative instruments for investment?

SECURITY ANALYSIS:

Unit – I: Stock Market Behaviour: Efficient market theory – Basic concepts, Random Walk Theory, Weak form Efficiency Market Hypothesis, Semi strong, Strong, Market inefficiencies

Unit – II: Fundamental Analysis: Economy, Industry and Company analysis



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Unit – III: Technical Analysis: Dow Theory, Support & resistance level, bar and line charts, relative strength analysis, market breadth.

Unit – IV: Bond valuation: Bond valuation, yield to maturity, bond return, bond value theorems, term structure and Put crest rate (yield curve).

Unit – V: Stock return and valuation: Anticipated return, PV of the return, multiple year holding period, constant growth model, three phase model, P/E ratio.

Unit – VI: Risk: Risk measurement, types of investors, systematic and unsystematic risk, characteristics regression line (Beta & Standard Deviation).

Unit – VII: Derivatives: Concept of forwards, futures, valuation of futures, Options – Types of options, Problems on call and put options with different strategies, Black Scholes Option pricing model Ind AS 32 – Financial Instruments.

PORTFOLIO MANAGEMENT:

Unit – VIII: Portfolio construction: Objectives- selection of portfolio.

Unit – IX: Portfolio Construction using Markowitz Model: Portfolio return, portfolio risk co-efficient of variance, co-variance, correlation coefficient, correlation and diversification, minimum risk portfolio, utility analysis and indifference map.

Unit – X: Models: Sharpe Index Model, Capital Asset Pricing Model (CAPM) and assumption, Security and Capital market line, arbitrage pricing model.

Unit – XI: Portfolio Evaluation: Mutual fund and measurement of its performance --Sharpe performance index, Treynor's index, Jensen's Performance index, (Theory and problems).

Reference Books:

1. Prasanna Chandra - Investment Analysis and Portfolio Management – McGraw hill
2. Kevin - Portfolio Management 2nd Edition (Paperback)- PHI
3. Alex. K Mathews & K. Sasidharan - Security Analysis and Portfolio Management 1st Edition (Paperback) – McGrawhill
4. M. Ranganatham & R. Madhumathi - Security Analysis and Portfolio Management 2nd Edition (Paperback) – Pearson
5. Richard O. Michaud - Efficient Asset Management: A Practical Guide to Stock Portfolio Optimization and Asset Allocation [With CDROM] 0002 Edition (Hardcover) – OUP
6. Hull – Introduction to Options and Futures – Pearson India

Semester –VI

Course Code: DSE-03(FM: Elective-III)

Course Title: Project Appraisal

Theory: 60 Lectures

Course Objectives: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.



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Learning Outcomes:

Upon successful completion of this subject students will be able to

- Prepare a DPR and/or a business plan.
- Apply project/business appraisal techniques.

Course Contents:

Unit I: Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship – concept, Theory and perspective.

Unit II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, and Forecasting techniques Technical appraisal of a project, Business and Technology Acquisition and management of technology.

Unit III: Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, and Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of Projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans.

Unit IV: Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis

Reference Books:

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

Semester –VI

Course Code: DSE-03 (MM: Elective-III)

Course Title: Marketing of Services

Theory: 60 Lectures

Course Objectives:

To enable the students understand the importance and growing role of Services Marketing with a focus on current issues and strategies.

Learning Outcomes:

- To understand role of services in marketing of organizations
- To understand services and its differences with products
- To analyze the service process and measuring service quality
- To identify the service quality gaps



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Unit-I: Introducing Service Marketing: The nature of Services Marketing Introduction, Definition and Characteristics of Services, Classification of Services, The services environment, evolution of services.

Unit- II: Segmentation, Targeting and Positioning: Strategic Aspects of Services Marketing, Segment Selection or targeting a few Segments, Positioning a Service in the Marketplace, Targeting Customers and Building Relationships, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy.

Unit-III: The Services Marketing Mix: Service Product, Service Products, Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services, Customer loyalty and profitability.

Unit-IV: Service Quality: The Parasuraman, Berry and Zeithami Models, Customization versus Standardization, defects, Failures and Recovery, Service Guarantees, Managing supply and demand, Services theatre and service experience, the gap between expected and perceived service, customers' role in service delivery.

Unit- V: Place, Promotion and Pricing issues in Services Marketing: Understanding Costs and Developing Pricing Strategies, Communicating and Promoting Services.

Unit-VI: People: The Key to a Service Business, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.

Unit-VII: Physical Evidence: Services Capes Designed for Employees and for Customers, Process - The Customer's Point of View Blueprinting, Managing the Waiting Process, Use of Information Technology (IT), Offering Greater Choice a Major Service Process: Complaints Management and Service Recovery.

Reference Books:

1. Services Marketing - Christopher H. Lovelock and Chatterjee, Pearson Books. Services Marketing - Valarie A. Zeithami, Mary Jo Bitner.
2. Principles of Services Marketing, 4* edition — Palmer, A., Mc-Graw Hill. Services Marketing - GovindApte, Oxford Univ. Press.
3. Services Marketing - RajendraNargundkar, Tata Mc Graw Hill.

Semester –VI

Course Code: DSE-03(MM: Elective-III)

Course Title: Retail Management

Theory: 60 Lectures

Course Objective: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Learning Outcomes:

After studying this course, students should be able to:

- Clarify the concept and related terms in retailing.



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- Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- Understand various formats of retail in the industry.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

Course Contents:

Unit I: Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Unit II: Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non store Based retail mix & Nontraditional selling.

Unit III: Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

Unit IV: Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

Unit V: Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Unit VI: Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit VII: Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Reference Books:

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

Semester –VI

Course Code: DSE-03 (HRM: Elective-III)

Course Title: Compensation Management & Wage Laws

Theory: 60 Lectures

Course Objectives:

This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Learning Outcomes:

By the end of this course the Students will able to



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- Relate compensation management to behavioral theories and concepts and within the wider context of human resources management.
- Describe the process and evaluate the implications of job evaluation
- Identify the internal and external environmental factors that have an impact on the pay structure of an organization.
- Demonstrate an understanding of the process of designing a pay structure taking account of the company environment

Unit-I: Meaning and Concept of Wage and Salary: Concept, Nature, Scope, Objectives, Principles and importance of Wage and Salary Administration - Theories of Wage and Salary.

Unit-II: Employee Reward System: Concept, Components, Elements of Employee Reward Factors affecting the Rate of Pay - Process of Wage and Salary Determination, Wage and Salary Structure: Essentials of a sound wage and salary structure — Purpose — Types.

Unit-III: Machineries for Wages and Salary Fixation: Basic Idea— Techniques for Fixation of Wage and Salary Levels: (Concept and Basic Elements only) -Job Evaluation: Methods (Basic Idea) and determination wages and salary grades.

Unit-IV: Wage Payment System: Time Wage — Piece Wage - Balance Method, Wage Incentives: Meaning — Essentials of a sound incentive Plan — Types of Wage Incentive Plans - Indian Practices.

Unit-V: Concept of wages: Minimum wages, Fair Wages, Living Wages, Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation.

Unit-VI: Legislation and Compensation: The Payment of Wages Act, 1936 - the minimum Wages Act, 1948 - the Equal Remuneration Act, 1976.

Unit-VII: Other Legislations: The payment of Bonus Act, 1965 — the Payment of Gratuity Act, 1971 - the Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

Reference Books:

1. Employee Rewards: Michael Armstrong, Kogan Page.
2. Reward Management: A Handbook of Salary Administration, Armstrong and Murlis, Kogan Page.
3. Understanding Wage System: A. M. Sarma.
4. R. Henderson, Compensation Management - Rewarding Performance: R. Henderson, Prentice Hall Inc.

