



**MODIFIED CBCS CURRICULUM OF
BACHELOR OF BUSINESS ADMINISTRATION
(BBA) HONOURS PROGRAMME**

SUBJECT CODE = 86

FOR UNDER GRADUATE COURSES UNDER RANCHI UNIVERSITY



Implemented from
Academic Session 2018-2021

Members of Board of Studies of CBCS Under- Graduate Syllabus as per Guidelines of the Ranchi University, Ranchi.

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COURSE STRUCTURE FOR UNDERGRADUATE 'HONOURS' PROGRAMME

Table AI-1: Distribution of 140 Credits [*wherever there is a practical there will be no tutorial and vice –versa.]

Course	Papers	Credits	
		Theory + Practical	Theory + Tutorial
I. Core Course	(CC 1 to 14)		
Theory	14 Papers	14X4=56	14X5=70
Practical/Tutorial*	14 Papers	14X2=28	14X1=14
II. Elective Course (EC)			
A. Discipline Specific Elective	(DSE 1 to 4)		
Theory	4 Papers	4X4=16	4X5=20
Practical/ Tutorial*	4 Papers	4X2=8	4X1=4
B. Generic Elective/ Interdisciplinary	(GE 1 to 4)		
Theory	4 Papers	4X4=16	4X5=20
Practical/ Tutorial*	4 papers	4X2=8	4X1=4
III. Ability Enhancement Compulsory Courses (AECC)			
1. English/ Hindi Communication	1 Paper	1X2=2	1X2=2
2. Environmental Science	1 Paper	1x2=2	1x2=2
3. Skill Enhancement Course of the Core Course opted	(SEC 1 & 2) 2 Papers	2X2=4	2X2=4
Total Credit = 140			= 140

Table AI-1.1: Course structure for B.Sc./ B.A./ B.Com./B.B.A. (Hons. Programme)

Semester	Honours (Core Courses) 14 Papers	Allied (Elective Courses) 8 Papers	Ability Enhancement (Compulsory Courses) 4 Papers	Total Credits
Sem-I	C-1, C-2 (6+6=12 Credits)	GE-1 (06 Credits)	English Comm./ Hindi Comm. (02 Credits)	20 Credits
Sem-II	C-3, C-4 (6+6=12 Credits)	GE-2 (06 Credits)	EVS (02 Credits)	20 Credits
Sem-III	C-5, C-6, C-7 (6+6+6=18 Credits)	GE-3 (06 Credits)	SEC-1 (02 Credits)	26 Credits
Sem-IV	C-8, C-9, C-10 (6+6+6=18 Credits)	GE-4 (06 Credits)	SEC-2 (02 Credits)	26 Credits
Sem-V	C-11, C-12 (6+6=12 Credits)	DSE-1, DSE-2 (6+6=12 Credits)		24 Credits
Sem-VI	C-13, C-14 (6+6=12 Credits)	DSE-3, DSE-4 (6+6=12 Credits)		24Credits

Total = 140 Credits

COURSES OF STUDY FOR UNDERGRADUATE 'B.B.A. Hons' PROGRAMME

Table AI-2 Subject Combinations allowed for B.B.A. Hons. Programme (140 Credits)

Honours/Core Subject CC 14 Papers	Discipline Specific Elective Subject DSES 4 Papers	Skill Enhancement Course SEC 2 Papers	Compulsory Course AECC 1+1=2 Papers
BBA	BBA Specific	SEC in BBA	Language Communication + EVS

Table AI-2.1 Semester wise Examination Structure for Mid Sem & End Sem Examinations:

Sem	Core Honours, Allied DSE, Compulsory AECC Courses		Examination Structure		
	Code	Papers	Mid Semester Theory (F.M.)	End Semester Theory (F.M.)	End Semester Practical/ Viva (F.M.)
I	C1	Organizational Behaviour- I + T	25	75	
	C2	Financial Accounting & Analysis + T	25	75	
	GE1	Business Ethics & Corporate Governance + T		100	
	AECC	Language Communication		100	
II	C3	Organizational Behaviour- II + T	25	75	
	C4	Cost & Management Accounting + T	25	75	
	GE2	Research Methodology + T		100	
	AECC	EVS		100	
III	C5	Principle of Economics + T	25	75	
	C6	Principles of Marketing + T	25	75	
	C7	Indian Economy- Sectoral Issues + T	25	75	
	GE3	Business Legislation + T		100	
	SEC 1	Financial Software Packages + Lab	15	60	25
IV	C8	Management of Human Resource- I + T	25	75	
	C9	Advertising & Sales Promotion+ T	25	75	
	C10	Financial Management + T	25	75	
	GE4	Entrepreneurship Programme + T		100	
	SEC 2	Business Communication + Lab		75	25
V	C11	Business Statistics + T	25	75	
	C12	Management of Human Resource - II + T	25	75	
	DSE 1	A. Investment Banking & Finance + T OR B. Rural Marketing + T OR C. Industrial Relation+ T	25	75	
	DSE 2	A. Forensic Analysis & Fraud Investigation + T OR B. Retail Management + T OR C. Labour Development in India + T	25	75	
	VI	C13	E-Commerce + T	25	75
C14		Operation Research for Managers + T	25	75	
DSE 3		A. Tax Planning + T OR B. International Business Markets + T OR C. Legislative Labour Welfare + T	25	75	
DSE 4		Project Work (Finance +HR +Marketing)			50+50

SEMESTER I**4 Papers****Total 100 x 4 = 400 Marks****I. ABILITY ENHANCEMENT COMPULSORY COURSE (AECC)**

(Credits: Theory-02)

योग्यता संवर्धन अनिवार्य पाठ्यक्रम :

(क्रेडिट: सैद्धान्तिक -02)

ENGLISH COMMUNICATION**Theory: 30 Lectures****Marks : 100 (ESE 3Hrs) =100****Pass Marks Th ESE = 40*****Instruction to Question Setter for
End Semester Examination (ESE):***

There will be two group of questions. Group A is compulsory and will contain three questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 & 3 will be short answer type of 5 marks. Group B will contain descriptive type six questions of 20 marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

OBJECTIVE: To equip students effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for English Communication.

Unit I: Communication – Definition, stages, barriers, types: verbal and non-verbal, Listening- Meaning, Nature and importance, Principles of Good Listening.

Unit II: Class-presentation (Oral for five minutes) on any of the above-mentioned topics:
Descriptive writing, expansion of an idea.

Unit III: Writing skills –, notice writing, advertisement writing, précis writing, essay writing, letter writing (applications), Business letter formats (letters of enquiry, replies and complaints), resume writing, covering letter

Unit IV: Vocabulary building: One word substitution, synonyms and antonyms, idioms and phrases

Suggested Reading:

- Technical Communication*, M.H. Rizvi, Tata McGrawhill
- Effective Business Communication*, Asha Kaul
- Developing Communication Skills*, Krishnamohan
- Functional Grammar and Spoken and Written Communication in English*, Bikram K. Das, Orient Blackswan
- Precis, Paraphrase and Summary*, P.N. Gopalkrishnan, Authors Press
- Communication Skills*, Sanjay Kumar and Pushplata, Oxford Publication

Note: Latest edition of text books may be used.

OR HINDI COMMUNICATION

Theory: 30 Lectures

Marks : 100 (ESE 3Hrs) =100

Pass Marks Th ESE = 40

प्रश्न पत्र के लिए निर्देश

छमाही परीक्षा :

प्रश्नों के दो समूह होंगे। खण्ड 'A' अनिवार्य है जिसमें तीन प्रश्न होंगे। प्रश्न संख्या 1 में दस अत्यंत लघु उत्तरीय 1 अंक के प्रश्न होंगे। प्रश्न संख्या 2 व 3 लघु उत्तरीय 5 अंक का प्रश्न होगा। खण्ड 'B' में छः में से किन्हीं चार 20 अंको के विषयनिष्ठ/वर्णनात्मक प्रश्नों के उत्तर देने होंगे।

नोट : थ्योरी परीक्षा में पूछे गए प्रत्येक प्रश्न में उप-विभाजन हो सकते हैं।

हिन्दी व्याकरण एवं संप्रेषण

सैद्धान्तिक: 30 व्याख्यान

- इकाई—1 हिन्दी व्याकरण और रचना,
संज्ञा, सर्वनाम, विशेषण, क्रिया, अव्यय, कारक, वचन, संधि, उपसर्ग, प्रत्यय तथा समास, लिंग निर्णय, पर्यायवाची शब्द, विलोम शब्द, अनेक शब्दों के लिए एक शब्द, शब्द शुद्धि, वाक्य शुद्धि, मुहावरे और लोकोक्तियां, पल्लवन एवं संक्षेपण।
- इकाई —2 निबंध कला तथा समसामयिक एवं राष्ट्रीय विषयों पर निबंध लेखन
- इकाई —3 संप्रेषण (संचार)
—संप्रेषण की अवधारण और महत्व, संप्रेषण के लिए आवश्यक शर्तें, संप्रेषण के प्रकार, संप्रेषण का माध्यम, संप्रेषण कला, संप्रेषण की तकनीक, वाचन कला, समाचार वाचन, साक्षात्कार कला, रचनात्मक लेखन का लक्ष्य, रचनात्मक लेखन का आधार, भाव और विचारों की प्रस्तुति, वाक् कला की उपयोगिता।

