The University of Burdwan

Syllabus for BACHELOR OF BUSINESS ADMINISTRATION (BBA)
(1+1+1 Pattern)
with effect from 2007 onwards

BACHELOR OF BUSINESS ADMINISTRATION (BBA)
THE UNIVERSITY OF BURDWAN

GENERAL INSTRUCTIONS.

1. Each paper under the BBA curriculum will carry 100 marks.
2. Grand total marks in three years for the course will be 2200, distributed in the manner: Part I (1st year) – 700, Part II (2nd Year) – 700, Part III (3rd Year) – 800.
3. In all the theoretical papers 20 marks will be earmarked for internal assessment, to be divided into the following components:
   a) Presentations – 10 marks (in the form of case study, term paper assignment, field study work etc.).
   b) Class tests & Viva voce – 10 marks.
   The break up of the internal assessment marks will have to be shown under the two components specified above (A & B), while forwarding the same to the University by the colleges/institutes.
4. The internal assessment of 20 marks for Paper: BBA – 1.7 i.e., Computer Fundamentals and Applications will be based on continuous assessment in the practical classes.
5. A student will have to opt for single specialization from amongst Accounting and Finance (AF), Sales and Marketing Management.
(SSM), Human Resources Management (HRM), and Systems Management (SM), which will be offered in Part III (3rd year). There will be 3 (three) papers under each single specialization.

6. A student will have to undergo project study (PS) in any industrial/business house and submit a report based on the PS in the 3rd year (Part-III).

7. The project study (PS) will be divided into two components: (A) Project Report – 70 marks, (B) Project Vica-30 Marks.

8. The grand viva voce of 100 marks will be based on the entire curriculum of BBA programme.

9. The final year students will have to appear before a board of examiners duly constituted by the University for the Project Viva of 30 marks and grand viva of 100 marks.

10. The structure of the question paper will be as follows:
    Total no. of questions to be set would be 10 (ten) [Q. No. 1 to Q. No. 10]. Q. No. 1 would be compulsory and of objective type, each carrying 2 marks and total 15 questions would be set. Out of 15 questions, a student will have to attempt 10 questions. Out of remaining 9 questions [Q. No. 2 to Q. No. 10], one would have to answer 5 questions each carrying 12 marks.

N.B. The modified curriculum of the BBA programme will be effective from the academic session 2007-2010 to be commenced from July/August, 2007.
Bachelor of Business Administration (BBA)
The University of Burdwan

BBA (Hons.) PART-I

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BBA (HONS) PART-I

[1ST YEAR]

BBA-1.1 : MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR (MPOB)

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 Managerial functions, Managerial and operative functions.

Unit-II: Evolution of Management Thought: Early contributors to Management Thought; Emergence of Management Thought; Scientific management; Administrative Theory of Management; Bureaucratic Organization; Behavioural approach (Neo Classical Theory): Human Relations Movement; Behavioral Science approach; Modern approach to management – Systems approach and contingency approach.

Unit-III: Planning and Organizing: Features of planning, Importance of planning, steps in planning, types of planning: Standing plans and single use plans, objectives, policies, strategies, procedures; Decision making; Formal and Informal organizations, organization structure: Line and Staff organization, Difference between line and staff organization, committee organization, project organization, matrix organization (overview), Delegation of Authority, Centralization and Decentralization, merits and demerits of centralization, Departmentalization: Concept and Types; Span of Management.

Unit-IV: Staffing and Directions: Features of staffing, elements of staffing; Concept of Direction, Principles of Direction, Supervision, Leadership Functions and Importance, Formal and Informal Leadership, Qualities
of a good leader, Leadership Styles.

**Unit-V:** Coordination and Control: Concept of Coordination; Features of Coordination, Control-Nature of Control, Relationship between Planning and Control, Elements of Control System.

**Unit-VI:** Introduction to Organizational Behavior: Concept and characteristics of Organizational Behavior (OB), Issues in developing an OB Model; Characteristics of human behavior.

**Unit-VII:** Personality, perception, learning, value and attitude; concept, meaning, features, and importance; Motivation-Concept, Selected Theories (Maslow, Herzber and McGregor); Job Satisfaction-Concept and Characteristics.

**Unit-VIII:** Group Dynamics: concept of group, Stages of group development, Types of groups, Work Teams Vs. Work Groups, Group Synergy.

**Suggested Readings:**
6. Organizational behavior – Robins Stephen P; PHI.
7. Organizational behavior- Fred Luthans; McGraw Hill Inc.
8. Management of Organizational behavior – Harsey, Paul & Kennith H. Blancher; PHI.

**BBA-1.2: BUSINESS COMMUNICAITON (BC)**
Unit-I: Business Communication – Importance and Nature, Models of Communication, Effective Communication; Importance of Feedback in Communication; Barriers to Effective Communication; Methods of overcoming barriers; Formal and Informal networks of Communication-Importance of Grapevine.