Semester –VI

Course Code: DSE-03(HRM: Elective-III)

Course Title: Talent and Knowledge Management

Theory: 60 Lectures

Course Objective: To prepare students for talent and knowledge management efforts in organizations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.



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Learning Outcomes:

At the end of the course, students should be able to:

- Evaluate the potential and appropriateness of talent development strategies, policies and methods with reference to relevant contextual factors.
- Assess the role and influence the politics of knowledge management policy and practice in a range of contexts.

Course Contents:

Unit-I: Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

Unit-II: Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

Unit- III: Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

Unit-IV: Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

Unit-V: Knowledge management strategies: Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Reference Books:

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house.
7. T. Raman: Knowledge management –a resource book, Excel books.

Semester –VI

Course Code: DSE-03 (SM: Elective-III)

Course Title: Database Management System

Theory: 60 Lectures

Course Objectives:

The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

Learning Outcomes:

At the end of the course, the students will be able to:

- Understand the basic concepts and the applications of database systems.
- Master the basics of SQL and construct queries using SQL.



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- Understand the relational database design principles.
- Familiar with the basic issues of transaction processing and concurrency control.
- Familiar with database storage structures and access techniques

Unit-I: Introduction: Definition of Database, Advantages of Database Management Approach, Data Models and its categories, Schema, Instances and Database State, Three-schema Architecture of DBMS- Physical, Logical and Viewer Level, Data Independence.

Unit-II: DBMS Languages: DDL, DML, DCL, DBMS Interfaces, Centralized DBMS Architecture, Client / Server Architecture – Two tire Architecture, Three tire Architecture for Web Applications, Classifications of DBMS.

Unit-III: Relational Model: Concept and constraints – Relational Model Concept, Domain, Attributes, Tuples and Relations, Characteristics of Relation, Relational Model notations, Relational Model Constraints and its categories, Schema based constraints – Domain constraints, key constraints, Constraints on Null Value, Integrity constraints and Referential Integrity constraints.

Unit-IV: Relational Algebra: Selection, Projection, Union, Intersection, Minus and Cartesian Product and Division algebraic operations, Join, Variation of join – Equi-join, Natural Join, Examples of queries in Relational Algebra.

Unit-V: Structured Query Language (SQL): Schema Definition, Basic constraints and Queries, DATA DEFINITION – Schema and catalog Concept, CREATE TABLE command, Data types and Domains in SQL, Specifying Basic Constraints – Attributes constraints and Attribute Default, Key and Referential Integrity constraints, Constraints on tuple using CHECK, Schema change, Command DROP and ALTER command.

Unit-VI: Basic queries in SQL: SELECT – FROM-WHERE Structure, Data Manipulation Command – INSERT, UPDATE, DELETE command, Data Control Command – COMMIT, SAVEPOINT, ROLLBACK Command.

Unit-VII: Operators and Functions: Arithmetic Operators, Comparison Operators LIKE, NOT LIKE, BETWEEN, NOT BETWEEN, Logical Operators, Set Operators – UNION, UNION ALL, INTERSECTION, MINUS, Functions – DATE Functions, Numeric Functions, Character Functions, Conversion Functions, GROUP BY and HAVING Clauses in SQL.

Unit-VIII: Join and Sub-Queries: Simple Join, Self-Join, Outer Join, Usage of Sub-Queries – Nested Queries, Tuple and Set / Multi-Set Comparisons, Co-related Nested Queries.

Reference Books:

1. Fundamentals of Database Systems : Elmasri, Navathe, Somayajulu, Gupta
2. Introductions to Database Systems – C. J. Date.
3. Database Management Systems – A. K. Majumder& P. Bhattacharya
4. Database Management Systems – Korth&Sudarshan.
5. Fundamentals of SQL – Evan Bayross.



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Semester –VI

Course Code: DSE-03(SM: Elective-III)

Course Title: Internet Programming and Web Designing

Theory: 60 Lectures

Course Objectives:

The aim of this course is to provide you the conceptual and technological developments in the field of Internet and web designing with the emphasis on comprehensive knowledge of Internet, its applications and the TCP/IP protocols widely deployed to provide Internet connective worldwide. The World Wide Web with its widespread usefulness has become an integral part of the Internet. Therefore, this course also puts emphasis on basic concepts of web design.

Learning outcomes:

At the end of the course the students will be able to –

- Review the current topics in Web & Internet technologies.
- Describe the basic concepts for network implementation.
- Learn the basic working scheme of the Internet and World Wide Web.
- Understand fundamental tools and technologies for web design.
- Comprehend the technologies for Hypertext Mark-up Language (HTML).
- Specify design rules in constructing web pages and sites.
- Effectively deal with programming issues relating to VB Script, JavaScript, Java, ASP, and Front Page.
- Figure out the various security hazards on the Internet and need of security measures.

Course Contents:

Unit – I: Introduction to Internet- Internet, Growth of Internet, Owners of the Internet, Anatomy of Internet, ARPANET and Internet history of the World Wide Web, basic Internet Terminology, Net etiquette. Internet Applications – Commerce on the Internet, Governance on the Internet, Impact of Internet on Society – Crime on/through the Internet.

Unit – II: TCP/IP – Internet Technology and Protocol: Packet switching technology, Internet Protocols: TCP/IP, Router, Internet Addressing Scheme: Machine Addressing (IP address), E-mail Addresses, Resources Addresses.

Unit – III: Internet Connectivity: Connectivity types: level one, level two and level three connectivity, Setting up a connection: hardware requirement, selection of a modem, software requirement, modem configuration, Internet accounts by ISP: Telephone line options, Protocol options, Service options, Telephone line options – Dialup connections through the telephone system, dedicated connections through the telephone system, ISDN, Protocol options – Shell, SLIP, PPP, Service options – E-mail, WWW, News Firewall etc.

Unit – IV: Internet Network : Network definition, Common terminologies: LAN, WAN, Node, Host, Workstation, bandwidth, Interoperability, Network administrator, network security, Network Components: Servers, Clients, Communication Media, Types of network: Peer to Peer, Clients Server, Addressing in Internet: DNS, Domain Name and their organization, understanding the Internet Protocol Address. Network topologies: Bust, star and ring, Ethernet, FDDI, ATM and Intranet.

Unit – V: Services on Internet (Definition and Functions): E-mail, WWW, Telnet, FTP, IRC and Search Engine. **Electronic Mail:** Email Networks and Servers, Email protocols –SMTP, POP3, IMAp4, MIME6, Structure of an Email – Email Address, Email Header, Body and Attachments, Email Clients: Netscape mail Clients, Outlook Express, Web based E-mail. Email encryption- Address Book, Signature File.



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Current Trends on Internet: Languages, Internet Phone, Internet Video, collaborative computing, e-commerce.

Unit – VI: Web Publishing and Browsing: Overview, SGML, Web hosting, HTML. CGL, Documents Interchange Standards, Components of Web Publishing, Document management, Web Page Design Consideration and Principles, **Search and Meta Search Engines**, WWW, Browser, HTTP, Publishing Tools. **HTML Programming Basics:** HTML page structure, HTML Text, HTML links, HTML document tables, HTML Frames, HTML Images, multimedia.

Unit – VII: Interactivity Tools: ASP, VB Script, JAVA Script, JAVA and Front Page, Flash **Internet Security Management Concepts, Information Privacy and Copyright Issues:** Overview of Internet Security, Firewalls, Internet Security, Management Concepts and Information Privacy and Copyright Issues, basics of asymmetric cryptosystems.