अनुशंसित पुस्तकें :-

- | | |
|--|-----------------------------------|
| <input type="checkbox"/> वृहत व्याकरण भास्कर | : डॉ० वचनदेव कुमार |
| <input type="checkbox"/> वृहत निबंध भास्कर | : डॉ० वचनदेव कुमार |
| <input type="checkbox"/> आधुनिक हिन्दी व्याकरण और रचना | : डॉ० वासुदेव नन्दन प्रसाद |
| <input type="checkbox"/> रचना मानस | : प्रो० रामेश्वर नाथ तिवारी |
| <input type="checkbox"/> व्यवहारिक हिन्दी | : डॉ० जंग बहादुर पाण्डेय |
| <input type="checkbox"/> रचनात्मक लेखन | : डॉ० रमेश गौतम |
| <input type="checkbox"/> राजहंस हिन्दी निबंध | : प्रो० आर० एन० गौड़ |
| <input type="checkbox"/> सफल हिन्दी निबंध | : रत्नेश्वर |
| <input type="checkbox"/> निबंध सहचर | : डॉ० लक्ष्मण प्रसाद |
| <input type="checkbox"/> उपकार मुहावरे और लोकोक्तियाँ | : प्रो० राजेश्वर प्रसाद चतुर्वेदी |
| <input type="checkbox"/> कहानियों कहावतों की | : प्रताप अनम |
| <input type="checkbox"/> संप्रेषणपरक हिन्दी भाषा शिक्षण | : डॉ० वैशना नारंग |
| <input type="checkbox"/> शैली विज्ञान | : डॉ० सुरेश कुमार |
| <input type="checkbox"/> शैली विज्ञान प्रतिमान और विश्लेषण | : डॉ० पांडेय शशिभूषण 'शीतांशु' |
| <input type="checkbox"/> शैली विज्ञान का इतिहास | : डॉ० पांडेय शशिभूषण 'शीतांशु' |

II. GENERIC ELECTIVE (GE 1)

(Credits: Theory-05, Tutorial-01)

Marks : 100 (ESE 3Hrs) =100**Pass Marks Th ESE = 40*****Instruction to Question Setter for******End Semester Examination (ESE):***

There will be two group of questions. Group A is compulsory and will contain three questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 & 3 will be short answer type of 5 marks. Group B will contain descriptive type six questions of 20 marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

BUSINESS ETHICS & CORPORATE GOVERNANCE**Theory: 60 Lectures; Tutorial: 10 Lectures****Objective:**

The objective of this paper is to make the students aware about the importance of ethics in the business, practices of good governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Unit I: Business ethics: Meaning & concept of Ethics; Types of business ethic issues, ethical problems & dilemmas occur in business, Ethical principles, Ethical decision making- personal and professional;
Computer ethics: Computer crime, Computers and corporate responsibility, Ethical implication of technology. Ethical Issues & Dilemmas in the work place, Employee rights & duties, Organizational misconduct & Discrimination & prejudicial practices. **Lectures: 15**

Unit II: Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of CSR, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility
 Socially Responsive Management: formulating socially responsive strategies, implementation & social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business & market place related with advertising, Marketing & Finance., SWOT analysis for evaluating organizational framework for discharging social responsibility, Role of self-regulation in discharge of social responsibility. **Lectures: 15**

Unit III: Corporate Governance: concept, Need to improve corporate governance standards, Features of good governance, Limitations, Role played by regulators to improve; Different Approaches and models; Landmarks of Corporate Governance, Rights and Privileges of shareholders, Investor's Problem and protection, Bank and Corporate Governance, Business Ethics and Corporate Governance. Accounting standards and corporate governance; corporate governance rating- need, importance, process, and parameters. **Lectures: 15**

- International experience-

1. UK scenario (Cadbury, Greenbury and Hampel committee);
2. US scenario (Tread way commission, Blue ribbon committee, Sarbanes oxley act)

- Indian experience-

1. CII code of best practices,.
2. Kumar Mangalam Birla, Naresh Chandra, Narayan Murthy committee report,

Unit IV: Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing. Whistle blowing: Kinds of whistle blowing, blowing as morally prohibited, whistle blowing as morally permitted in Marketing and Advertising: Manipulation and coercion, moral responsibility in advertising Trade secrets, corporate disclosure, insider trading, moral development and moral reasoning; Morality in international context. **Lectures: 15**

Suggested Readings :

- John Richardson, Business Ethics, TMH.
- K.M. Mittal - Social Responsibility of Business.
- Tom MC Evans - Managing Values and Beliefs in Organization.
- Luthans Hodgett and Thompson - Social Issues in Business.
- Adrian Davies -Strategic Approach to Corporate Governance.
- N. Gopalsamy - Corporate Governance a new paradigm.
- N. Balasubramaniam - Corporate Board and Governance.
- Laura Hartman, Abha Chatterjee, Perspectives of Business Ethics, TMH.
- Business Ethics, Dr. F.C Sharma, SBPD Publications.
- Business Ethics and corporate social Responsibility, S. Chand Publications.

Note: Latest edition of text books may be used.

III. CORE COURSE –C 1:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100

Pass Marks (MSE + ESE) =40

***Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be **two** group of questions. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type** six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be **two** group of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of ten questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type** six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

ORGANISATIONAL BEHAVIOUR-I**Theory: 60 Lectures; Tutorial: 10 Lectures**

Objective: The objective of this paper is to help students to acquire conceptual knowledge of the Management concepts and to impart skills for practicing various kind of organizational Behaviour.

Unit: 1 Organization: Overview of the concept and relevance of organizational Behaviour: meaning, Nature, Scope, features, approaches, model, challenges and opportunities, functions & Role of manager, Planning process, Decision making Process. **Lectures: 15**

Unit: 2 Foundation of individual Behaviour: Biography, ability, personality (determinants and models), perception (definition, components, factors affecting, perception in decision making), Values, Beliefs etc. **Lectures: 15**

Unit: 3 Individual Behaviour- Attitude: Definition, importance, Types, Attitude regarding- Job satisfaction, involvement, commitment, effects of employee attitude, changing attitudes.

Learning: Definition, nature, theories classical conditioning, operant conditioning, cognitive learning, social learning. **Lectures: 10**

Unit: 4 Motivation : Concept and theories (Maslow, McGregor, Herzberg, ERG), merits & demerits.

Group dynamics & Team work: Nature, theories, types of group, Definition, Stages of Group Development effectiveness, potential problems, Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window. **Lectures: 20**

Suggested Readings:

- Luthans, Fred, Organization Behaviour, Mc Graw Hill, India.
- Mishra M.N., Behaviour, Vikas Publishing House Pvt. Ltd., New Delhi.
- Newstrom W. John, Davis Keith Organization Behaviour, McGraw Hill, India.
- L.M Roy, Organisational Behaviour, S. Chand Publication.
- Dr. F.C. Sharma, Organisational Behaviour, SBPD Publications.

Note: Latest edition of text books may be used.

IV. CORE COURSE- C 2:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

BUSINESS ACCOUNTING & ANALYSIS**Theory: 60 Lectures; Tutorial: 10 Lectures**

Unit I: Introduction To Accounting: Definition, scope, objectives, limitations, **Conceptual Frame Work:** Accounting Concepts, Principles and Conventions, **Accounting standards-** Concept, objectives and benefits. Book-Keeping, Double Entry System, rule of debit and credit and its uses. **Recording process:** Rules of Debit & Credit, Journal, Ledger and Trial Balance and Errors in Trial Balance. Cash Book and subsidiary books of accounting, kinds of Cash Book, Purchase Book, Sales Book. **Lectures: 13**

Unit II: Final Accounts with Adjustments - Trading Account, Profit & Loss A/c and Balance Sheet. Asset with Classification, Liabilities & their classification, uses and Limitations. **Lectures:15**

Unit III: Depreciation: Meaning, need, Determinant factors, importance and methods of charging depreciation: straight line method and written down value method with practical problems. **Lectures:07**

Unit IV: Shares: Issue of Shares, Debentures, Forfeiture and re-issue. (Theory with Practical) **Lectures: 10**

Unit V: Hire Purchase: Basic Concepts of hire purchase & installments. **Accounting for Non-profit organization:** Accounting Procedures, Receipts & payment accounts, income & expenditure account (Theory). **Lectures:03**

Unit VI: Partnership-Preliminary, definition, features and partnership deed (Only Theory) **Lectures: 03**

.Unit VII: Financial Statement Analysis: Objective of financial statement analysis, sources of Information; Techniques of financial statement analysis: Horizontal & Vertical analysis Ratio Analysis: Financial Ratios; Meaning and Usefulness of Financial Ratios, Analysis of ratios from the perspective of Stakeholders like Investors, Lenders, and Short- term Creditors. Liquidity Ratios,Solvency Ratios, Profitability Ratios, and Turnover Ratios; Limitation of ratios. **Lectures:09**

Suggested Readings:

- S.A. Siddiqui- Comprehensive Accounting
- Financial Account for BBA, Maheshwari, S. N, S.Chand Publications
- S.N. Maheshwar- Introduction to Accounting, (Vikas Publication)
- C.A.C. Rama Gopal, Accounting For Managers, (New Age)
- Dr. S.K Singh, Book-Keeping & Basic Management, SBPD Publications.

Note: Latest edition of text books may be used.

SEMESTER II

4 Papers**Total 100 x 4 = 400 Marks****I. ABILITY ENHANCEMENT COMPULSORY COURSE (AECC)**

(Credits: Theory-02)

Marks : 100 (ESE: 3Hrs) =100	Pass Marks Th ESE = 40
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*Instruction to Question Setter for**End Semester Examination (ESE):**There will be **objective type test** consisting of hundred questions of 1 mark each. Examinees are required to mark their answer on **OMR Sheet** provided by the University.***AECC – ENVIRONMENT STUDIES****Theory: 30 Lectures****Unit 1 : Introduction to environmental studies**

Multidisciplinary nature of environmental studies;

Scope and importance; Concept of sustainability and sustainable development.

(2 lectures)**Unit 2 : Ecosystems**

What is an ecosystem? Structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs and ecological succession. Case studies of the following ecosystems :

Forest ecosystem

Grassland ecosystem

Desert ecosystem

Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

(2 lectures)**Unit 3 : Natural Resources : Renewable and Non--renewable Resources**

Land resources and landuse change; Land degradation, soil erosion and desertification.

Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations.

Water : Use and over--exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter--state).