Unit-II: The non-verbal mode of communication-verbal Vs. Non-verbal communication, Importance of Non-verbal communication, Elements of Non-verbal communication.

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

Unit-IV: Punctuation and punctuation style — proper usage of end marks, commas, semicolons, colons, quotation marks, apostrophes, hyphens, dashes, parentheses, brackets and ellipses – Building blocks of Sentences – Phrases and clauses, Subjects and Predicates. The various way sentences are constructed – Capitalization, Abbreviation, Number – spelling and Word division.

Unit-V: Style Considerations – Brevity, Clarity, Accuracy, Gender Inclusive language words often Confused – Word often Misspelt – Editing and Proofreading (basic guideline).


Unit-VII: Speaking and presentation: Basic guidelines, considerations and effectiveness principles – Organizing thoughts and ideas-developing strategy- preparing successful speech-Supporting ideas with credible
evidence-Elements of presentation-Designing an effective presentation.

**Unit-VIII:** Modern Communication Technology: Electronic Communication System: Tele Printer, Computer, Fax, E-mail, Voice Mail, Teleconferencing, Video and Audio Conferencing - Duplication Technology-Storage Devices-Application and Utility of Various communication Technologies and Devices.

**Suggested Readings:**

3. Basic Managerial Skills for All-McGrath, E.H.; Prentice Hall of India.
5. Business Correspondence and Report Writing – Sharma and Mohan; Tata McGraw Hill.
7. Management Communication – James S. O’ Rourke IV; Pearson Education.

**BBA – 1.3: BUSINESS ECONOMICS (BE)**


**Unit-II:** Demand: Law of demand and its Exceptions; Elasticity of Demand- Own Price Elasticity, Income Elasticity and Cross Price Elasticity of Demand, Measurement of Elasticity Arc Price Elasticity and Point Price Elasticity, Factors Determining Demand Elasticity; Demand

Unit-III: Production and Cost: Production Function; Law of variable Proportions – Total Product, Average Product, Marginal Product and Their Relations, Iso-quant, Iso-cost Lines and Choice of Optimum Input combination, Expansion Path; Returns to Scale; Cobb-Douglas Production Function and its Important Properties; Cost Function; Short-run and Long-gun Costs-Different Cost concepts and Costs Curves; Classification of Costs; Cost Estimation-Elementary methods.

Unit-IV: Market : Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Supply Curve of a competitive Firm; Equilibrium under Monopoly, Price Discrimination.


Unit-VI: Money: Definitions, Functions, Classification of Money; Different Components of Money Supply; Money Demand – Classical Quantity Theory and Keynesian Liquidity Preference Theory; Determination of Interest Rate.

Unit-VII: Banking: Function of Commercial Banks and Central Bank; Credit Creation by Commercial Banks; Monetary Policies and Their Limitations.

Unit-VIII: Public Finance: Different Source of Public Revenue, Direct and Indirect Taxes, Public Debt; Public Expenditure, Budget Deficit.

Suggested Readings:
1. Economics – Samuelson and Nordhaus; McGrew Hill.
2. An Introduction to Positive Economics – Lipsey; ELBS.
BBA-1.4: FINANCIAL ACCOUNTING (FA)

Unit-I: Definition, objectives, need for and development of Accounting; 3 LH
Bookkeeping and accounting; Users of Accounting Information; Branches of accounting.

Unit-II: Identification of Transactions; Golden Rule of Accountancy; 16 LH
Accounting Cycle; Journals, Ledgers; Cash Book; Train Balance-
Bank Reconciliation Statements; Concepts of cash basis and accrual basis Accounting; Concepts of Assets and Liabilities; Concept of Capital and Revenue.

Unit-III: Explanation of different terms (principle, concept, postulate, convention etc.); Generally Accepted Accounting Principles (GAAP); Important accounting concepts: proprietary, entity, fund, money measurement, accounting period, going concern, dual aspect, matching, balance sheet equation; Important accounting conventions or doctrines: disclosure, materiality, consistency, comparability, conservatism, objectivity, historical cost.

Unit-IV: Meaning, Different concepts and Causes of depreciation; Methods of accounting for depreciation – Straight Line Method and Written Down Value method; Change in the method of Charging depreciation and provisioning for depreciation; Concept of bad debt, Accounting for bad debt and provision for bad debt, Distinction between reserve and provisions.

Unit-V: Preparation of Final Accounts (excluding for companies): Preparation of Profit and Loss Account and its sub-division-Manufacturing Account and Trading Account; Preparation of Balance Sheet; Opening entry and closing entry; Adjustment entries; Errors and their Rectification; Accounting for Non-trading Institutions.
Unit-VI: Partnership Accounts: Concepts, Profit and Loss Appropriation Account, Capital Accounts, Current Accounts and Admission of a partner. 8 LH

Unit-VII: Provisions of Company law regarding maintenance of accounts of a Ltd. Company; Format under Schedule VI; Accounting for Fresh issue. 6 LH

Unit-VIII: Various types of classification of cost; Main elements of cost; Analysis of total cost; Cost Sheet. 8 LH

Suggested Readings:
1. Accounting for managers – Asish K. Bhattacharya; PHI.