Reference Books:

1. Greenlaw R and Hepp E “Fundamentals of Internet and www” 2nd EL, Tata McGrawHill,2007.
2. Ivan Bayross, “HTML, DHTML, JavaScript, Perl CGI”, 3rd Edition, BPB Publications.
3. D. Comer, “The Internet Book”, Pearson Education, 2009.
4. M. L. Young, “The Complete reference to Internet”, Tata McGraw Hill, 2007.
5. Godbole AS & Kahate A, “Web Technologies”, Tata McGrawHill,2008.
6. Jackson, “Web Technologies”, Pearson Education, 2008.
7. B. Patel & Lal B. Barik, “ Internet & Web Technology “, Acme Learning Publishers
8. Leon and Leon, “Internet for Everyone”, Vikas Publishing House.

Semester –VI

Course Code: DSE-04 (FM: Elective-IV)

Course Title: International Financial Management

Theory: 60 Lectures

Course Objectives:

Businesses are operating in an increasingly interconnected global environment. Most businesses today are either directly or indirectly exposed to international competition. Managing such businesses requires understanding of currency risks and global financial environment. The objective of this course is to provide students with an in depth knowledge of these issues.

Learning Outcomes:

The students may learn the following:

- How the international business operates?
- What are the determinants of exchange rate?
- Role of International financial institutions in the international trade practices
- How the international financial market operates?
- How to finance the international trades?

Unit-I: Introduction: Concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.



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Unit-II: Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations-direct, indirect and cross currency, various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions, Early delivery, extension or cancellation of Forward contracts Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP, models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand- Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

Unit-III: Foreign Exchange Exposures: Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk, Multinational Financial System- Value of the Multinational Financial System, Intercompany Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and foreign bonds.

Unit-IV: International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods, Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post expropriation Policies.

Unit-V: Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts receivables Management, Inventory Management.

Reference Books:

1. PG Apte: International Finance, Tata Mcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall
3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill

Semester –VI

Course Code: DSE-04(FM: Elective-IV)

Course Title: Financial Modeling and Derivatives

Theory: 60 Lectures

Course Objectives:

To equip students with principles and techniques of financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

Learning Outcomes:

At the end of the course, students should be able to:

- Students will understand the need of financial derivatives.
- It will enable the students to select right kind of derivatives amongst forward, futures, options, Greeks, swaps for risk hedging.



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- Understand the option pricing models.
- Able to distinguish among hedging, speculation and arbitrage.

Course Contents:

Unit-I: Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns

Unit -II: Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR , MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.

Unit-III: Financial Derivatives: Introduction, various underlings and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.

Unit-IV: Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Reference Books:

1. Ruey S. Tsay (2005). Analysis of Financial Time Series (2nd ed.). John Wiley.
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.
3. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
4. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India

Semester –VI

Course Code: DSE-04(MM: Elective -IV)

Course Title: Consumer Behavior

Theory: 60 Lectures

Course Objectives:

To enable the students to understand the importance of studying consumer behavior and understand its relevance in developing marketing strategies.

Learning Outcomes:

- To understand the Consumer Buying Process
- To gain knowledge of different Consumer Behaviour Theories
- To gain knowledge and application of Consumer Decision Process followed for different categories



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Unit-I: Consumer Behavior: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behavior', Market Segmentation,

Unit- II: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement, Personality & Consumer Behavior: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images, Role of self-consciousness, Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation, Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory, Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit-III: Group Dynamics & Consumer Reference Groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups, Family & Consumer Behavior: Consumer socialization process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Unit-IV: Social Class & Consumer Behaviour: Determinants of social class, measuring & characteristics of social class, Culture & Consumer Behavior: Characteristics of culture, core values held by society & the influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences, Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit- V: Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process, Consumer Decision making process: Process problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post purchase evaluation, Situational Influences.

Reference Books:

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



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Semester –VI

Course Code: DSE-04(MM: Elective-IV)

Course Title: International Marketing

Theory: 60 Lectures

Course Objectives

This course provides a practical overview of the key elements of international marketing and issues businesses face when entering and operating in foreign markets. Focus will be on the decision making process in the areas of foreign market analysis, target identification, product planning, promotion and channels of distribution. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Learning Outcomes

- To understand the significance of globalization and international trade
- To identify, segment and target international markets
- To know about Tools for International Market Evaluation and Selection
- To know about Pricing Decisions for International Markets
- To understand communication with the World Consumer
- To know about key issues in India's Export Growth

Course Contents:

Unit – I: International Marketing – Concept and Significance, Globalization, International Trade Scanning the International Economic Environment - Significance of economic organizations and trade groups in international marketing. Identification, Segmentation and Targeting of International Markets. International Market Entry Strategies - Tools for International Market Evaluation and Selection.

Unit – II: Pricing Decisions for International Markets - Concept, Pricing Approaches, Factors influencing pricing decisions, Terms of Payment in International Transactions. Building Brands in International Markets - Concept, Branding Alternatives for International Market, International Branding Strategy. International Logistics and Distribution - Types of Channels in International Market, Selection and Structure, International Retailing.

Unit – III: Communication with the World Consumer - AIDA Model, Tools for International Marketing Communication, Participation in International Trade Fairs, Factors influencing communication decisions, GIMC (Global Integrated Marketing Communication). International Marketing Research - Concept & Process of International Marketing research

Unit – IV: Global E-Marketing - Internet and the Global Marketplace, Structural Barriers, Services, E- Marketing models, Competitive Advantage and Cyberspace. World Trade Organization – International Marketing Implications, WTO – Functions and Structure, Multilateral Trading System, Economic Institutions under UN.

Unit –V: India's Foreign Trade - Key Issues in India's Export Growth, Concept of Balance of Payment and Balance of Trade, Measures to Promote Export, New Market Barriers, Growing Customer Expectation, Shortening of PLC, Ethical Issues in International Marketing, Counterfeiting and Piracy, Bribery and Smuggling .

Reference Books:

1. International Marketing, Rakesh Mohan Joshi , Oxford
2. Global Marketing Management , Masaaki Kotabe, Kristiaan Helsen, Wiley



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Semester –VI

Course Code: DSE-04 (HRM: Elective-IV)

Course Title: Training and Development

Theory: 60 Lectures

Course Objectives:

To familiarize the students regarding the inevitability of training. The session shall focus on the importance of an effective training needs assessment to plan training more effectively. At the end of the session, the student shall be able to link Strategy and T&D. The different kinds of training methods are covered in this course.

Learning Outcomes:

By the end of this course, the following learning outcomes are expected:

- To learn and comprehend the nature, concept, difference between training and other related concepts.
- To understand the importance of training and its link with strategy.
- To understand the various methods of training and learning theories.
- To understand the importance of training evaluation.
- To analyze the various industry training and development practices.

Unit-I: Introduction to Employee Training and Development: Designing Training - Needs Assessment - Training Process – Conceptual Models.

Unit-II: Pre Training- Expectations and Motivations: Training - Exposure to opportunities for learning Training Process for the Participant's Organization - Pre Training-objectives, and Motivation, Training Post Training Support and organizational, Adjustments.

Unit-III: Training Strategy – External: Establishing Training Goals - Defining Training specifications, Internal - Organizing Training Inputs - Pre Training Phase – Organizational collaboration through clarifying needs - Individual Motivation.

Unit-IV: Training methods training requirements: Business, game lab training, Training for Personnel and OD, Incidents Cases, Seminars and Lectures, Sampling Real Life, Role Playing Sensitivity Training, In Basket, Designing the Programme-Building Training Groups.

Unit-V: Training phase: Developing the Group - Social Process - Standards of Behaviour - Indicators of Group Development, Post Training Phase – Support and Evaluation - Input Overload - Unrealistic Goals - Linkage Failure - E-Learning and Use of Technology in Training - Employee Development.