Energy resources : Renewable and non renewable energy sources, use of alternate energy sources, growing energy needs, case studies.

(5 lectures)**Unit 4 : Biodiversity and Conservation**

Levels of biological diversity : genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots

India as a mega--biodiversity nation; Endangered and endemic species of India

Threats to biodiversity : Habitat loss, poaching of wildlife, man--wildlife conflicts, biological invasions; Conservation of biodiversity : In--situ and Ex--situ conservation of biodiversity.

Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

(5 lectures)

Unit 5 : 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.

Pollution case studies.

(5 lectures)

Unit 6 : Environmental Policies & Practices

Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture

Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD).

Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context.

(4 lectures)

Unit 7 : Human Communities and the Environment

Human population growth: Impacts on environment, human health and welfare.

Resettlement and rehabilitation of project affected persons; case studies.

Disaster management : floods, earthquake, cyclones and landslides.

Environmental movements : Chipko, Silent valley, Bishnois of Rajasthan.

Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.

Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

(3 lectures)

Unit 8 : Field 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, Delhi Ridge, etc.

(Equal to 4 lectures)

Suggested Readings:

- Raziuddin, M., Mishra P.K. 2014, *A Handbook of Environmental Studies*, Akanaksha Publications, Ranchi.
 - Mukherjee, B. 2011: *Fundamentals of Environmental Biology*. Silverline Publications, Allahabad.
 - Carson, R. 2002. *Silent Spring*. Houghton Mifflin Harcourt.
 - Gadgil, M., & Guha, R. 1993. *This Fissured Land: An Ecological History of India*. Univ. of California Press.
 - Gleeson, B. and Low, N. (eds.) 1999. *Global Ethics and Environment*, London, Routledge.
 - Gleick, P. H. 1993. *Water in Crisis*. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
 - Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. *Principles of Conservation Biology*. Sunderland: Sinauer Associates, 2006.
 - Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. *Science*, 339: 36---37.
 - McCully, P. 1996. *Rivers no more: the environmental effects of dams*(pp. 29---64). Zed Books.
 - McNeill, John R. 2000. *Something New Under the Sun: An Environmental History of the Twentieth Century*.
 - Odum, E.P., Odum, H.T. & Andrews, J. 1971. *Fundamentals of Ecology*. Philadelphia: Saunders.
 - Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. *Environmental and Pollution Science*. Academic Press.
 - Rao, M.N. & Datta, A.K. 1987. *Waste Water Treatment*. Oxford and IBH Publishing Co. Pvt. Ltd.
 - Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. *Environment*. 8th edition. John Wiley & Sons.
 - Rosencranz, A., Divan, S., & Noble, M. L. 2001. *Environmental law and policy in India*. Tripathi 1992.
 - Sengupta, R. 2003. *Ecology and economics: An approach to sustainable development*. OUP.
 - Singh, J.S., Singh, S.P. and Gupta, S.R. 2014. *Ecology, Environmental Science and Conservation*. S. Chand Publishing, New Delhi.
 - Sodhi, N.S., Gibson, L. & Raven, P.H. (eds). 2013. *Conservation Biology: Voices from the Tropics*. John Wiley & Sons.
 - Thapar, V. 1998. *Land of the Tiger: A Natural History of the Indian Subcontinent*.
 - Warren, C. E. 1971. *Biology and Water Pollution Control*. WB Saunders.
 - Wilson, E. O. 2006. *The Creation: An appeal to save life on earth*. New York: Norton.
 - World Commission on Environment and Development. 1987. *Our Common Future*. Oxford University
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II. GENERIC ELECTIVE (GE 2):

(Credits: Theory-05, Tutorial-01)

Marks : 100 (ESE 3Hrs) =100**Pass Marks Th ESE = 40*****Instruction to Question Setter for
End Semester Examination (ESE):***

There will be two group of questions. Group A is compulsory and will contain three questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 & 3 will be short answer type of 5 marks.

Group B will contain descriptive type six questions of 20 marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

BUSINESS RESEARCH METHODOLOGY**Theory: 60 Lectures; Tutorial: 10 Lectures**

Objective: *To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners to give them an understanding of the basic techniques and tools of business research.*

Unit I: Introduction to Research Methodology: Nature and Scope of Research, Role of Research in decision- Making, Applications of Business Research; Research process–Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

Lectures: 15

Unit II: Research Design: Exploratory, Descriptive & Causal validity in experimentation- internal validity and external validity.

Lectures: 10

Unit III: Sampling: Sampling techniques, Types of Sampling, uses, importance & Limitations.

Lectures: 05

Unit IV: Data Collection: Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. **Qualitative Research Tools:** Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement, **Secondary Data Research:** sources of data, advantages & disadvantages of secondary data, Criteria for evaluating secondary sources.

Lectures: 13

Unit V: Processing of Data: Data and the Methods of Analysis, Analysis of Variance (ANOVA) One-Way & Two-Way, Chi square test (goodness of Fit). Multivariate Data Analysis: Factor Analysis (Principal Component Analysis), Discriminant Analysis.

Lectures: 09

Unit VI: Research Report & Presentation.

Lectures: 08**Suggested Readings :**

- Zikmund, Babin & Carr: Business Research Methods, South-Western.
- Cooper & Schindler: Business Research Methods McGraw-Hill Education,
- Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
- Naresh Malhotra–Marketing Research, Pearson.
- Singh and Sahu, Research Methodology, SBPD Publications
- Chawla Deepak and Neena sodhi, Research Methodology, S. Chand Publications

Note: Latest Edition of the Text Books should be followed.

III. CORE COURSE -C 3:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

ORGANIZATIONAL BEHAVIOUR – II**Theory: 60 Lectures; Tutorial: 10 Lectures****Objectives:**

The objective of the course is to provide a foundation for understanding individual, group and organizational behavior, which is essential for better management of human resources in an organization.

Unit I : Working with others-

Leadership : Meaning, skills needed, basic leadership styles, theories of leadership - Trait, behavioral & contingency Theories.

Power and politics: Concepts, bases of power, power and leadership, causes and consequences of politics.

Conflict: Meaning, process, types.

Negotiation: Concept, process, approaches- Traditional & Modern

Lectures: 25**Unit II: Life in organizations**

Change: Forces stimulating change, resistance to change, managing change.

Stress management: Nature, potential sources, consequences.

Lectures:15**Unit III: Organizational System**

Organizational culture: Definition, types, maintaining and changing cultures, organizational

Organizational Climate - features, dimensions, significance.

Organizational Development: Concept, importance, techniques.

Lectures: 20**Suggested Readings:**

- Luthans, Fred, Organization Behaviour, McGraw Hill, India.
- Mishra M.N., Behaviour, Vikas Publishing House Pvt. Ltd., New Delhi.
- Newstrom W. John, Davis Keith Organization Behaviour, McGraw Hill, India.
- L.M Roy, Organisational Behaviour, S. Chand Publication.
- Dr. F.C. Sharma, Organisational Behaviour, SBPD Publications.

IV. CORE COURSE -C 4:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

COST & MANAGEMENT ACCOUNTING**Theory: 60 Lectures; Tutorial: 10 Lectures**

Unit: I- Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting, Cost and Costing, Cost Control, and Cost Reduction; elements of cost; Components of Cost sheet. Classification of costs: Fixed, Variable, Semi-variable; Product, and Period costs; Direct, and Indirect costs; Relevant, and Irrelevant costs; Shut-down, and Sunk costs; Controllable, and Uncontrollable costs; Avoidable, and Unavoidable costs; Imputed / Hypothetical costs; Out-of-pocket costs; Opportunity costs; Expired, and Unexpired costs; Conversion cost. **Lectures:05**

Unit: II - Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting; merits & demerits. **Lectures: 05**

Unit: III- Analysis & Interpretation Financial Statements: Common size, comparative statement, Trend Analysis. **Ratio Analysis:** Definition, Types Uses & Limitations, Profitability, & Liquidity Ratios (Practical) **Lectures: 20**

Unit: IV- Break-even Point- Definition, Assumptions, merits & Demerits. **Lectures: 05**

Unit: V- Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. **Lectures: 05**

Unit: VI- Fund Flow Statement- Definition & concept; Uses, merits & Demerits, Sources of Fund flow statement' used by different parties; **Cash Flow Statement (AS-3)-** Definition & concept; Uses, merits & Demerits, Sources of Fund flow statement' used by different parties. **Lectures: 15**

Unit: VII- Working Capital Management, Responsibility accounting (Concept), Management Audit. **Lectures: 05**

Suggested Readings:

- C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson.
- M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
- M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
- Management Accounting, Dr. B.K. Mehta, SBPD Publications.
- Management Accounting, pillai R.S.N, S. Chand Publications.

Note: Latest edition of text books may be used

SEMESTER III
5 Papers

Total 100 x 5 = 500 Marks
I. SKILL ENHANCEMENT COURSE SEC 1:

(Credits: Theory-02)

Marks : 15 (MSE: 1Hr) + 60 (ESE: 3Hrs) + 25 (Viva) =100	Pass Marks Th ESE = 40
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Instruction to Question Setter for***Mid Semester Examination (MSE):***

There will be **two** group of questions. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type** three questions of five marks each, out of which any two are to answer.

End Semester Examination (ESE):

There will be **two** group of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of ten questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type** five questions of fifteen marks each, out of which any three are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

FINANCIAL SOFTWARE PACKAGE(S)**Theory: 30 Lectures****Objective of the Course**

Computer Lab classes shall be allotted to learn computerized accounts and extraction of data from a financial database. These will enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, specially the Research Project.

Introduction to computer knowledge (Basic): Hardware, Software

- **Ms-Word (Basic)**
- **Ms-Excel (Basic)**
- **Power-point (Basic)**

Financial Accounting Software Package

For students' learning, free versions of Accounting Software Packages are available on the internet. For example Tally (free student version),

A student is expected to learn the following by using any reputed Accounting Software Package:

Understanding the facilities provided by the Accounting Software Package. Understanding user interface. Customizing software features to suit the user's requirements.