BBA-1.5: BUSINESS MATHEMATICS (BM)

Unit-I: Laws of Indices, A.P., G.P., with Business Application. 8 LH

Unit-II: Theory of quadratic Equations- Function, Number and Nature of Roots, Simultaneous Quadratic equations. 6 LH

Unit-III: Logarithms – Definitions, Laws, Basic Properties; Antilogarithm-characteristics and Mantissa; Use of Logarithmic and Antilogarithmic Tables; Business Application of Logarithms. 6 LH

Unit-IV: Permutation-Definition, General Principle, Permutation of things when they are (i) all different (ii) not all different (iii) repeated (iv) in a ring; Restricted Permutation; Combination – Definition, Combination of things all different; Restricted Combination; Grouping; Statement of Binomial Theorem. 8 LH

Unit-V: Coordinate Geometry – Elements, Coordinates of points in a plane, 8 LH
Distance between two given points, Division of a line segment in a given ratio. Straight line-general equations, equations of lines parallel to axes, equation of a line through two given points – intercept from and perpendicular form.

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

**Unit-VII:** Calculus-Functions, Limits of a function, Continuity through the use of geometry and simple algebraic functions, Derivative of a function, rules for differentiation of algebraic functions; Second order derivatives with applications for optimization of functions; Partial differentiation of simple algebraic functions; concepts of homogeneous function and Ejler’s theorem (statement only).

**Unit-VIII:** Integration – standard integrals, some elementary methods of integration; integration of algebraic functions; Indefinite integration as the inverse process of differentiation; Integration of a product of two functions; Areas of integral calculus-definite integrals; Integration as a process of summation-Area.

**Suggested Readings:**


**BBA-1.6: BUSINESS ENVIRONMENT (BENV)**

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


**Unit-IV:** Economic Environment 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 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:** India, WTO and Trading Blocks: Role and functions of WTO – Differences between WTO and GATT – Arguments for joining WTO – WTO Agreements binding on India: their impact on the Indian economy – International Economic institutions like World Bank and IMF: their importance and basic functions.

**Unit-VIII:** 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.

**Suggested Readings:**

1. Essentials of Business Environment – Aswathapa, K; HPH.
2. Business Environment – Cherunllam, Francis; HPH.
3. Economics Environment of Business – Misra and Puri; HPH.
5. Business Environment: Text and Cases – Paul, Justin; TMH.

**BBA – 1.7: COMPUTER FUNDAMENTALS AND APPLICATION (CFA)**

**Unit-I:** Introduction to Computer-Definition of Computer System; Evolution of Computer – a brief history; Classification of computer; Generation of Computers.

**Unit-II:** Computer System Architecture – Definition of Hardware; Basic units of Computer System; CPU – Control Unit, ALU; Memory module – Primary Memory, Secondary Memory – definition, classification, features and functions; measuring unit of memory – Bit, Byte, KB, MB, GB; Input Devices – Keyboard, Mouse, Scanner, Output Devices – Monitor, Printer.

**Unit-III:** Introduction to Number System – Positional and Non Positional number system; Various Number system-Decimal, Binary, Octal Hexadecimal; Number system conversions – working with integer and
fractional number; Simple binary arithmetic – addition, subtraction multiplication, division.

**Unit-IV:**
Introduction to Software – Definition of Software; Classification of Software; Booting process; Working concept of Word processing S/W, spreadsheet S/W, Accounting S/W and DTP (Desk Top Publishing) S/W.

**Unit-V:**
Introduction to Operating System – Definition of OS; Functions of OS, basic concept of different type of OS- batch processing OS, Multitasking OS, Multi-user OS, Network OS; Working knowledge of MS-DOS, concept of file, Directories in DOS, Internal Commands and some Important External Commands – FORMAT, DISKCOPY, ATTRIB, SORT, CHKDSK; Working knowledge of Window’s family OS – WIN’98, WINDOWS XP.

**Unit-VI:**
Basic concept of Flowcharts and Computer Languages – Definition of Algorithm and Flowchart; Symbols of Flowchart technique; Advantages and Disadvantages of Flowchart; How to draw flowchart of simple mathematical problems; definition of Computer language; Classification of programming problems; definition of Computer language; Classification of programming language; concept of Machine level language, Assembly language and High level language.

**Unit-VII:**
Introduction to INTERNET – Definition of INTERNET, INTRANET EXTERNET; Hardware and software of INTERNET – Modem, Web Browser, Concept of E-mail, Web Server, Web Page, Web Sites and WWW (World Wide Web); Some important terminology – HTTP, URL, FTP, DNS; Definition of Hypertext; Basic concept of HTML and static webpage development using HTML.