Reference Books:

1. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication, 2011.
2. Blanchard, Effective training-Systems, strategies and practices, Pearson education, 2nd edition, 2011.
3. Rolf Lynton & Udai Pareek, Training for organizational transformation , Sage Publications, New Delhi, 2011
4. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005
5. S. Mathews, Designing and Managing a Training and Development Strategy, Pearson, 2005



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Semester –VI

Course Code: DSE-04(HRM: Elective-IV)

Course Title: Counseling & Negotiation Skills for Management

Theory: 60 Lectures

Course Objective:

The objective of this course is to provide insights into handling behavioural issues at work place by developing counseling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

Learning Outcomes:

At the end of the course, students should be able to:

- Understand complex theory and practice of negotiation in particular and conflict resolution in general.
- Identify the challenges we all have in dealing with negotiation and conflict resolution.
- Apply negotiation as a system and the important role of subsidiary factors.

Course Contents:

Unit – I: Counseling: Introduction, Approaches to Counseling, Goals and Process of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills.

Unit – II: Changing Behaviors through Counseling; Specific Techniques of Counseling; Role conflicts of Managers and Counseling. Application of Counseling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counseling.

Unit – III: Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

Unit – IV: Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Reference Books:

1. Singh Kavita - Counseling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counseling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counseling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R.: The counseling process: A multi theoretical integrative approach, New York: Brooks Cole.
6. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
8. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HRM.



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Semester –VI

Course Code: DSE-04(SM: Elective -IV)

Course Title: Software Engineering

Theory: 60 Lectures

Course Objectives:

- To provide the idea of decomposing the given problem into Analysis, Design, Implementation, Testing and maintenance phases.
- To provide an idea of using various process models in the software industry according to given circumstances.

Learning Outcomes:

At the end of the course students will be able to:

- Basic knowledge and understanding of the analysis and design of complex systems.
- Ability to apply software engineering principles and techniques.

Unit-I: Software Engineering Fundamentals: Definition of software product, Software Engineering Paradigms; Software engineering, Knowledge engineering, and End user development approaches.

Unit-II: System Analysis: An abstraction, Partitioning and projection, Systems specification, Software Requirements Specification (SRS) standards, Formal Specification methods, Specification tools, Flow based, Data based and Object – Oriented Analysis.

Unit-III: System Documentation: Principles of system documentation, types of documentation and their importance.

Unit-IV: System Planning: Data and fact gathering techniques-Interviewing, communications, presentations and site visit. Feasibility study, feasibility reports, prototyping, cost-benefit analysis-tools and techniques.

Unit-V: Systems Design: Idealized and constrained design, Process oriented design (Game and Sarson and Yourdon notations), Data oriented design (Warnier–Orr, E-R modelling), Object oriented design (Booch approach), Cohesion and Coupling, Design matrices, Design documentation standard.

Unit-VI: Role of CASE Tools: Relevance of CASE Tools, High-end and Low-end CASE Tools.

Unit-VII: Coding and Programming: Choice of programming languages, mixed language programming and cell semantics, reengineering legacy systems, Coding standard.

Unit-VIII: Software Quality and testing: Software quality assurance .Types of Software Testing (White Box and Black Box Testing, Unit Testing, Integration Testing, Verification and Validation of Software) , Debugging and Software Reliability analysis , Software quality and matrices, Software maturity model and extensions.

Unit-IX: Software Cost and Time estimation: Functions points, Issues in software cost estimation, Introduction to the Rayleigh curve, Algorithmic cost models (COCOMO, Putnam- Slim, Watson, and Felix), Other approaches to software cost and Size estimation (software complexity, Delphi , costing by analogy).



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Unit-X: Software Project Management: Planning software , projects, Work breakdown structures, Integrating software design and project planning ,Software project teams, Projecting monitoring and control.

Reference Books:

1. R S Pressman, Software Engineering; A Practitioner's Approach (7th Edition), MGH, 2009
2. P Jalote, An Integrated Approach to Software Engineering (2nd Edition), NPH, 2003
3. R. Mall, Fundamentals of Software Engineering (2nd Edition), PHI, 2004.

Semester –VI

Course Code: DSE-04(SM: Elective-IV)

Course Title: Fundamentals of networking

Theory: 60 Lectures

Course Objectives:

The course objectives include learning about computer network organization and implementation, obtaining a theoretical understanding of data communication and computer networks, and gaining practical experience in installation, monitoring, and troubleshooting of current LAN systems.

Learning Outcomes:

At the end of the course, the students will be able to:

- Understand and describe the layered protocol model.
- Describe, analyse and evaluate a number of datalink, network, and transport layer protocols.
- Program network communication services for client/server and other application layouts.
- Describe, analyse and evaluate various related technical, administrative and social aspects of specific computer network protocols from standards documents and other primary materials found through research.
- Design, analyse, and evaluate networks and services for homes, data centres, IoT/IoE, LANs and WANs.

Unit – I: Data Communications: Introduction, Communication Systems, Signal and data, Transmission modes, Synchronous and asynchronous transmission, Circuits, channels and multi channeling, Signaling, Encoding and decoding, Error detection and Recovery, Flow control, Sliding Window, Congestion Management, Multiplexing [FDM, TDM, CDM, WDM] and Spreading [DS. FH], Concept of Modulation, Baseband versus Broadband; Pulse Code Modulation (PCM), Shift Keying [ASK, FSK, PSK, QPSK, DPSK]; Encoding techniques and CODEC; Classification of Modems, Standards and Protocols, Protocols used by Modem to Transfer files, Establishing a Connection (Internet connectivity);

Unit –II: Communication Network Fundamentals: Introduction, Switching techniques: Circuit Switching, Packet switching, Datagram, Virtual circuit and Permanent Virtual Circuit, Connectionless and connection oriented communication, Message switching, Cell switching (ATM); Telephone network signaling Network topologies, Layering the communication process, Open Systems Interconnection (OSI) model, Data encapsulation; Protocols, services and layering, PDU/SDU; TCP/IP suite, Hour-glass model, Internet Architecture and Protocol overview.

Unit – III: Network Components: Introduction, LAN Hardware, LAN Operating Systems, Transmission Media: Guided Media (Twisted pair, Co-axial cable, Optical fiber), Unguided Media (Radio, VHF, microwave, satellite, Infrared); Fiber Optics Communication Components (Source, Channel Detector).



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Unit – IV: Layered Protocols OSI Model: Goals of layered protocols, network design problems, communication between layers, introduction to standard organizations and the OSI model, standards organizations, Layers of OSI, OSI status.

Unit – V: Switching and Routing in Networks: Message switching, packet switching, when and when not to use packet switching, packet routing, and packet switching support to circuit switching networks.

Unit – VI: Local Area Network (LAN): LAN topologies and protocols; IEEE 802 Standard; Ethernet (Standard, Fast, Gigabit), Token Ring, FDDI, Wireless LANs (802.11x); Connecting LANs: Repeaters, Bridges, Switches, Routers; Virtual LANs

Unit –VII: Wide Area Network (WAN): Network Layer Addressing and Routing concepts (Forwarding Function, Filtering Function); Routing Methods (Static and dynamic routing, Distributed routing, Hierarchical Routing); Distance Vector Protocol, Link State protocol, Open Shortest Path First (OSPF); Internet Protocol (IP): Addressing & Routing; Internet Control Message Protocol, (ICMP), Address Resolution Protocol (ARP), Dynamic Host Control Protocol (DHCP), Network Address Translation (NAT), IPv6, Mobile IP, Process-to-Process delivery in Transport Layer: User Datagram Protocol (UDP), Transmission Control Protocol (TCP), congestion control, TCP/IP Reference Model and internetworking, example of TCP/IP operations, related protocols, Concept of ports and sockets.