Creating a new company for the purpose of starting computerized accounting; Modifying an existing company; Creating the required accounts and linking them to appropriate class, viz., Assets, Liabilities, Revenues, Gains, Expenses, and Losses; Passing accounting entries for different types of business transactions; Correcting incorrect accounting entries.

Generating and understanding various reports, viz., Cash Book, Ledger Accounts, Trial Balance, Profit & Loss Account, and Balance Sheet.

SKILL ENHANCEMENT LAB- SEC 1 LAB**(20 Lectures)****A. MS-WORD LAB ASSIGNMENT**

1. Write down the following Paragraph OR any one provided by your teacher;

Without a doubt, the Internet is one of the most important inventions of modern times. The Internet is a global interconnected computer networks which allow each connected computer to share and exchange information with each other. The origins of the Internet can be traced to the creation of Advanced Research Projects Agency Network (ARPANET) as a network of computers under the auspices of the U.S. Department of Defense in 1969.

Apply following effects on The paragraph:

- i. Paragraph **font-size** and **font-type** must be 12 Verdana.
- ii. Paragraph **alignment** must be justified and double line spacing.
- iii. Make the “Internet” keywords **Bold and Italic**.
- iv. Insert any “**WordArt**” and a **symbol** to your document.
- v. Insert a **clipart** to your document.
- vi. Add following lines to your document:
Internet, Intranet, Extranet, URL, WWW, Networking, Protocols, HTTP, TCP/IP

2. Create a Table of following fields:

Name, Surname, Age, Gender, Job and apply the following effects

- i. Insert 10 records
- ii. Font size should be 12
- iii. Title size should be 14
- iv. Font type should be Times new Roman
- v. Title color should be blue
- vi. Text color should be black
- vii. Table border should be 2

3. Write a letter on ‘Road Safety’ and send to ‘Multiple Recipients’ using mail merge.

B. MICROSOFT EXCEL LAB ASSIGNMENT**Basic Formatting and Spreadsheet Manipulation**

1. Add rows and columns to an existing spreadsheet
2. Reformat data (center, comma and currency styles, bold, text color)
3. Work with a simple formula (product) and function (sum).

Assignment

1. Create a workbook as shown below.
2. To enter new rows or columns, simply click on the row or column header to select the whole row or column. Then right click with the mouse and choose insert.
3. Add the new row for S Spade with the data that’s shown below (between the original rows 7 and 8).
4. Center the data in columns B and C. Do this by selecting the whole column and click the center icon on the ribbon.

5. Change the page layout to landscape. Do this by clicking the Page Layout tab on the ribbon and then to Orientation to Landscape.
6. Save the file.
7. Click in cell F11 and Use the sum function or the shortcut icon that looks like Σ to get the total of the Total Cost column.
8. Ensure that the data is all visible within the column boundaries. Make the columns wider if needed.
9. Save the workbook. Your final spreadsheet should look like the following when printed.

Name	Male/Female	Genre	Number of Songs	Unit Price	Total Cost
J Smith	F	Blues	50	\$ 0.99	\$ 49.50
B Doe	M	Country	110	\$ 0.99	\$ 108.90
S Spade	F	Country	200	\$ 0.99	\$ 198.00
F Zappa	M	Blues	1,400	\$ 0.99	\$ 1,386.00

Create a sample table given below in Excel

- Using formula find Total
- Find the maximum value using MAX function from the **Units** column
- Find minimum value from **Total** column

C. MS-POWERPOINT LAB ASSIGNMENT

Activity 1 : Using Text & Background/Themes

- i. Create one new slide and insert any text.
- ii. To make your slide more attractive, use the themes or background.
- iii. Make sure it apply for every slide not only one slide.

Activity 2 : Apply Custom Animation On Text

- i. Use the custom animation to add effects on your text. Set the text move after you click the mouse.
- ii. If you have more than one text, add effects for each of text.

Activity 3 : Insert Image & WordArt

- i. Insert one new blank slide.
- ii. Choose one pictures or clip art from any source and insert in your new slide.
- iii. Using the WordArt, make a note or title on your picture.
- iv. Use the custom animation again to add effects on your picture and WordArt.

Activity 4 : Insert Text Box

- i. Insert one new blank slide.
- ii. Use the text box to insert one paragraph of text and adjust your text.

Activity 5 : Insert Smart Art

- i. Insert one new blank slide.
- ii. Insert the Smart Art and put your text on the Smart Art.

Activity 6 : Insert Audio

- i. Back to your first slide and insert one audio on that slide. The audio must play automatically when you show your slide.
- ii. Make sure the speaker also not appear when you show your slide. (the icon).
- iii. The audio must play when you show alls your slide, not only one slide.

Activity 7 : inserting Video

- i. Insert one new slide and insert one short video

D. Tally LAB ASSIGNMENT**Extraction of Data and Analysis**

Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent.

A student is expected to be able to extract the following types of data:-

- for an index, an industry and company data
- Selection of company/s, period to be studied
- Creation of a peer group
- Use of filters for data query
- Data extraction from balance sheet, profit & loss statement and cash flow statements
- Stock market data- price and volume, BSE/NSE, adjusted prices
- Saving and exporting data to a spreadsheet for further analysis

Suggested Readings:

- Faithe wempen, word 2016 in depth 1st edition, que publishing(2015)
 - steven welkler, Office 2016 for bignners, Create Space Independent publishing plateform(2016)
 - Elaine Marmel, office 2016 simplified, 1st Edition, John wiley and sons Inc(2016)
 - Patrice-Anne Rutledge, Easy office 2016 1st edition, Que publishing(2016)
 - Computer fundamentals and Applications, Ashok Arora, S. Chand Publications.
 - Fundamentals of Computer, Er.Goyal and maurya, SBPD
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II. GENERIC ELECTIVE (GE 3)

(Credits: Theory-05, Tutorial-01)

Marks : 100 (ESE 3Hrs) =100**Pass Marks Th ESE = 40*****Instruction to Question Setter for
End Semester Examination (ESE):***

There will be two group of questions. Group A is compulsory and will contain three questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 & 3 will be short answer type of 5 marks.

Group B will contain descriptive type six questions of 20 marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

BUSINESS LEGISLATION**Theory: 60 Lectures; Tutorial: 10 Lectures*****Objective:***

To impart in depth knowledge of the Law of contracts, which form the foundation of all day to day business obligations and impart conceptual and practical knowledge to students so as to acquaint the students with alternative form of business organization available in the country. Essential laws of practical relevance for common people like RTI, Consumer Protection form an essential ingredient of the course.

Unit I: The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Lectures: 17

Unit II: Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights & duties of unpaid seller.

Lectures: 10

Unit III: Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheques, dishonor of Cheques.

Lectures: 07

Unit IV: The Companies Act 2013: Meaning, characteristics & Formation of company, Significance of Memorandum & Articles of association, Prospectus, issue of shares, directors, composition of the board, company meetings.

Lectures:07

Unit V: Consumer Protection Act 1986: Scope and applicability Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers;

Consumer Dispute

Redressal Agencies: District Forum, State Commission, National Commission. **Lectures: 07**

Unit VI: The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Lectures: 06

Unit VII: Foreign Exchange Management Act, 1999: Objective, Regulation and management of foreign Exchange: Dealing in Foreign Exchange, Holding of Foreign Exchange, Current Account Transactions, Capital Account Transactions.

Lectures: 06**Suggested Readings:**

- M.C.Kuchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
- Avtar Singh: Principle of Mercantile Law, Eastern Book Company
- Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.
- Dr. Singh and Tiwari, Legal aspect of business, SBPD Publications.
- Shukla M.C, A Manual of mercantile law, S. Chand Publications

III. CORE COURSE -C 5:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100

Pass Marks (MSE + ESE) =40

***Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

PRINCIPLES OF ECONOMICS**Theory: 60 Lectures; Tutorial: 10 Lectures****Objectives:**

This course intends to expose the student to the basic concepts in Microeconomics, Which is the study of the economic behaviour of small economic groups such as families and firms. The broad subject matter of Microeconomics is making decisions on the allocation of limited resources available with individuals, firms and organizations. Typically, it applies to the markets where goods and services are bought and sold with a goal of maximizing benefits.

Unit- I Introduction: Definition given by different economists, Nature & Scope, merits and demerits.

Unit-II Demand and Supply: Law of demand, determinants of demand, shifts of demand curve versus movements along a demand curve, market demand; **Law of supply:-** Determinants of supply, shifts of supply versus movements along a supply curve, market supply, market equilibrium. Applications of demand and supply: price rationing, price floors.

Elasticity of Demand: price elasticity of demand, calculating elasticity, determinants of price elasticity, cross and income elasticity.

Unit-III Consumer Theory: Concept of utility, Diminishing marginal utility, Equi-marginal utility, Indifference curves, budget constraint, Price, income and substitution effects. Consumer Surplus, & Producer surplus.

Unit-IV Production and Costs: production functions, law of variable proportions, returns to scale, isoquant and iso-cost lines, producer equilibrium. **Costs:** costs in the short run, costs in the long run, revenue and profit maximizations, economies and diseconomies of scale.

Unit-V Market Structures: Perfect Competition: theory of a firm under perfect competition, equilibrium of the firm in the short run and long run. **Imperfect Competition- Monopoly:** short run and long run equilibrium; comparison of perfect competition and monopoly, price discrimination; wages payment concept.

Suggested Readings:

- Lipsey, R. and Alec Chrystal: Economics, Oxford University Press, Twelfth Edition, 2011.
- Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., 8th edition, 2007.
- Barro, Robert.J. Macroeconomics, MIT Press, Cambridge MA.
- Burda Michael, Wyplosz. Macroeconomics A European Text. Oxford University Press, Oxford.
- Salvatore, Dominick. International Economics. John Wiley & Singapore.