**Unit-VIII:**
Practical Application (For the purpose of internal Assessment) MS-OFFICE XP, WINDOWS’98, WINDOWS XP, TALLY, DTP SOFTWARE.

**Suggested Readings:**
BBA (HONS) PART-II
[2ND YEAR]

BBA-2.1: BUSINESS LAW (BL)


Unit-IV: Partnership Act 1932: Definition, Nature and kinds of Partnership, Rules regarding registration, Right and Duties of Partners Dissolution.


Unit-VII: Company Law 1956 (Part-II): Share and Share Capital; Meetings Statutory Meeting, Annual General Meeting and Extra-ordinary General Meeting; Rules regarding meeting: Notice, Quorum, Voting, Resolution-Ordinary and Special, Minutes; Directors – Definition, Types, Appointment, Powers, Functions and Duties.


Suggested Readings:
1. Element of Company Law – N.D. Kapoor; Sultan Chand.
2. Elements of Business and Eco. Laws –N.D. Kapoor; Sultan Chand.

BBA – 2.2: MARKETING MANAGEMENT (MM)

Unit-I: Marketing – scope, nature, definition, core marketing concepts and
marketing environment, recent trends in marketing in India.

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

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

**Unit-IV:** Pricing of products: Pricing considerations and approaches, strategies and methods.

**Unit-V:** Managing marketing channels, channel design decisions, channel dynamics, managing retailing, wholesaling and market logistics.

**Unit-VI:** 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-VII:** New trends in marketing (i) Global marketing, (ii) Direct marketing, (iii) Tele marketing, (iv) Marketing on the web.

**Unit-VIII:** Services marketing – scope in India, definition, types and characteristics. 7 P’s concept of services marketing with special emphasis on (i) people, (ii) process and (iii) physical evidence.

**Suggested Readings:**

BBA – 2.3.: HUMAN RESOURCE MANAGEMENT (HRM)


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

**Unit-III:** Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programmer; Training Vs Development; Training needs Assessment; Training Methods; Evaluation of Training Programmes; Meaning and Objectives of Management Development – Techniques of Management Development.

**Unit-IV:** Performance Appraisal – Concept, Features, Objective, Methods of Appraisal – Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal.

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

**Unit-VI:** Industrial Relations – meaning and Significance, characteristics, Importance of harmonious Industrial Relations; Industrial Conflicts-Forms an causes of Industrial disputes-Methods of settlement of Industrial disputes; Workers’ Participations in Management – Definition, objective and forms of workers participations in
management; Collective Bargaining.

**Unit-VII:**
Career Planning and Development Career planning – Definition 6 LH
Career needs assessment, Career opportunities, Need- opportunities alignment, Career Development Cycle.

**Unit-VIII:**
Concept of HRD – Definition, Goals of HRD, HRD mechanisms or 8 LH subsystems, Linkage between HRD mechanisms, process outcomes and organizational effectiveness and OD, HRD department and its task.

**Suggested Readings:**


**BBA 2.4: PRODUCITON & MATERIALS MANAGEMENT (PMM)**

**Unit-I:**

**Unit-II:**
Plant Location – Introduction and Meaning, Need for selecting a 10 LH Suitable Plant Location, Factors Influencing Plant Location; Plant Layout – Objectives, Principles, and Types of Layout, Advantages and Limitations of Each Type of Layout.


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


Unit-VIII: Inventory Management – Need for Inventory, Right Quantity, Different Functions and Types; Inventory Control – Benefits, Techniques; ABC Analysis; Economic Order Quantity (EOQ) Concept; Just-in-Time (JIT) Inventory System.

Suggested Readings:

2. Production and Operations Management – K. Ashwathappa; HPH
BBA – 2.5: FINANCIAL MANAGEMENT (FM)

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

**Unit-II:**  Time Value of Money: Concept; compounding and Discounting Concepts; Present Value of a Single Amount; present Value of an annuity; Future value of a Single Amount; Future value of an annuity.

**Unit-III:**  Sources of Finance: Short-term and Long-term sources of Finance; Term and Lease Financing, Venture Capital Financing; Convertible Securities and warrants.

**Unit-IV:**  Financial Statements and Financial Statement Analysis: Meaning, Nature, Importance and Limitations of Financial Statements; Meaning, Objectives, Types and Methods of Financial Statement Analysis; Ratio Analysis: Meaning, Utility, Limitations, process of Analysis, Classification of Accounting Ratios, Important Accounting Ratios used in measuring liquidity, solvency, profitability and managerial efficiency, Computation and Interpretation of these Ratios.