Unit – VIII: Application Protocols: Client/Server Model, Network File System (NFS), Remote Login: Telnet; File Transfer Protocol (FTP), Trivial File Transfer Protocol (TFTP); E-mail system: Simple Mail Transfer Protocol (SMTP), Post Office Protocol (POP); World Wide Web (WWW), Domain Name System (DNS), DNS servers; Hyper Text system: Hyper Text Transfer Protocol (HTTP), Hyper Text markup Language (HTML)

Unit – IX: Wireless Networks: Radio Communications, Cellular Radio, Mobile Telephony (GSM & CDMA), Satellite Networks (VSAT).

Unit – X: Security and Management: Cryptography, IPsec, SSL/TLS, PGP, secure HTTP, proxy, firewall, VPN; Simple Network Management Protocol (SNMP), Network policies.

Reference Books:

1. Computer Networks- protocols, standards and Interfaces, Black U., P.H.I.
2. Computer Communication Networks, Stallings W., P.H.I.
Computer Networks, Tannembaum A. S., P.H.I
4. Data Communication and Computer Networks : Brijendra singh (PHI)
5. Data Communication and Networking, Behrouz A Forouzan, Tata McGraw-Hill, 2008
6. Data Communication and Computer Networks, Rajneesh Agrawal and Bharat Bhushan Tiwari, Vikas Publishing House Ltd., 2005.
7. Introduction to Data Communications and Networking, Tomasi Wayne, Pearson Education, 2007
8. Practical Computer Network Analysis and Design (The Morgan Kaufmann Series in Networking) by James D. McCabe



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Semester - I

Course Code: GE-01

Course Title: Business Environment (6 Credit)

Theory: 60 Lectures

Course Objectives:

A business Environment course will prepare future entrepreneurs to plan, launch and grow a business venture within the context of their local and national social, political, legal cultural and economic environment. It will ensure that future entrepreneurs consider the labor environment and retail environment they are entering. They will be able to assess the impact of these different environments on the potential to succeed in their new business venture. We will look at the micro-environment as well as the macro-environment of a business and in particular the variables that influence the activities of a business.

Learning Outcomes:

- Examine how different factors and trends in the external environment are likely to impact upon a proposed business venture.
- Conduct a business analysis of the local and national environment.
- Employ business models and tools to evaluate changes in an organization's business environment.
- Present a business environmental analysis and recommendations to reduce the risk of the identified issues.
- Describe what business operations encompass.
- Explain the structure, process and function of business management.
- Explore the role of marketing in business.

Unit-I: Introduction: Concept, nature and importance of business and business environment — Types of environment, general and task environment, internal and external environment, Basic elements of environment: socio-cultural, political, legal, economic and technological elements — Environmental analysis, objectives, process, benefits and limitations.

Unit-II: Business and Culture: Concept and nature of culture - Impact of culture on business - Traditional values and its impact cultural resources - Ethics and social responsibility of business Arguments for and against social responsibility.

Unit-III: Political and Legal Environment of Business: The Constitution of India, Fundamental Rights and Directive Principles of State Policy - State intervention in economic affairs: role of the government in creating proper business environment - Economic planning in India: features and objectives of Indian Plans: The changing legal environment of business, key concepts and features - Intellectual property laws: elementary concepts and features of copyrights, patent, trade/service mark and industrial design.

Unit-IV: Economic Environment and system of Business: Concept and elements of economic environment — Different economic systems: their meanings and characteristics - New Industrial Policy: Objectives and Dimensions - Economic reforms initiated in India — Liberalization, privatization and disinvestment: concepts and trends.

Unit- V: Consumerism and Consumer Protection: Consumerism and consumer rights in India - consumer protection: UN guidelines for consumer protection.

Unit-VI: International Environment of Business: Globalization as a part of the New Industrial Policy - concept and nature of globalization - Why companies go global - Strategies for entering foreign markets: exporting, licensing and



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franchising, contract manufacturing, management contracting, joint venture, merger and acquisition, strategic alliance and counter trade - Merits and demerits of globalization - Globalization of Indian business — Multinational corporations: concept, features, merits and demerits.

Unit-VII: Technological Environment of Business: Concept and features of technology - Impact of technology on business and society - Technology policy of India -Institutions and other facilities for promotion of science and technology in India-Intellectual Property: Basic Idea and Types.

Suggested Readings:

1. Essentials of Business Environment - Aswathapa, K, HPH. Business Environment - Cherunllam, Francis, HPH.
2. Economics Environment of Business - Misra and Puri, HPH Business Environment - Gupta, C.B., Sultan Chand.
3. Business Environment: Text and Cases — Paul, Justin, TMH.
4. Services Marketing - RajendraNargundkar, Tata Mc Graw Hill.

Semester - II

Course Code: GE-02

Course Title: Entrepreneurship Development (6 Credit)

Theory: 60 Lectures

Course Objectives:

Entrepreneurship has been engines of economic growth and prosperity in any society. The entrepreneur transforms resources to useful and valuable products, services and solutions. S/he does so by sensing opportunities and seizes opportunities while transforming assets. Considering significance of entrepreneurship for the economy and society, large companies besides governments and Universities are promoting entrepreneurship. This is often known as intrapreneurship. In fact, all early management education was centered on creating and supporting entrepreneurs. It is therefore essential for all management graduates to learn entrepreneurship.

Learning Outcomes:

- To explain with examples / illustrations key concepts such as opportunities, challenges, resources & capabilities, new product development, intellectual property rights, efficiency, quality, innovation and customer responsiveness.
- To apply the learned concepts to sense and seize opportunities
- To analyze identifies opportunities for key success factors and required capabilities to win in the market place
- To consider resource constraints to evaluate multiple opportunities and select appropriate opportunities for seizing
- To create a business plan

Unit-I: Introduction: An Concepts of entrepreneur, Entrepreneurship, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur, Type of entrepreneurs, Role of entrepreneur in economic development, Distinction between an entrepreneur and manager, Entrepreneur and Intrapreneur.

Unit- II: Entrepreneurship Development: Emergence of entrepreneurship, Growth of entrepreneurship in India, Economic and Non- Economic factors for stimulating entrepreneurship development, Obstacles to entrepreneurship development in India.



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Unit-III: Women and Entrepreneurship: Concept of women entrepreneurship, Reasons for growth of woman entrepreneurship, Problems faced by women entrepreneurship and remedial measures.

Unit-IV: Role of the Government in Entrepreneurship Development: Concept and meaning of entrepreneurship development programs, Need for entrepreneurship development programs (EDPs), Objectives of EDPs, Organizations for EDPs in India, NIESBUD, SISI- Concept, Roles and activities.

Unit- V: Organization Assistance: New Ventures, Industrial Park (Meaning, Features, & Examples), Special Economic Zone (Meaning, Features & Examples) Financial Assistance by Different Agencies, The Small Industries Development Bank of India (SIDBI) , The State Small Industries Development Corporation(SSIDC)

Unit-VI: Venture Promotion and Project Formulation: Concept of projects classification of projects and project report, Project identification and selection, Constraints in project identification, Techniques of Project identification, Significance, Contents, formulation of project report, Need for project formulation, Elements of Project Formulation, Project Appraisal: Concept, Significance and method, Project Report- Concept, Guidelines for formulating a project report, Specimen of a project report.

Unit-VII: Enterprise Financing: Need for Financial Planning, Sources of short-term and long-term finance to entrepreneurs, Institutional finance to entrepreneurs, Role of commercial banks and financial institutions like IDBI, IFCI, ICICI, SFCs, Concept of venture capital.

Project / Practical: Instructions to be followed

Business plan Presentation and evaluation

A Business plan presentation should convincingly demonstrate the ability of your business to sell enough of its product or service to make a satisfactory profit and be attractive to potential investors / lenders.