IV. CORE COURSE -C 6:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

PRINCIPLES OF MARKETING**Theory: 60 Lectures; Tutorial: 10 Lectures**

Objective : *To provide basic knowledge and equip students with application of principles and and functions of marketing.*

Unit 1: 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: Nature, types & strategies to deal with internal & external environment (Indian context); Marketing Planning. **Lectures: 15**

Unit 2: STP: Segmentation, Targeting and Positioning: Concept, & Importance, Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Target Market Selection; **Market Positioning:** concept & importance, Market Repositioning. Product Differentiation Vs. Market Segmentation. **Consumer Buying Behaviour:** buying process, factors affecting buying decision Process. **Lectures: 15**

Unit 3: Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods. **Lectures: 10**

Unit 4:Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services-Unique Characteristics of Services, Marketing strategies for service firms –7Ps . **Lectures:10**

Unit 5:Promotion Mix: Factors determining promotion mix, Promotional Tools-basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. **Lectures: 05**

Unit 6: Marketing System: Types Of Marketing; **Marketing Information System;** Definition and Components; **Marketing Research;** Definition, Objective, Process & Significance; **Marketing Audit.** **Lectures: 05**

Suggested Readings:-

- Kotler, P. & Keller, K. L Koshy, Jha .: Marketing Management, Pearson.
- Rajan Saxena: Marketing Management, Tata McGraw-Hill
- Principle of marketing, Mahajan S.P and Mahajan Anupama, S. Chand Publications
- Sherleker, Marketing Management, Himalaya Publishing House
- Dr. F.C Sharma, Principles of Marketing, SBPD Publications.

V. CORE COURSE -C 7:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

INDIAN ECONOMY–SECTORAL ISSUES**Theory: 50 Lectures; Tutorial: 10 Lectures**

Objectives: *This paper provides an overview of the development of the different sectors and their interrelations of the Indian economy. The study of the three broad sectors namely agriculture, industry and services would help the students understand the developments in different policy environment.*

Unit-I Agriculture: Trends in production and productivity, land reforms, land tenure system, land distribution. Agricultural labour, wages and employment and issue of under-employment. Capital investment, credit, Irrigation and supply of other inputs. **Lectures: 15**

Unit-II Agricultural Policies- Green revolution, pricing and procurement policies, PDS and support price. **Lectures:07**

Unit–III Industry: Growth and Structure of industry. Industrial and licensing policies, large, small and cottage industries, problems and solution. **Lectures:08**

Unit-IV Source of Finance: Industrial finance, capital and multinationals. Cost of each source of finance. **Lectures:10**

Unit–V Service Sector: Growth and Structure of service sector– major components, linkages with other sectors, and importance in the national economy, informal sector. **Lectures:10**

Suggested Readings:

- Uma Kapila Indian Economy: Performance and Policy: Performance and Policy.
- Dutt & Sundaram - Indian Economy

SEMESTER IV

5 Papers**Total 100 x 5 = 500 Marks****I. SKILL ENHANCEMENT COURSE SEC 2:**

(Credits: Theory-02)

Marks : 75 (ESE: 3Hrs) + 25 (Viva) =100**Pass Marks ESE = 40*****Guidelines to Examiners for******End Semester Theory Examination (ESE): F.M.=75***

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

End Semester Practical Examination (ESE Pr): Viva-voce /Assignment/Lab work, F.M.=25

BUSINESS COMMUNICATION**Theory: 40 Lectures**

Objective: *The objective of this course is to familiarize the students with the basic communication tools and techniques with emphasis on applications to business.*

Unit 1: Meaning and Definition – Process, Functions, Objectives, Importance, model, Essentials of good communication, Communication barriers, Overcoming communication barriers, Types & means of communication, Meetings, Public address system - Grapevine - Group Discussion, The art of listening, Principles of good listening. **Lectures: 10**

Unit 2: Business Correspondence: Letter Writing- inviting quotations, Sending quotations, placing orders, inviting tenders, sales letters, claim & adjustment letters. **Memorandum:**, Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume. **Report Writing:** Business reports, types, characteristics, importance, elements of structure, Process of writing, order of writing, the final draft, check lists for reports. **Lectures: 18**

Unit 3: Business Letters- Need and functions of business letters - Planning & layout of business letter - Kinds of business letters - Essentials of effective correspondence, Drafting of business letters. **Lectures: 06**

Unit 5: Non-Verbal Communication: Definition, importance, inevitability, kinetics, proxemics, body movement, Facial expression, posture, eye-contact, Para-language etc. Vocabulary Words often confused, Words often mis-spelt, Common errors in English. **Lectures: 06**

Topics Prescribed for workshop/lab/Tutorial

1. Group Discussion
2. Mock Interview
3. Public Speech
4. Conflict Situation
5. Decision-making in a group
6. Written Communication

Recommended Books:

- Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
 - Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
 - Business Communication, Madhurkar R. K, S.Chand Publications.
 - Business communication, Sanjay Gupta, SBPD Publication
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II GENERIC ELECTIVE (GE 4)

(Credits: Theory-05, Tutorial-01)

Marks : 100 (ESE 3Hrs) =100

Pass Marks Th ESE = 40

Instruction to Question Setter for***End Semester Examination (ESE):***

There will be two group of questions. Group A is compulsory and will contain three questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 & 3 will be short answer type of 5 marks.

Group B will contain descriptive type six questions of 20 marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

ENTREPRENEURSHIP PROGRAMME**Lectures: 60; Tutorials: 10**

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies ,context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Unit I:- Introduction: Definition & concept of Entrepreneurship, classification & types, nature & importance of entrepreneurs, Entrepreneurship: Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Corporate Entrepreneurship; Entrepreneurship & its environment & problems. **Lectures: 12**

Unit II:- Choice of business: Size of a business unit; Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies;, optimum firm, representative firm.

Lectures: 12

Unit III :- Social Entrepreneurship Development- Introduction, characteristics and Role of social entrepreneurs; issues in creating social entrepreneurship, **Risks involved;** Business strategies; Role of EDI's, NIESBUD, NSIC and DIC'S in promoting entrepreneurs; the entrepreneurial process, Entrepreneurial decision making. **Lectures:08**

Unit IV: Entrepreneurship Creativity & Innovation – Stimulating Creativity; Organisational actions that enhance/hinder creativity, process, project writing, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity; Innovation vs. Invention. **Lectures:10**

Unit V: Sources of Finance- Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions. **Lectures: 08**

Unit VI:-Family Business and Entrepreneurship- Steps involved in setting up of a small business; **Entrepreneur Role and personality in Family Business:** Concept, structure and kinds, culture and evolution, Conflict and conflict resolution in family firms, managing leadership, succession and continuity, women's issues in the family business, encouraging change in the family business system. **Lectures: 10**

References:-

- Vasant Desai, Dynamics of Entrepreneurial Development, Himalaya Publishing.
- David H Holt, Entrepreneurship & New Venture Creation, Prentice Hall of India
- Entrepreneurship, Hisrich Peters, TMH Publication.
- S.S Khanka, Entrepreneurship Development, S.Chand Publications.
- Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.

Note:- The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

III. CORE COURSE -C 8:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

MANAGEMENT OF HUMAN RESOURCE-I**Lectures: 60; Tutorials: 10**

Objectives: *The objective of the course is to acquaint the student with the growth and operations of human resource management and its functions within an organization.*

Unit-I: Human Resource Management: Evolution and growth of human resource management (with special reference to Scientific management and Human relations approach), role of HR in strategic management, nature, objective, scope, and functions of HR management. **Lectures: 12**

Unit-II: Challenges of HR: Changing environment (the changing profile of the workforce - knowledge workers, employment opportunities in BPOs, IT and service industries, Flexi options), Workforce diversity (causes, paradox, resolution of diversity by management). **Lectures: 12**

Unit-III: HRD: Human resource management as a profession. Concepts of line-staff in the structure of human resource department and the role of human resource manager. **Lectures: 12**

Unit-IV: Manpower planning: objectives, elements, advantages, process. Job design- (simplification, rotation, enlargement, enrichment and approaches}. Job analysis, Job evaluation. **Lectures: 12**

Unit-V: Orientation: Recruitment (factors affecting, sources, policy, evaluation), Selection (procedure, tests, interviews), Placement and induction. **Lectures: 12**

Suggested Readings:

- Aswathappa K. (2002) Human Resource and Personnel Management, TataMcGraw-Hill, New Delhi.
- Bhattacharyya Kumar Deepak (2006) Human Resource Managing, Excel Books, New Delhi.
- Cascio F.W. (2003) Managing Human Resources, Productivity, Quality of Life Profits, Tata McGraw Hill, New York.
- H.R.M, Dr. F.C. Sharma, SBPD Publications
- A M Sheikh, Human Resource Development & Management 3e, S.chand Publications

Note: Latest edition of text book may be used

IV. CORE COURSE -C 9:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

ADVERTISING AND SALES PROMOTION**Lectures: 60; Tutorials: 10**

Objectives: *To provide the working knowledge of Advertising and sales promotion.*

Unit I: Advertising: Meaning, features, types, functions & setting of advertising objectives. Advertising budget, approaches of Advertising- DAGMAR & AIDA model (defining Advertising Goals for Measured Advertising Results), social & economic aspects of advertising. **Lectures: 12**

Unit II: Advertising Copy: concepts and elements. Requisites of a good and effective advertising copy. Advertising appeals, measuring advertising effectiveness. **Advertising Agencies:** Concept, role, types and selection of advertising agencies. **Regulating Agencies:** Advertising standards Council of India (ASCI), The Advertising Agencies Association of India (AAAI). **Lectures: 12**

Unit III: Advertising Planning: Product personality Receptions, objective, Research, /measuring awareness Attitude: Brand Usage copy Testing; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement, internet advertising, evaluation of advertising. **Lectures: 12**

Unit IV: Media planning & scheduling: Introduction to broadcast & non-broadcast media Key factors influencing media planning; Media decisions: media class, media vehicle & media option Management of sales promotion: Importance & need for sales promotion, different types of consumer schemes and other methods of promotion. **Lectures: 12**

Unit V: Sales Promotion: Concept, Objectives, Schemes and Importance, exhibition and trade fairs. Sales Planning and Control: Selection, Training, Motivation and Compensation of Sales personnel. Ethical and legal aspects of advertising and sales promotion. **Lectures: 12**

Suggested readings:

- Wells, Moriarity & Burnett: Advertising Principles & practices, Prentice Hall.
- Jethwaney and Jain: Advertising Management, Oxford Publishers, New Delhi.
- Chunnawala, Advertising, Himalaya Publishing House, New Delhi
- Advertising, Jay Bansal, SBPD Publications
- Advertising principles and Practices, Gupta Ruchi, S. Chand Publications

Note: Latest edition of text book may be used

V. CORE COURSE -C 10:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (ESE) =40*****Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

FINANCIAL MANAGEMENT**Theory: 60 Lectures; Tutorial: 10 Lectures****Course Objective:**

To provide financial knowledge for BBA students and to enhance the student's understanding of usefulness of information of business finance for business operations.