**Unit-V:**  Analysis of Changes in Financial Position: Funds Flow: Meaning and Purposes of Funds Flow Statement, Flows of Funds, Various Sources and Application of Funds, Calculation of Inflow of Funds from trading operations, Preparation of Funds Flow Statement. Cash Flow Analysis: Meaning and Purposes of Cash Flow Statement,

**Unit-VI:**

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

**Unit-VIII:**

**Suggested Reading:**

8. Fundamentals of Financial Management – Chandra Bose; PHI.

**BBA – 2.6: BUSINESS STATISTICS (BS)**

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

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

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

**Unit-IV:** Moments: Row Moments and Central Moments. Their relation; Moment Generating Functions; 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-VIII:** Probability Theory: Basic Concepts; Classical and Frequency Definition of Probability and Their Limitations; conditional Probability and Statistical Independence; Additive and Multiplicative Laws of Probability; Random Variable and Its Expectation and Variance.
N.B: Efforts should be taken, wherever possible, to make the students aware of the applicability of MS-Excel for computations of simple statistical measures.

Suggested Readings:

2. Basic Statistics – Goon, Gupta and Dastupta; World press.
3. Fundamental of Statistics (vol. 1 and 2) Goon, Gupta and Dasgupta; World Press.
4. Statistical Methods (vol 1 and 2) – N.G. Das.
5. Mathematical and Statistics – Ajay Goel and Alka Goel; Taxmann.

BBA-2.7 MANAGEMENT INFORMATION SYSTEM (MIS)

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: Introduction to Functional Information System – Marketing information System (MKIS) Manufacturing System (MFIS), Financial Information System (FIS), Human Resource Information System (HRIS) – functions, characteristics, brief description of each
subsystem of above functional information system.

**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; Types of databases; Concept of RDBMS; Important Terminology in RDBMS – Relation or table, tuple, attribute, cardinality, domain of attribute, key-Super key, Candidate key, Primary key.

**Unit-VI:**

**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:**

**Suggested Readings:**
BBA (HONS.) PART – III

[3rd Year]

BBA – 3.1: STRATEGIC MANAGEMENT (SM)


N.B.  Case study will be an integral part of the course.

Suggested Readings:


BBA – 3.2: OPERATIONS RESEARCH (OR)

UNIT – I: Introduction: Historical Development: Definitions of OR; Nature and scope of Study; Phases of OR; Classification of OR models; Methodology of OR. 5 LH

UNIT – II: Linear programming: Assumptions, Basic concepts; LP Formulation Graphical Solution – Feasible Region, Optimum Solution, special cases (unbounded solutions, infeasible solution and Alternative
**UNIT - III:** Standard Form, Canonical form and Simplex method – maximization case, minimization case; Big – M method.  

**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- 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.  

**Suggested Readings:**  
UNIT – I: Introduction: Concepts of entrepreneur, entrepreneurship and entrepreneur, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur; Type of entrepreneurs; Role of entrepreneur in economic development; Distinction between an entrepreneur and a manager; Entrepreneur and Intrepreneur.

UNIT – II: Growth of Entrepreneurship : Emergence of entrepreneurship, Economic and non economic factors for stimulating entrepreneurship development, Obstacles to entrepreneurship development in India, Growth of entrepreneurship in India.

UNIT– III: Women and Entrepreneurship : Concept of women entrepreneurship; Reasons for growth of woman entrepreneurship; Problems faced by them and remedial measures.

UNIT–IV: Role of the Government in Entrepreneurship Development : Concept and meaning of entrepreneurship development, Need for entrepreneurship development programmes (EDPs), Objectives of EDPs, Organizations for EDPs in India; NIESBUD, SISI – their roles and activities.

UNIT– V: 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;
Guidelines for formulating a project report, Specimen of a project report; Concepts of project appraisal; Methods of projects appraisal.

**UNIT-VI:** Financing of Enterprise: Need for financial planning, Sources of short – term and long – term finance to entrepreneurs, Institutional finance to entrepreneurs; Commercial banks and financial institutions like IDBI, IFCI, ICICI, SIDBI, SIDCO and SFCs – their roles and activities training to the financing of small enterprises, Concept of venture capital.

**UNIT-VII:** Small Scale Industries (SSIs) & Institutional Support to Small Enterprises: Definition, characteristics and scope of SSIs in India, Procedure for setting – up a small – scale unit; Institutional support to small entrepreneurs from NSIC, SIDO and TCOs for entrepreneurship development in India.


**Suggested Readings:**

1. Management of Small Scale Industry – Vasant Desai; PPH.
5. Entrepreneurship – New Venture Creation – David H. Holt; PHI.
6. Small Scale Industry and Entrepreneurship – Beaver; PHI.
7. Entrepreneurship – Lal Sahai; Excel.

**BBA – 3.4: PROJECT STUDY (PS)**
A student will have to undergo project study (PS) in any industrial / business house and submit a report based on the PS in the 3rd year (Part III). The project study (PS) will be divided into two components. (A) Project Report – 70 marks, (B) Project Viva – 30 marks. The final year students will have to appear before a board of examiners duly constituted by the University for the Project Viva of 30 marks.