NEED FOR A BUSINESS PLAN

1.	Sanity Check	5.	Obtaining large contracts
2.	Obtaining bank loans	6.	Attracting key employees
3.	Attracting investors	7.	Completing mergers and acquisitions
4.	Arranging strategic alliances	8.	Motivating the management team

CONTENTS OF A BUSINESS PLAN

1. Cover Page



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- a. Name of the Company
 - b. Logo of the Company
 - c. Address of the Company
2. Table of Contents
 3. Executive Summary
 4. About the Company
 - a. The industry
 - b. The company
 - c. Mission Statement
 - d. Vision Statement
 5. The Product / Service
 - a. Product / Service
 - b. Problem and Solution
 - c. Design and development plans
 - d. Development status and tasks
 - e. Difficulties and risks
 - f. Product improvement and new products
 - g. Costs
 6. The Market
 - a. Customers
 - b. Market size and trends
 - c. Competition
 - d. Estimated market share and sales
 7. Marketing Strategy
 - a. Ongoing market evaluation
 - b. Pricing
 - c. Sales tactics
 - d. Service and warranty policies
 - e. Advertising and Promotion
 8. Financial Strategy
 - a. Own funds
 - b. Bank Loans
 - c. Borrowing from other sources
 - d. Investors' funds
 9. Operating Strategy
 - a. Geographic location



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- b. Facilities and improvements
- c. Strategy and plans
- d. Labor plans

10. Executive Profiles

- a. Management Team
- b. Organization structure
- c. Key managerial personnel
- d. Management compensation and ownership
- e. Board of directors
- f. Management assistance and training needs
- g. Supporting professional services

11. Appendices

- a. Balance Sheet
- b. Cash flow Statement
- c. Charts, Graphics and pictures
- d. Timelines
- e. Projections
- f. Key Assumptions

Detailed coverage under each Chapter of the Business Plan

Brief overview of company

- What exactly the company does
- What products or services are offered
- What problem is being solved, and
- Why these products or services are compelling, *e.g.*, "...the only product that enables [solution] to [the problem]..."

The Problem/Opportunity/Need

- Define the problem or need in the market
- Describe how significant or prevalent the problem may be
- If appropriate, describe why now is the right time for a solution
- Provide a "problem" scenario that provides a basis for your company's product or service

The Solution

- Clearly and succinctly describe the company's product or service that will address the problem
- Illustrate the company's solution with graphics or pictures as necessary
- Provide brief list of features, benefits and advantages
- What is the value proposition for the customer (How well will the product or service solve the problem)?
- Cost savings, convenience, reliability, etc.



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- Describe “barriers to entry” created by your product (e.g., patents)
- Provide an understandable, practical example of how your product/service works or what it does.

Sample Feature-Benefits Table

Sl. No.	Features	Benefits
1		
2		
3		
4		

Company Status/Progress

- Build investor confidence in your company
- Domain expertise of management and staff
- Customers & contracts established (letters of intent)
- Strategic partnerships established
- Product development status-describe milestones achieved to reduce risk (e.g., alpha or beta testing)
- Other significant information to validate or reduce risk

The Market

- Describe market size, growth, trends and maturity
- Industry and market segment data
- Market challenges
- What market segment(s) are served by the company?
- What is the company's potential in the market?
- Estimated Revenue Growth in graphic or tabular form
- Market share projections are optional

Customers

- Describe the company's current & potential customers
- Profile of the optimal customer
- Value proposition to customer
- Validation of Customer Acceptance
- Customer Feedback, Survey Data, Testimonials
- Purchases, Letters of Intent
- Partners
- Example of customer

Competition and Advantage

Competition



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- Describe the direct (competing product or service) and indirect competition (alternative solution) for your company and its product or service.
- Describe specific strengths, weaknesses, and opportunities related to competition.
- Describe how your product, technology or service differentiates itself from the competition?

Competitive Advantage

- What is the company's competitive advantage?
- Why will customers buy your product or service over the competition?
- Show a competitive matrix to illustrate differentiation

Competitive Comparison

Product	Advantages Disadvantages
Product A : Rs.12/100 units	
Product B :Rs.30/100 units	
Product C :Rs.17/100 units	
My Company Product :Rs.9/100 units	

Competitive Matrix

Product	Features				
	A	B	C	D	E
MY PRODUCT	•	•	•	•	•
Product 1	•		•		
Product 2	•	•	•		
Product 3	•	•			•
Product 4	•	•		•	
Product 5		•	•		•
Product 6		•		•	

Business Model and Marketing Plan

Describe the company's business and revenue model



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- What is the overall business strategy?
- How will you sell your product or service (distributors, internet)?
- How will the company generate revenue for its product or service?
- Describe the sales cycle for the company's product or service

Describe the Marketing Plan

- What is the go-to-market strategy?
- What is the pricing model? Gross margin?
- How will you access customers? (including advertisement and promotion activity)
- How will your product or service be distributed?
- What customer support will be needed?

Note any commitments from partners, distributors, granting agencies, etc. regarding benefits of your product

Regulatory Issues

- Includes pertinent info regarding industry specific laws, state laws, local laws, competition law and other pertinent regulator specific laws

Management Team, Advisors

- Build investor confidence with team
- Credentials, proven track record, domain experience
- Describe skill and experience gaps to be filled
- List the company's leadership team
- Include name, position, experience
- List of company Directors and Advisors
- Include name, summary of experience

Financial Projections

- Provide 3-5 year financial projections for the company
- Include financial projections to show year-to-year growth
- Is the company overstating or understating market share and/or growth?
- Can the company scale its operations as it grows?
- List major facts and assumptions
- Are the assumptions believable and achievable?



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Product	2018	2019	2020	2021	2022
Revenue					
Direct Cost					
Gross Profit					
Operational Expenses					
Net Income					

Break Even Analysis

Have to do the break even analysis.

Funding

What funding has the company received to date?

Amount & Sources

- How will the company be financed?
- How much money is the company currently seeking from Investors?
- How will the funds be used? (use tabular format)
- What key value-building milestones will be achieved with funds (market test, market expansion, etc.)
- Anticipated future funding needs
- What are the exit strategies for the company? (When?)
- What is the expected ROI for investors



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Start-up Budget / Use of Proceeds

First year Budget	Cost (Rs. In '000)
Salaries	510,000
Repairs & maintenance	8,400
Local Advertising	5,000
Marketing	51,400
Accounting and legal	5,000
Rent	17,798
Internet & Telephone	5,940
Equipment	48,000
Domain Name	10
Total	Rs.651,548

Timeline: Use a Gantt chart for key milestones

Timeline of Milestones

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Idea												
Primary Research												
Feasibility Analysis												
Relationships Secured												



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Business Plan																				
Prototype Install (Fall Gardens)																				
Funds Raised																				
Neighborhood Mkt.																				
Initial Contracts																				

Executive Summary

- Unique and Sizeable Opportunity
- Unique product or service
- Competitive Advantage, Strengths
- Marketing Approach, Customers, Sales Pipeline
- Intellectual property
- Management team

Suggested Readings:

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation:Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.

Semester - III

Course Code: GE-03

Course Title: Financial Markets, Institutions and Services (6 Credit)

Theory: 60 Lectures

Course Objectives:

To introduce students to the world of financial services. To enrich student’s understanding of the fundamental concepts and working of financial service institutions. To equip students with the knowledge and skills necessary to become employable in the financial service industry.

Learning Outcomes:

After completion of this course, the student will be able to

- Understand the role and function of the financial system in reference to the macro economy.
- Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.



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- Evaluate and create strategies to promote financial products and services.

Unit-I: Structure of Indian Financial System: Financial Markets – Concept, Structure and Regulatory Bodies, An overview of the Indian financial system, financial sector reforms: context, need and objectives, Issues in financial reforms and restructuring, future agenda of reforms.