Unit I: Nature of Financial Management:; Scope & Objectives of Financial Management; Profit Maximization, Wealth Maximization-Traditional and Modern Approach; Functions of finance Manager.
Lectures: 05

Unit II: Capital Budgeting: Definition, Nature , Scope & Objective Concept of Time Value of Money, Discounting & Non-discounting Cash Flow Technique, Comparison
Lectures: 12

Unit III: Concept and Measurement of Cost of Capital: Definition & Objective: Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Computation of over-all cost of capital based on Historical and Market weights. **Lectures: 10**

Unit IV: Capital Structure: Definition, nature & scope, Traditional approach & Modern Approach., optimum capital Structure. Factors affecting capital Structure, Under Capitalization & Over-Capitalization.
Lectures: 05

Unit V: Leverage Analysis: Operating Financial Leverage and Combined leverage, Significance & Impact of Leverage on Profit, Degrees of Leverages.
Lectures: 10

Unit VI: Working Capital Management: working Capital & its role, Risk –Return Trade Off, Types and sources of Working Capital, Factors affecting its estimation, Determination of Working Capital.
Lectures: 05

Unit VII: Inventory Management- Objectives, Cost & Analysis of Inventory, Inventory Control-Traditional & Scientific techniques, EOQ, ABC Analysis, etc.
Lectures: 07

Unit VIII: Cash Management: Meaning, need & Importance in an organization, merits & Demerits.
Lectures: 05

Readings:

- M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Pubilshlng Co. Ltd.
- R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
- P C Tulsian & Bharat Tulsian: Financial Management, 5e S.Chand Publications
- J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall.
- Financial Management, Dr.Sharma and Mittal, SBPD Publications.

Note: Latest Edition of the Text Books should be followed.

SEMESTER V

4 Papers**Total 100 x 4 = 400 Marks**

(Credits: Theory-05, Tutorial-01)

I. B.B.A. SPECIFIC (DSE 1A):**Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (Finance)****Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

INVESTMENT BANKING & FINANCE Theory: 60 Lectures; Tutorial: 10 Lectures

Objective: *The objective of course is to expose students to the concept, importance dynamics of investment Finance & Banking. The course also discusses theoretical foundations investment to the extent these are relevant to understand the mechanics of global business operations and development.*

UNIT: I Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers. **Lectures: 15**

UNIT: II Issue Management: Public Issue, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, Book Building process, designing and pricing, Right Issue: promoter's contribution, minimum subscription, advertisements, Investor protection, Broker, sub broker and underwriters. **Lectures: 15**

UNIT: III Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. **Insurance:** concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. **Credit Ratings:** Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology. **Lectures: 15**

UNIT: IV Banking concepts: Different types of banking systems, an overview of Indian banking system, Evolution of commercial banks, Meaning & definition of Banking - features, Classifications; **Commercial Bank**-concept & role, definition of customer to commercial banks. RBI - its importance, Objective, Credit Control Function; **E-Banking:** Concept, ATM, Core Banking, Virtual Banking, Electronic Payment System (EPI), Electronic Data Interchange (EDI). **Lectures: 15**

Suggested Readings:

- M.Y.Khan, Financial Services, Tata McGraw Hill.
 - J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House.
 - K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
 - Pandian P., Financial services and Market, S. Chand Publications.
 - Dr. F.C. Sharma, Fundamentals of Investment, SBPD Publications.
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OR**B.B.A. SPECIFIC (DSE 1B):**

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (Marketing)**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be **two** group of questions. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type** six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be **two** group of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of ten questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type** six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

RURAL MARKETING**Theory: 50 Lectures; Tutorial: 10**

Objectives: To give basic understanding of different concepts relating to Rural marketing

Unit I: Concept of Rural Marketing- Meaning, Concept, Phased Evolution, Significance factors, environmental structure and characteristics of the Rural Markets. Rural Vs. urban Marketing rural marketing in India. **Lectures: 13**

Unit II: Rural Marketing Challenges and Opportunity- Rural Consumer, Characteristics, Significance of consumer behavior, Factors influencing Decision Making Process of Rural Consumers, Rural Consumers Buying Decision Process, Shopping habits of Rural Consumer. **Lectures: 13**

Unit III: Rural Marketing Mix Strategies- Need, Types, Product Life Cycle, New Product Development, Brand Management and Channel Management, Marketing-mix strategies for Indian Rural Markets, Shift in Strategic Perspective for Rural Marketing. **Lectures: 12**

Unit IV: Emerging Issues in Marketing: Green Marketing, Sports marketing and Social Marketing Rural Financial Institutions: Regional Rural Banks (RRB), Co-operative Banks, NABARD (National Agricultural Bank for rural Development). **Lectures: 12**

Suggested Readings:

- C.S.G. Krishnamacharyulu, LalitaRamakrishnan, "Rural Marketing– Text and Cases" Pearson education
- Pradeep Kashyap, Siddhartha Raut " The Rural Marketing" Biz tantra
- BalramDogra, KarminderGhuman "Rural Marketing" Tata Mcgraw Hill
- Shukla A.K. "Marketing Management" Vaibhav Laxmi Prakashan
- VelayudhanSanal Kumar " Rural Marketing" Response Books (Sage Publication)
- Gopaldaswamy T.P: Rural Marketing; Wheeler Publishers, New Delhi
- Moria C.B: Agricultural Marketing: Himalaya Publishing House, New Delhi.
- K.S. Habibur Rahman: Rural Marketing in India, Himalaya Publishing House, New Delhi.
- Krishnamacharyulu: Rural Marketing: Text & Cases, Pearson Education.

Note: Latest Edition of the Text Books should be followed.

OR**B.B.A. SPECIFIC (DSE 1C):**

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (HR)**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

INDUSTRIAL RELATION**Theory: 60 Lectures; Tutorial: 10 Lectures**

Objectives: *The objective of the course is to enable the student to become familiar with the concept of industrial relations and its approaches as well as key institutions.*

Unit I: Nature, concept, scope and environment, evolution of IR and models (confrontation, collaboration). **Lectures:12**

Unit II: Contemporary issues: quality circles, labour and ILO, WTO, reports of the National Labour Commission. **Lectures:12**

Unit III: Causes and effects- Methods of settling disputes (conciliation, mediation, arbitration, adjudication). Collective bargaining: concepts, necessity and significance, process, limitations, productivity types of bargaining, negotiation. **Lectures:12**

Unit IV: Nature (structure and leadership) role, emergence, functions, problems, relevance and evolution of trade union movement(including in management in India, contemporary role of trade union in service sector organizations). **Lectures:12**

Unit V: Empowerment and worker participation (including reference to India). Future direction of IR (implications of contractual labour). **Lectures:12**

Suggested Readings:

- Ajay Gong, Labour Laws, Nabhi Publications
- Richard Henderson: Compensation management in a knowledge based world, Prentice. Hall.
- Industrial Law, Anju Agrawal, SBPD Publications
- Industrial relation and Labour laws 6e, Srivastava S.C, S. Chand Publications.
- Chhabra T.N. (2002) Human Resource Management, Dhanpat Rai and Co.Delhi.
- Memoria C.B. (1995) Dynamics of Industrial Relations in India, Himalaya Publishing House, Mumbai.
- Government of India : Relevant Bare Acts on Specified Labour Acts.
- Aswathappa K. (2002) Human Resource and Personnel Management, Tata McGraw- Hill, New Delhi.
- Gupta, C.B. (2007) Personnel Management, Sultan Chand & Sons, New Delhi.

Note: Latest Edition of the Text Books should be followed

II. B.B.A. SPECIFIC (DSE 2A):

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (Finance)

Pass Marks (MSE + ESE) =40

***Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be **two** group of questions. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type** six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be **two** group of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of ten questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type** six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

FORENSIC ANALYSIS AND FRAUD INVESTIGATION**Theory: 60 Lectures; Tutorial: 10**

Objective: To understand the various aspects of Accounting and financial frauds, their reason of occurrence, detection and preventive measures so that an overall healthy and trustworthy financial environment should be created.

Unit I : Introduction to fraud: Nature of fraud, why commit fraud, fighting frauds-An overview.

Lectures: 15

Unit II: Types of Fraud: Frauds against organization, consumer frauds, bankruptcy, divorce and tax fraud, fraud in e-commerce, security fraud, bank fraud, financial statement fraud, revenue and inventory related fraud, liability, assets and corporate disclosure frauds.

Lectures: 15

Unit III: Fraud Investigation: Investigating theft acts, investigating concealments, conversion investigation methods, inquiry method, business intelligence and fraud reports.

Lectures: 15

Unit IV: Fraud detection: Recognizing the symptoms of fraud; Data driven fraud detection using predictive analytics and forensic analytics (Nigrini approach).