BBA – 3.5: GRAND VIVA (GV)

The grand viva voce of 100 marks will be based on the entire curriculum of BBA programme. The final year students will have to appear before a board of examiners duly constituted by the University for the grand viva of 100 marks.

A student will have to opt for single specialization from amongst ELECTIVE A: Accounting and Finance (AF) [BBA – AF – 3.6, BBA – AF – 3.7, and BBA – AF – 3.8], ELECTIVE – B: Sales and Marketing Management (SMM) [BBA – SMM – 3.6, BBA – SMM – 3.7, BBA – SMM – 3.8], ELECTIVE – C: Human Resource Management (HRM) [BBA – HRM – 3.6, BBA – HRM – 3.7, BBA – HRM – 3.8], and ELECTIVE – D: Systems Management (SM) [BBA – SM-3.6, BBA – SM-3.7, BBA – SM-3.8], which will be offered in Part III (3rd Year). There will be 3 (three) papers under each single specialization.

ELECTIVE – A: ACCOUNTING & FINANCE (AF)

BBA – AF – 3.6: COST AND MANAGEMENT ACCOUNTING (CMA)

UNIT – I:
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; Methods and techniques; Need for costing and Installation of a Cost Accounting System.

UNIT – II:
Material Control, Planned Purchasing System, Bin Card and Store Ledger, Stock Level System, Pricing of material issue, Perpetual
inventory System, Selective Stock Control Systems, Concept and classification of material losses.

UNIT –III: Time keeping and Time booking, Idle and overtime-concept and treatments; Various methods of Remuneration; Various Incentive Schemes.

UNIT–IV: Definition, Classification, Accounting and Control of overheads; Allocation, Appointment and Re-apportionment and Absorption of overheads; Determination of overhead rates; Under and over absorption of overhead.


UNIT–VI: Concepts of Budget, Budgeting, Budgetary Control; Objectives, advantages and limitations of budget and Budgetary Control, Planning, Budget Factors; Cast Budget and Flexible Budget.

UNIT–VII: Meaning of Standard Cost and Standard Costing; Advantages and limitations of Standard Costing; Standard Costing vs. Budgetary Control; Types of standard; Analysis of Variances – material and labour (excluding mix variance and yield variance).

UNIT–VIII: Definition of Marginal Cost and Marginal Costing; Assumptions and uses of Marginal Costing; Differences between Marginal Costing and Absorption Costing; Marginal Cost equation; Computation of Contribution, Profit-Volume Ratio, Break Even Point, Margin of Safety, Angle of Incidence; Decision making with the held of Marginal Costing
(elementary level).

**Suggested Readings:**

5. Cost Accounting: Principles and Practice – Nigam & Jain; PHI.
6. Principles and Practice of Cost Accounting – Bhattacharyya; PHI.

**BBA – AF – 3.7: TAXATION (TAX)**

*(Latest Assessment Year to be followed)*

**UNIT – I:** Basic Concepts & Definitions: Assessee, Person, Assessment Year, Previous Year, Income, Earned Income & Unearned Income, Casual Income, Heads of Income, Capital receipts & Revenue receipts, Capital Expenditure & Revenue Expenditure, Gross Total Income, Total Income, Agricultural Income, Basic Exemption Limit for various types of assesses.  
6 LH

**UNIT – II:** Scope of Total Income & Residential Status: Residential Status and Incidence of tax; Income received or deemed to be received in India, Income which accrued or deemed to be accrued or arise in India; Problems on residential status & tax incidence.  
10 LH

**UNIT – III:** Exempted Incomes: Incomes exempt under section 10, Special Income Tax provisions for newly established undertaking in Special Economic Zones (SEZs).  
8 LH

**UNIT – IV:** Computation of Income under the head salary and house property.  
14 LH

**UNIT – V:** Computation of Income under the head profits and gains of business  
10 LH
or profession (Only individual assessee).

UNIT – VI: Deduction from Gross Total Income & Tax Rebates: Sec 80CCC, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGA, U/s87,88,88b,88c & 89. 10 LH

UNIT – VII: Assessment procedure: Voluntary return, Belated return, revised return, Defective or Incomplete return, Return by whom to be signed, Due dates for submission of Income tax return. 8 LH

UNIT – VIII: Value Added Tax: Concepts, Computation of VAT. 4 LH

Suggested Readings:

3. Direct Tax and Sales Tax – Lal & Bhashisht ; Pearson Education.

BBA – AF – 3.8: FINANCIAL MARKET AND SECURITY ANALYSIS (FMSA)


UNIT – II: Concept, Structure, Features and Defects of Indian Money Market; 12 LH Concept, Structure and Features of Indian Capital Market; Concept and Functions of Primary Market and Secondary Market and their relationship; Methods of issue of stocks in new issue market; Concept
and Types of Stock Exchanges in India; Trading and Settlement; Buying and selling shares; Concept, Participants and Constituents of the Indian Debt Market, Hybrid Debt Instruments.