Unit- II: Evaluation and Nationalization of Banks in India: Indian Banking evaluation history.

Unit-III: Banks & NBFCs: Introduction and Role of RBI as a central banker, Structures of Indian Banking Sector, Products offered by Banks and FIs: Retail banking and corporate banking products, Functions of Commercial Banks, Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS), RTGS and internet banking, NBFCs and its types, comparison between Banks and NBFCs, Mutual Funds: Concept, Types.

Unit-IV: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market, Capital Market, Factors affecting Financial Markets, Currency Market, Debt Market- role and functions of these markets, Primary Market and Secondary Market.

Unit- V: Money Market& Capital Market: Concept, Functions, Intermediaries and Instruments, Stock Exchanges - Leading Stock Exchanges in India, Functions, Role, SEBI: Role, Functions (Relevant regulations)

Unit-VI: Debt Market: Corporate debt market, Public Sector Undertakings debt market, Government Securities Market

Reference Books:

1. Saunders, Anthony & Cornett, Marcia Millon (2007), Financial Markets and Institutions (3rd Ed.). Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th Ed.), McGraw Hill Higher Education
3. Shahani, Rakesh (2011). Financial Markets in India: A Research Initiative, Anamica Publications
4. Goel, Sandeep. (2012), Financial Services, PHI.
5. Gurusamy, S. (2010), Financial Services, TMH

Semester - IV

Course Code: GE-04

Course Title: Management Information System (6 Credit)

Theory: 60 Lectures

Course Objectives:

- To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business.
- To understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization.
- To understand how MIS is developed and implemented for various levels in an organization.



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- To learn to use Information Technology to gain competitive advantage in business.
- To Explain applications as group ware, the Internet, executive information systems, telecommunications, and other organizational support technologies and relate them to solving organization problems.

Learning Outcomes:

On completion of this course, the students will be able to:

- Define and understand the concept, need and types of Information Systems and applications of Information Systems at different business levels.
- Illustrate concept of organizational planning and Planning Process and examine the control process in organizations.
- Understand and illustrate various networking concept and Electronic Commerce applications. Assess Risks and challenges of E-Commerce and examine use of Information System for Strategic Advantage.
- Implement, Assess and Develop Managing Information Technology in Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management.

Unit-I: Introduction: Definition of Data and Information, Differences between Data and Information, Characteristics of Information, Definition of System, Characteristics of System, Definition of Information System, Role of Information Systems at different level, Strategic level.

Unit-II: Management Information System and Management Processes: Definition of MIS, Role of MIS in an Organization, Processes of Management, Role of MIS in Planning, Organizing activity, Staffing, Directing and Controlling.

Unit-III: Major Information Systems of an Organization: TPS (Transaction processing System), MIS (Management Information System), DSS (Decision Support System), ESS (Executive Support System) – definition, functions, Characteristics and benefits, Distinction between MIS and DSS.

Unit-IV: Introductory concepts on Functional Information System: viz– Marketing information System (MKIS) Manufacturing System (MFIS), Financial Information System (FIS), Human Resource Information System (HRIS).

Unit-V: Introduction to Database Management System: Definition of Database, Problems with Traditional File System, Concept of DBMS, Benefits of DBMS, Applications of DBMS in MIS.

Unit-VI: Introduction to Computer Network: Definition, benefits, competitive advantage, Technological foundation of Computer Network – Data transmission rate, transmission technology, Network Topology, Types of Network – LAN, WAN, MAN – feature, benefits.

Unit-VII: Enterprise Information System: Evolution of EIS, Enterprise Resource Planning (ERP) System – concept, architecture, Modules of ERP, How ERP improve company's business performance, Benefits of ERP.

Unit-VIII: E-Commerce & E-Business: Introduction to E-Business, Models of E-Business – B2B, B2C, C2B and C2C, E-Commerce – definition, features, benefits and limitations, Concept of EDI (Electronic Data Interchange), Electronic Payment System, E-CRM, E-Governance.

Reference Books:

1. Management Information System – Mahadeo Jaiswal & Monika Mital, OXFORD University Press.
2. Management Information System – W. S. Jawadekar, Tata McGrawHill Publishing Company.



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3. Management Information System – Dharminder Kumar & Sangeeta Gupta, EXCEL Book.
4. Management Information System – Kenneth C. Laudon & Jane P. Laudon, Pearson Books.

Semester - III

Course Code: SEC-01

Course Title: IT Tools for Business (6 Credit)

Theory: 60 Lectures

Course Objectives:

The main objective of this course is to introduce the fundamentals of computing devices and reinforce computer vocabulary, particularly with respect to personal use of computer hardware and software, the Internet, networking and mobile computing. It focuses on such computer literacy that prepares students for life-long learning of computer concepts and skills. Students discover why computers are essential components in education, business and society in this course.

Learning Outcomes:

After successfully completing this course, a student will be able to:

- Student will be able to identify the components of a personal computer system
- Student will be able to demonstrate mouse and keyboard functions
- Student will be able to demonstrate window and menu commands and how they are used
- Student will be able to demonstrate how to organize files and documents on a USB/hard drive
- Student will be able to compose, format and edit a word document
- Student will be able to create worksheet, charts in excel
- Student will be able to create presentation in PowerPoint
- Student will be able to send email messages (with or without attachments)
- Student will be able to navigate and search through the internet

Unit -I: Basic Computer Concepts: Computer and Its Characteristics, Basic Block Diagram of Computer System, First Generation, Second Generation, Third Generation, Fourth Generation, Fifth Generation, Modern Taxonomy of Computers, Mini Computer, Micro Computer, Mainframe Computer, Super Computer, Laptop, Keyboard, Mouse, Light Pen, Barcode Readers, Scanners, MICR, OCR, Voice Recognition and Handwriting Recognition Systems, Visual Display Terminals, Printers, Plotters, Primary Storage – RAM, ROM, EEROM, PROM, EPROM, Secondary Storage – Direct Access Devices, Serial Access Devices: Hard Disks, CD-ROM, DVD, Cache Memory, Virtual Memory(Definition Only), Control Unit, Arithmetic and Logic Unit, Decoders, Registers, Machine Instructions, Stored Program Concept, Program Execution: Fetch-Decode-Execute Cycle, Arithmetic, Logical and Shift Operations.

Unit-II: Number Systems: Introduction, Classification of Number System, Types of Number System, Conversions from One Base to Another, Conversion using Shortcut Method.

Unit -III: Computer Software : Meaning of Software, Broad Classification of Software, System Software, Application Software, Utilities, Operating Systems: Basic Idea of an OS (DOS, Windows, UNIX, Linux), Functions of OS, OS as a Resource Manager – Memory Management, Input /Output Management, Secondary Storage Management, Program Management, Network Management , Application Packages.

Unit -IV: Word Processing Software (Microsoft Word): The different functionalities in the Microsoft Word Software, Creation of a New Document, Editing an Existing Document, Saving and Printing a File, Use of the Different Ribbon



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Tab and Tools, Handling Tables in MS Word 2007, Mail Merge, and Macro.

Unit -V: Spreadsheet Software (Microsoft Excel):Creating a New Spreadsheet Document, Editing an Existing Document, Saving Spreadsheet in Different Formats, Validation of data in Fields, Different Tools Available in MS Excel Ribbon Tabs, Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Min Media Mode, Reference Operators, Functions: Typing a Function, Creating a Column Chart: Changing the Size and Position of a Chart Saving a File in Microsoft Excel, Closing a Microsoft Excel Worksheet, Formatting Excel Worksheet for printing.