Lectures: 15**Case Study:**

1. Two Indian.
2. Two international cases.

Reading:

- Mark J. Nigrini, Forensic Analytics: Methods and Techniques for Forensic Accounting Investigation.
- Hoboken, Nj: John Wiley & Sons Inc.: Forensic Accounting and Fraud Examination, Cengage Learning.

NOTE: latest edition of text books may be used.

OR**B.B.A. SPECIFIC (DSE 2B):**

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (Marketing)**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be **two** group of questions. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type** six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be **two** group of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of ten questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type** six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

RETAIL MANAGEMENT**Theory: 60 Lectures; Tutorial: 10**

Objective: Retail is an emerging area in marketing. The basic objective is to provide basic understanding of retail business.

Unit I: Introduction to Retailing: Definition, Characteristics, Emerging Trends in Retailing, factors behind the change of Indian Retail Industry. **Retail Formats:** Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non- traditional selling, retailing strategy, contribution of Retailing to Indian Economy, Foreign Direct Investment (FDI). **Lectures: 12**

Unit II: Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management. Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix. **Retail Location-** Meaning, Importance, Process and Factors Affecting Location. **Lectures: 12**

Unit III: Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management, Factors Affecting Buying Decision, roles and responsibilities of Merchandising. Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing. **Lectures: 12**

Unit IV: 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, **Types of Retailing Formats:** Super Market, Hyper Market, Departmental Stores, Convenience Stores, Catalogue Retailers. Non Stores Retailing: Vending Machine, Door To Door selling, Mail Order Business. E- Retailing: Credit Card Transaction, Smart Card and E-Payment. **Lectures: 12**

Unit V: Future of Retailing: Customer Service strategies, Retail Sales Promotion, Retail Communication, Building Customer Relationship. **Franchising-** Definition, Types and Evolution, Franchising Law in India. Outsourcing: Definition, Scope and Importance, introduction of the Concept of VAT in Retailing. **CRM in Retail:** Concept, Types of CRM, Application of CRM in Retailing, Strategic Framework for CRM in Retail. **Lectures: 12**

Suggested Readings:

- Cullen & Newman: Retailing–Environment & Operations, Cengage Learning EMEA.
- Berman & Evarv: Retail Management, Perntice Hall.
- Bajaj, Tuli & Srivastava: Retail Management-Oxford University Publications.
- Harjit Singh: Retail Management, S. Chand Publication.

Note: Latest Edition of the Text Books should be followed

OR**B.B.A. SPECIFIC (DSE 2C):**

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (HR)

Pass Marks (MSE + ESE) =40

***Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be **two** group of questions. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type** six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be **two** group of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of ten questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type** six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

LABOUR DEVELOPMENT IN INDIA**Theory: 60 Lectures; Tutorial: 10**

Objectives: The course is intended to equip the students with conceptual, legal, and empirical issues pertaining to Labour in India. The focus of the course would be on the changing profile and position of Labour in modern India. The role of the state, nation and International Labour organization will be emphasized.

Unit-I: Patterns of development and changing forms of Labour in India, Labour, employment and work – Meanings and changing forms. **Lectures: 12**

Unit-II: Pre and post-colonial pattern of development:

- industrialization, planned development
- pre and post reforms, Regulation of labour. Workers in unorganized sector
- agricultural, Rural, Migrant, Bonded, Child and Women etc. Workers in Organized sectors.
- Industrial-Blue and White collar workers.
- Workers in Tertiary sector. **Lectures: 12**

Unit-III: Labour protest and Trade Union Movement- Evolution of Trade Union Movement, Trade Union Movement in India. Labour protest and Industrial action. **Lectures: 12**

Unit-IV: State and Labour: Labour administration **Lectures: 12**
Union Govt. and State Govt., Mechanism of wage settlement, National commission on Labour

Unit-V: International Labour Organization in India: Role and structure of ILO, India and ILO **Lectures: 12**

Suggested Readings:

- Report of second National commission on Labour (2002).
- SukomalSen, Working Class movement in India .
- Empowering Rural labour in India (ed), 1998, New Delhi, R. RadhaKrishna and A.N Sharma.
- Rehabilitation of Child labour in India V.V Giri National Labour Institute, NOIDA.

Note: Latest Edition of the Text Books should be followed.

III. CORE COURSE -C 11:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

STATISTICS FOR MANAGERS**Theory: 60 Lectures; Tutorial: 10**

Objective: *The objective of the course is to familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.*

Expected learning outcomes: *The student is expected to be equipped with the tools of processing and description of statistical data. In addition, the student would develop competence to use computer for statistical calculation especially for comparatively large size problems.*

Unit: 1- Statistics: An Introduction:-Definition, Nature & Scope, importance, Limitations, Classification & Tabulation, Diagrammatic & Graphical Presentation. **Lectures: 10**

Unit: 2- Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency-mean, median, mode, Merits, Limitations. Measures of Dispersion: Meaning and Significance. Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation. **Lectures: 20**

Unit: 3- Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation-Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. **Lectures: 18**

Unit: 4- Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and un-weighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number. **Lectures: 07**

Unit: - Probability and Sampling: Meaning, need and types. **Lectures: 05**

References:

- S.P Gupta : Statistical Methods, Sultan Chand & Sons, Edition.
- Richard Levin & David Rubin: Statistics for management, Prentice Hall.
- Srivastava and Rego: Statistics for management, Mc Graw Hill education.
- Business Statistics, B. N. Gupta, SBPD Publications
- Business Statistics, Tulsion P. C and Jhunhunwala B, S. Chand Publications.

Note: Latest Edition of the Text Books should be followed

IV. CORE COURSE -C 12:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

MANAGEMENT OF HUMAN RESOURCE-II Theory: 60 Lectures; Tutorial: 10

Objectives: *The objective of the course is to acquaint the student with the role of human resource management in the development and compensation of human resources in an organization and contemporary developments in HR.*

Unit I: Development, Retention: Training of operatives and executives, Emotional Quotient and mentoring, Career planning and development, Absenteeism, turnover, grievances, counseling.

Lectures:12

Unit II: Quality of work life: Concept, significance / benefits of QWL (to employees, organization, and society) Issues in QWL (job content, job context and relational factors), Mobility (transfer, promotion) separation.

Lectures:12

Unit III: Performance Appraisal: Concept, nature, methods – Traditional, MBO, 360 degrees, potential appraisal, Necessity.

Lectures:12

Unit IV: Compensation: elements– base and supplementary, factors affecting, principles and problems in wage administration, sound wage policy, package, financial and non -financial incentives, incentive plans for executives- ESOPs and variable pay). Maintenance (employee safety, health and welfare- type of working environment safety in industry, types of welfare services, agencies, concept and scope of social security). Morale and productivity.

Lectures:18

Unit V: Contemporary developments: HR information systems, HR research and audit. Globalisation and HR.

Lectures:06**Suggested Readings:**

- Aswathappa K. (2002) Human Resource and Personnel Management, TataMcGraw-Hill, New Delhi.
- Bhattacharyya Kumar Deepak (2006) Human Resource Managing, Excel Books, New Delhi.
- Cascio F.W. (2003) Managing Human Resources, Productivity, Quality of Life Profits, Tata McGraw Hill, New York.
- Chadha, N.K. Human Resource Management - issues, case studies, experiential exercises, Sri Sai Printographers, New Delhi.
- Chadha, N.K. (2004) Recruitment and Selection - A Practical Approach, Galgotia, New Delhi.
- Chhabra T.N. (2002) Human Resource Management, Dhanpat Rai and Co. Delhi.
- Tripathi, P.C., (2006) Human Resource Development, Sultan Chand & Sons, New Delhi.

Note: Latest Edition of the Text Books should be followed.

SEMESTER VI
4 Papers**Total 100 x 4 = 400 Marks****I. BUSINESS ADMINISTRATION (DSE 3A):**

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (Finance)**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

TAX PLANNING**Theory: 50 Lectures; Tutorial: 10 Lectures**

Objectives: *The course aims with providing the students with knowledge of basic concepts of The Tax Planning.*

Unit I: (Only Theory) Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

Lectures: 08

Unit II: (Theory and Practical) Tax Planning under the head Salary.

Lectures: 18

Unit III: (Only Theory) Computation of Income under the Head: House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.

Lectures: 10

Unit IV: (Only Theory) Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units.

Lectures:10

Unit V: (Only Theory) GST: A brief introduction.

Lectures: 04**Suggested Readings:**

- Ahuja& Gupta. Simplified Approach to Income Tax Flair, Publications Pvt. Ltd.
- Mahesh Chandra &Shukla, D.C. Income Tax Law & Practice Pragati Publications.
- Goyal, S.P. Tax Planning and Management. SahityaBhawan Publications.
- Singhania, V.K .Student Guide to Income Tax. (University ed.). Taxmann Publications Pvt. Ltd.

Online Readings/Supporting Material:

- Finance Act for the relevant assessment year.
- CBDT Circulations.

Note: Latest Edition of the Text Books should be followed.

OR**BUSINESS ADMINISTRATION (DSE 3B):**

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (Marketing)**Pass Marks (MSE + ESE) =40****Instruction to Question Setter for
Mid Semester Examination (MSE):**

There will be **two** group of questions. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type** six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be **two** group of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of ten questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type** six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

INTERNATIONAL BUSINESS MARKETS**Theory: 60 Lectures; Tutorial: 10**

Unit: I- Scope of International Market: Meaning, definition, evolution of commerce & industry after Industrial Revolution, - its effects-emergence on world, Growth of Indian MNCs & transnational corporations -Recent trends in business world. Globalization & challenges for Indian Business in new millennium, India's foreign trade, Balance of Payment, World Trade & Exchange Rate .

Lectures: 10

Unit: II- Business sectors & forms of business organizations- private sector, Cooperative sectors, public sector, joint sector, Services sector, Various forms of business organizations – Sole Proprietorship, Partnership firms, Joint stock companies -their features, relative merits, demerits & suitability. **Selection of Market** - Process & determinant of market selection, Appraisal of Markets.