**UNIT- III:** Concept, Conditions, Merits and Demerits of Listing; Concept, Framework, Players of depositories in India; Constituents, Facilities and Benefits of depository system; Physical and dematerialized share trading; Objectives, Functions and Organizations of Securities and Exchange Board of India (SEBI); Concept and Usefulness of stock market indices, Methods of computing the stock indices, Major indices in India.

**UNIT- IV:** Concept and Benefits of Mutual Funds: Types of Mutual Fund schemes; Net Asset Value (NAV); Unit Trust of India; Concept, Agencies, Types and Benefits or Credit Rating; Concept, Stages, Types and Players in financing venture capital; Concept and Role of merchant banker, Merchant Banking in India.

**UNIT- V:** Concept of Investment, speculation and gambling, Investment alternatives, Investment attributes; Approaches to investment decision making; Investment process.

**UNIT- VI:** Fundamental Analysis – Concept, Purpose and Tools of Economic Analysis, Industry Analysis and Company Analysis; Technical Analysis – Concept, Assumptions, Basic Concept of Chart Analysis, The Dow Theory, Bar and Line Charts, Point and Figure Chart; Differences between Technical Analysis and Fundamental Analysis.

**UNIT-VII:** Concept and Types of risk and return; Measuring historical return and risk; Measuring expected return and risk; Indifference Curves and attributes to risk.

**UNIT-VIII:** Markowitz diversification; Measurement of portfolio return and risk; Risk and return with different correlation; Markowitz efficient frontier; The Single Index Model (Sharpe) – concept and computation of portfolio return and risk; Significance of alpha and beta in the equation.
Suggested Readings:

2. Investment Analysis and Portfolio Management – Chandra, Prasanna; Tata Mc Graw Hill.
3. Investment Management – Bhalla, V.K.; S. Chand & Company Ltd.

ELECTIVE – B: MARKETING MANAGEMENT (MM)

BBA – SMM – 3.6: SALES & DISTRIBUTION MANAGEMENT (SDM)

UNIT – I: Introduction to Sales Management, Nature, role and importance, Sales force structure and Size management process. Different techniques of handling customer objections and closing the sales Follow up.


UNIT – III: 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 – V: Evaluation of sales forces performance: Qualitative and quantitative bases to evaluate Sales force control and budget.

UNIT – VI: Retail and Whole selling: Retail types, developing and implementing
merchandise strategy, strategies in retain 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.

UNIT-VIII: Designing customer oriented channel, understanding the customer requirement, comparing the channel design. Managing the behavior of channel member, channel relationship, control, power positioning and conflict, influence strategy.

Suggested Readings:
2. Marketing Management – analysis, planning and control; Philip Kotler; Prentice hall of India Ltd.

BBA – SMM – 3.7: PROMOTION MIX (PM)

UNIT – I: Marketing Mix and promotion Mix: Integrated Marketing Communication (IMC) – Concept, Developing an IMC plan based on promotional mix of a firm.

UNIT – II: Overview of Advertising Management: Choosing an advertising agency, advertising planning and research, the roles of advertising accounts, executives. The communication budget.

UNIT – III: Advertising Design: Advertising theories, advertising appeal, advertising executional frameworks; Creating an advertisement, advertising media selection and types.

UNIT – IV: 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 – V:** Personal selling: Definition, steps in personal selling process, retain selling, business to business selling, principles of personal selling, personal selling in International market.

**UNIT – VI:** Public Relation: Definition, publics on PR, PR tools, jobs of PR executives and PR agency; Sponsorship and event management.

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

**UNIT – VIII:** Direct and database marketing.

**Suggested Readings:**

1. Integrated advertising, promotion and marketing communication, 2nd ed. – B. Donald and K. E. Clow; Prentice Hall, New Delhi.

**BBA – SMM – 3.8: MARKETING OF SERVICES (MS)**

**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 Marking in Indian Economy, Growth of service sector in Indian Economy.

**UNIT – III:** The Services Marketing Mix: Service Product, Service Products;

**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 – VIII:** Applications of Service Marketing Principles; The Importance of application of the Components of Marketing of services in Financial Services with special reference to Banking, Mutual Fund, Portfolio Management Services, Hospitals, Consultancy Services, Education and Training Services, Tourism, Travel and transport Services.

**Suggested Readings:-**

1. Services Marketing – Christopher H. Lovelock and Chatterjee; Pearson Books.
2. Services Marketing – Valarie A. Zeithami, Mary Jo Bitner.
ELECTIVE – C: HUMAN RESOURCE MANAGEMENT (HRM)

BBA – HRD – 3.6: INDUSTRIAL RELATIONS (IR)

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 – 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.