Unit-VI: Presentation Software (Microsoft PowerPoint):The Different Functionalities of Microsoft PowerPoint, Creating a PowerPoint Presentation, Creating and Inserting a New Slide, Creating a Title Slide, Applying a Design Template. Creating a Hierarchy, Using a Two-Column Text, Slide Sorter View, Running the Slide Show, Printing the Slides, Slide Transition and Custom Animation.

Unit -VII: Introduction to Internet: Basic internet terms –Getting connecting to internet –Internet applications -E-mails, Searching the web -Search engine -Internet and computer viruses.

Reference Books:

1. Computer Fundamentals - P. K. Sinha
2. Rajaraman V. -Fundamentals of computers, Prentics hall of India.
3. Introduction to Computers with MS-Office-Leon, TMH

Semester - III

Course Code: SEC-01

Course Title: E-Commerce (2 Credit)

Theory: 60 Lectures

Course Objectives:

- Gain an understanding of basic concepts, theories, and business models underlying e-commerce.
- Apply e-commerce theory and concepts to what e-marketers are doing in "the real world."
- Improve familiarity with current challenges and issues in e-commerce.
- Identify advantages and disadvantages of technology choices such as merchant server software and electronic payment options.
- Discuss the issues facing businesses that are considering worldwide marketing of their products and services.

Learning Outcomes:

On completion of this course, the students will be able to:

- Outline and determine the processes to be executed for starting a business and the advantages of using the internet to widen reach and appeal of the organization.
- Illustrate various disciplines of Commerce, Taxation, Finance, Management and Accounts, and implement in real life business situations.
- Organize and analyze the technical and managerial requirements of various e-commerce activities, as well as the interaction between computing and human being in the global context.
- Distinguish various technologies and Examine complex business problems to solve problems in various e-commerce activities like sales, payment, marketing, auction, etc.



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Unit-I: E-Business Framework: Definition of E-Business, Origin of E-Business, History of the Internet, E-Business Opportunities for Businesses, Working of E-Business, E-Business Vs the Traditional Business Mechanism, Advantages of E-Business, Disadvantages of E-Business, Main Goals of E-Business.

Unit-II: Network Infrastructure for E-Commerce–I: Local Area Network (LAN), Ethernet: IEEE 802.3: Local Area Network (LAN) Protocols, Wide Area Network (WAN), The Internet, TCP/IP Reference Model, Domain Names, Hyper Text Markup Language (HTML), Simple Exercises in HTML.

Unit-III: Network Infrastructure for E-Commerce–II: Common Gateway Interface, Multimedia Objects, Network Access Equipment, Network Cables, And Broadband Telecommunication.

Unit-IV: E-Business: Requirements and Architecture, Requirements of E-Business, Functions of E-Business, E-Business Framework Architecture, I-way or Information Highway.

Unit-V: E-commerce Infrastructure: Need for an Intelligent Website, technology Infrastructure Required, Basic Web Languages for Web Designing, Corporate Strategic Infrastructure Required, and Miscellaneous Website Design Tips.

Unit-VI: Business Models: Evolution of Internet Business Models, Business Models in Practice, Business Model: The Six Components.

Unit-VII: Security In Electronic Business: Intranet and Extranet Security: Threats and Protection, Protection Methods, Data and Message Security, Firewalls.

Unit-VIII: Encryption: Cryptography, Encryption, Digital Signature and Virtual Private Network.

Unit-IX: E-Payment Systems: B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway–Security Standard for Electronic Payment System.

Unit-X: Enabling Technology of World Wide Web: Internet Services, Internet Software.

Unit-XI: E-Marketing: Challenges of Traditional Marketing, Retailing in E-Business Space, Internet Marketing, Advertisement and Display on the Internet, E-Business for Service Industry.

Unit-XII: Policy and Implementation: Legal and Ethical Policy Issues: Protection of Privacy and Intellectual Property, Strategy Planning for E-Business.

Unit-XIII: Mobile Commerce: Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles.

Unit-XIV: EDI, E-CRM and E-SCM: Electronic Data Interchange (EDI), E-CRM, E-SCM.

Reference Books:

1. Essentials of E-commerce Technology, Rajaraman V., PHI
2. E-Commerce: The Cutting Edge of Business, Kamlesh K. Bajaj, Debjani Nag, McGrawhill
3. E-Commerce, Gaurav Gupta, Sarika Gupta



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Semester - IV

Course Code: SEC-02

Course Title: Business Research Methodology (2 Credits)

Theory: 60 Lectures

Course Objectives

To enable students understand the basic techniques and tools of business research and its application in business decision making

Learning Outcomes

- To learn and comprehend the nature, concept and scope of Business Research: definition, scope, limitation & types, objectives, research process, and application of business research.
- To be well acquainted with research design-types, primary & secondary methods, collection of data, primary data and its sources, secondary data and its sources.
- To be well acquainted with measurement & scaling, designing a questionnaire, scaling, population and sample, types of sampling techniques, and sampling theory of estimation.
- To be able to understand and gain practical knowledge about data analysis, interpretation of result, data Preparation, tabulation, coding, and editing, report writing and presentation.

Unit –I: Nature and Scope of Business Research: Definition, Scope, Limitation & Types, Objectives, Research Process, and Application of Business Research

Unit – II: Research Design: Types, Primary & Secondary Methods

Unit – III: Collection of Data: Primary Data and Its sources, Secondary Data and Its sources

Unit – IV: Measurement & Scaling: Designing a Questionnaire, Scaling: meaning of scaling, important scaling techniques, Population and Sample, Types of Sampling Techniques, Sampling Theory of Estimation.

Unit – V: Data Analysis: Hypothesis testing, Type I & Type II error, Descriptive statistics, frequency analysis, Z test, t test, Chi square test, correlation, regression etc. Use of SPSS /related software for data analysis.

Unit – VI: Communicating the Research: Data Preparation, Tabulation, Coding, and Editing. Report Writing and Presentation.

Unit – VII: Report Writing: Formatting, Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices.

Unit – VIII: Presentation of Report: Skills and Methods, Practice Sessions on Assignments (Two per student).

Reference Books:

1. Business Research Methods, Zikmund, Cengage
2. Taylor, Bill, Sinha, G and Ghoshal, Taposh : Research Methodology, Prentice Hall of India.
3. D.K. Bhattacharjee: Research Methodology, Excel Books
4. Research Methodology, Prashant Sarangi, Taxmann
5. Kothari, C.R. : Research Methodology – Methods and Techniques, WileyEastern.



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Semester - IV

Course Code: SEC-02

Course Title: Introduction to Business Analytics (2 Credits)

Theory: 60 Lectures

Course Objectives:

- To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- To become familiar with the processes needed to develop, report, and analyze business data.
- To learn how to use and apply Excel and Excel add-ins to solve business problems.

Learning Outcomes:

On completion of this course, the students will be able to:

- To understand the Business Analytics in practice.
- To understand concepts of Descriptive Analytics.
- To learn about Data mining for business.
- To understand concepts of Prescriptive Analytics.
- To learn about the R environment.

Unit – I:INTRODUCTION TO BUSINESS ANALYTICS: Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

Unit – II: DESCRIPTIVE ANALYTICS: Overview of Description Statistics (Central Tendency, Variability), Data Visualization -Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

Unit – III:PREDICTIVE ANALYTICS: Trend Lines, Regression Analysis – Linear & Multiple, Predictive modelling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business, Classification, Association, Cause Effect Modelling.

Unit – IV:PRESCRIPTIVE ANALYTICS: Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

Unit – V: PROGRAMMING USING R: R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Reference Books:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson.



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3. Albright Winston, Business Analytics - Data Analysis - Data Analysis and Decision Making, Cengage Learning, Reprint.
4. Sahil Raj, Business Analytics, Cengage Learning.
5. Ratnoo & Ratnoo, Essentials of R for Data Analytics, Wiley