UNIT – IV: Bipartite and Tripartite bodies, ILO and National commission on Labour: Concept and objectives Meaning and Concept of bipartite and tripartite-different forms and objectives of bipartite and tripartite body – Concept, objectives and structure of ILO – main recommendations of the First and Second National Commission on Labour.

UNIT – V: Workers’ Participation in Management: Concept, objective and

**UNIT – VI:** Regulations of Trade unions, Industrial Dispute and standing orders: 7 LH

The Trade Unions Act 1926: Registration of Trade Unions – Privileges of Registration of Trade Unions – Trade Unions.

**UNIT- VII:** The Industrial Dispute Act 1947: Settlement of Industrial disputes; 10 LH

strikes, lockout, gherao – Layoff, retrenchment, closure, discharge, dismissal.

**UNIT-VIII:** 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.

**Standard Readings:**


UNIT – V: Performance Management – Principal Goals of Performance


**UNIT- VII:** Training, importance and needs for training – Training vs. Development – Issues in identifying training needs – Training methods: on the job and off the job training methods types, importance and application – merits and demerits of each method.

**UNIT-VIII:** 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.

**Suggested Readings:**


**BBA – HRM – 3.8: COMPENSATION MANAGEMENT (CM)**


**UNIT – III:** Machineries for Wages and Salary Fixation: Wage Laws in Wage Boards – Pay Commission – Adjudication – Collective Bargaining etc.

**UNIT – IV:** Techniques for Fixation of Wage and Salary Levels: (Concept and Basic Elements only) Job Analysis – Job Description – Job Evaluation – Work Study.


**UNIT – VI:** Concept of Minimum wages, Fair Wages, Living Wages, Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation.


**Suggested Readings:**
2. Reward Management: A Handbook of Salary Administration; Armstrong and Murlis; Kogan Page.

**ELECTIVE – D: SYSTEMS MANAGEMENT (SM)**

**BBA-SM-3.6: SYSTEM ANALYSIS AND DESIGN (SAD)**

**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. 6 LH

**UNIT – II:** System Development Process – Introduction; Capability Maturity Model; System Life, Cycle versus Development Methodology; Principles of System Development; SDLC – problem definition, Feasibility Study. 8 LH

**UNIT – III:** System analysis, System design, System construction, Implementation, Post Implementation review, System maintenance; System Development Strategies – Model driven development strategy and Rapid Application development strategy. 10 LH

**UNIT – IV:** System Analysis – System analysis – meaning, objective; Need for system analysis; System analysis approaches - Model driven analysis; Structured analysis. 6 LH

**UNIT – V:** Object Oriented analysis, Prototyping, Rapid architected analysis, Requirement discovery analysis and BPR; Procedure of analyzing the existing system. 10 LH

**UNIT – VI:** Data Modeling and Analysis – Entity – relationship Data Modeling – Entity, Attribute, Relationship. Type of Relationship, Cardinality ; Draw E-R Diagram. 10 LH

**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 – 10 LH Output design, Input design, Process design, Data specification, Procedure design; Detailed design and implementation.

Suggested Readings:
2. System Analysis and Design – I.T.Hawyszkwierwyez; PHI
5. System Analysis and Design – Kendall; Pearson Education.

BBA-SM-3.7: DECISION SUPPORT SYSTEM (DSS)

UNIT – I: Decision and Decision Making – Decision making concept; 8 LH Decision methods, Tools and Procedures; Rational Decision making; Problems in making rational decision; Decision making system; Types of decision; Nature of decision.

UNIT – II: Laws of requisite variety; Phases of decision making process 6 LH (Simon’s Model) – Intelligence Phase – Problem identification, Classification, Decomposition and Ownership.


UNIT – IV: Decision Support System (DSS) – What is DSS; DSS 10 LH characteristics; DSS Classifications; Components of DSS –

UNIT – V: Static and Dynamic DSS Models; Examples of Behavioral 10 LH 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 6 LH Decision Making; Definition of GDSS; Tools, Advantages and Uses of GDSS.

UNIT- VII: Knowledge Base Expert System (KBES) – Concept of 8 LH Knowledge management; Definition of Knowledge; Knowledge Types and Components; Cyclic Model of Knowledge Management.

UNIT-VIII: Concept and Definition of Artificial Intelligence (AI): AI – 10 LH 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.

Suggested Readings:

1. Decision Support System and Intelligent System – Efraim Turban and Jay E. Aronson.

BBA-SM-3.8: DATABASE MANAGEMENT SYSTEM (DBMS)

UNIT – I: Introduction – Definition of Database; Advantages of Database 8 LH
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 using 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.

Suggested Readings:
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 – KORCH & SUDARSHAN.
5. Fundamentals of SQL – EVAN BAYROSS.