Lectures: 12

Unit: III- Mergers & Acquisitions- Mergers in India with foreign companies, Networking, Franchising, BPOs & KPOs, E-commerce, On-line marketing, patents, trademarks & copyright; Product Policy- Concept of product, product-mix, Product life cycle in international market, packaging(concept, factors & package design).

Lectures:12

Unit: IV- Changing Concepts & Objective of Business and Society, Management of Risk-commercial, political, legal, Technological, Social, and cargo risk

Lectures: 5

Unit V- Export Incentives & Documentation: Exemption on duty and other incentives, production and marketing assistance; documents required in international trade- Commercial Invoice; letter of credit; bill of Lading; shipping bill; Bill of Exchange; Relevant Government Policies -SEZ (Special Economic Zone) policy etc.

Lectures: 11

Unit: VI- Organization of Intermediaries-recent trends in wholesale & retailing (Foreign Intermediaries), Export- import trade procedure & their organization, Surface Vs. Air Transport.

Lectures: 10**Suggested Readings:**

- Cherunilam, F. International Business.
- Vashney, R.L and Bhattacharya, B. International Marketing Management.
- Business Organization and Management By Dr. C. B. Gupta, Publisher Sultan Chand & Co. Delhi.
- Business Organization and Management, Sanjay Gupta, SBPD Publications

Note: Latest Edition of the Text Books should be followed.

OR**BUSINESS ADMINISTRATION (DSE 3C):**

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100 (HR)**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be **two** group of questions. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type** six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be **two** group of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of ten questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type** six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

LEGISLATIVE LABOUR WELFARE**Theory: 60 Lectures; Tutorial: 10**

Objectives: The objective of the course is to enable the student to understand the significance of labour welfare and labour legislation in maintaining industrial relations.

Unit I: Labour Welfare: Concept of Labour Welfare, Importance, Types of Welfare services, Labour Welfare in India. **Lectures: 12**

Unit II: Wages and Bonus: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965. **Lectures: 12**

Unit III: Social Security of Employees: The Employees Provident Funds and Miscellaneous Provisions Act, 1952. The Employees State Insurance Act, 1948, Payment of Gratuity Act, 1972. **Lectures: 12**

Unit IV: IR and Working Conditions of Employees: The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948, The Employees Compensation Act, 1923. **Lectures: 12**

Unit V: IR and Working Conditions of Employees: The Trade Unions Act, 1926, The Industrial Disputes Act, 1947. **Lectures: 12**

Suggested Readings :

- Sharma, J.P., Simplified Approach to Labour Laws, Bharat law House (P) Ltd., New Delhi.
- Barya J.K., Industrial Law, Galgotia Publishing House, New Delhi.
- Chhabra T.N., Human Resource Management, Dhanpat Rai and Co. Delhi.
- Malik P.L., Industrial Law, Eastern, Lucknow.
- Memoria C.B., Dynamics of Industrial Relations in India, Himalaya Publishing House, Mumbai.
- Puneekar, S.D., Deodhar, S.B. Sankaran, S. Labour Welfare Trade Unionism and Industrial Relations, Himalaya Publishing House, New Delhi.
- Ramaswami E.A. and Ramaswami V., Industry and Labour, Oxford publications, New Delhi.
- Taxmann's Industrial Laws, Taxmann Allied Service, New Delhi.
- Verma Pramod, Labour Economics and Industrial Relations, Tata McGraw Hill, New Delhi.

Note: Latest edition of books may be used

II. BUSINESS ADMINISTRATION SPECIFIC (DSE 4):

(Credits: -06)

Marks : 50+50= 100**Pass Marks ESE = 40*****Guidelines to Examiners for******End Semester Examination (ESE Pr):****Evaluation of project dissertation work may be as per the following guidelines:**Overall project dissertation may be evaluated under the following heads by External & Internal Examiners Separately:*

- *Motivation for the choice of topic* = 05 marks
- *Project dissertation design* = 05 marks
- *Methodology and Content depth* = 10 marks
- *Results, Discussion & Future Scope* = 05 marks
- *Presentation style* = 10 marks
- *Viva-voce* = 15 marks
- Total Marks** = 50 x 2 = 100

PROJECT WORK

All student related to Specific discipline will undergo 'Training/Project' of minimum 6 weeks duration in Semester-VI, related to area of their specialization.

Student alone or in a group of not more than three, shall undertake one Project Dissertation approved by the Subject Teacher/H.O.D. of the Department/College concerned. The progress of the Project Dissertation shall be monitored by the faculty members at regular intervals, and followed by internal and external viva exam of 50 marks each.

Training Schedule:

The students will be allowed to work on any project based on the concepts studied in core /elective or skill based elective courses.

Total weeks: 06-08 weeks. The Units imparting industrial exposure shall conduct formal induction sessions and emphasis on personality skills while acquainting the learners with skills of trade. It may please be noted that for this semester the number of credits assigned is 06..

Academic Credits for training shall be based on following:

Log books and attendance, Appraisals, Report and presentation, as applicable. For distribution of marks refer to details on Course structure/ Credit Distribution during the tenure of Industrial Exposure, apart from carrying out the assigned jobs.

All trainees must ensure that the log books and appraisals are signed by the departmental/ sectional heads as soon as training in a particular department or section is completed. Trainees are also advised to make a report in their specialization in Semester-VI on completion of training in that respective department.

A **Power Point presentation** (based on the report) for duration of **10 minutes** should be make. This will be presented in front of a select panel from the institute and the industry. The presentation should

express the student's experiences in the department and what has he learned/ observed.. Marks will be awarded on this presentation and documents submitted to the faculty coordinator at the institute.

Students have to submit the following on completion of industrial training to the concern faculty at the college:

1. Synopsis submission
 2. Synopsis Approval will be given within a week from the date of submission.
 3. Synopsis will be approved by concerned department faculty member.
 4. Faculty members will be the internal guide of particular group of Students.
 5. The group size will be minimum of 1 candidate and maximum of 3 candidates.
 6. Group will present power point presentation in front of panel and submit the project status Report within the 15 to 20 days from the date of approval.
 7. Final Project Submission contains Hard copy, Soft copy & leave letter.
Project hard copy contains
 - a) Front page
 - b) Certificate of Authenticity
 - c) Certificate of job Trainings
 - d) Declaration
 - e) Acknowledgement
 - f) Preface
 - g) Table of content/index
 - h) Objective of the project
 - i) Scope of the Project
 - j) project guidelines (These points are mandatory)
 - (i). Introduction with Company profile.
 - (ii). Vision, mission & objective.
 - (iii). SWOT Analysis.
 - (iv). Chronology of Achievements.
 - (v). Topic introduction & discussion.
 - (vi). Its relevance & implication in company.
 - (vii). Findings.
 - (viii). conclusion
 - (ix). Further enhancement (Suggestion).
 - (x). Bibliography
 - (xi). Reference Website
 - (xii). CD (compact Disc)
 - k) The file should be Book Binding .One Project Report for office copy and each candidate must have its own copy.
 8. Leave Letter from Company.
-

III. CORE COURSE -C 13:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for
Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

E-COMMERCE**Theory: 60 Lectures; Tutorial: 10**

Objectives: To give on hand knowledge on the issues related to E-Commerce. So that student should become familiar with mechanism for conducting business transactions through electronic means.

Unit I: Introduction- Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of E-Commerce, e-commerce business models (introduction, key elements of a business model and categorizing major E-commerce business models), forces behind e-commerce.

Lectures: 12

Unit II: Technology- technologies used in E-commerce, The dynamics of world wide web and internet (meaning, evolution and features); Designing, building and launching E-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website).

Lectures: 12

Unit III: Security and encryption- Need and concepts, **E-commerce security environment:** dimension, definition and scope of E-security, security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients), IT Act 2000 (meaning and provisions)

Lectures: 12

Unit IV: E-payments system- Models and methods of E-payments (Debit Card, Credit Card, smart cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting etc.), risks involved in E-payments.

Lectures: 12

Unit V: Online business transactions- meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, E-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online earning, publishing and entertainment.

Lectures: 12**Suggested Readings:**

- Management Information System: Jawadekar
- Management Information System: Laudon & Laudon
- The Essential Guide to Knowledge management: Amrit Tiwana
- Internet (Use of Search Engines Google & yahoo etc)
- E-Commerce: C.V.S. Murty

NOTE : Latest Edition of books may be used.

IV. CORE COURSE -C 14:

(Credits: Theory-05, Tutorial-01)

Marks : 25 (MSE: 1Hr) + 75 (ESE: 3Hrs)=100**Pass Marks (MSE + ESE) =40*****Instruction to Question Setter for******Mid Semester Examination (MSE):***

There will be two group of questions. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type six questions of five marks each, out of which any four are to answer.

End Semester Examination (ESE):

There will be two group of questions. Group A is compulsory and will contain two questions. Question No.1 will be very short answer type consisting of ten questions of 1 mark each. Question No.2 will be short answer type of 5 marks. Group B will contain descriptive type six questions of fifteen marks each, out of which any four are to answer.

Note: There may be subdivisions in each question asked in Theory Examinations.

OPERATION RESEARCH FOR MANAGERS**Theory: 60 Lectures; Tutorial: 10 Lectures****Unit I: Introduction:** Basics of Operation Research, Objective Scope & Use in Business.**Lectures:10****Unit II: Matrices & Determinants:** Introduction, Definition, Addition & Multiplication of Matrix, Sub-matrix,**Determinant:** important properties of determinant cofactors, Rank of a Matrix, Inverse of a Matrix.**Lectures: 12****Unit III: Linear Programming:** Introduction, Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution).**Lectures: 10****Unit IV: Simplex Methods;** Introduction, definition, Slack & Surplus Variables (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution).**Lectures: 10****Unit V: Network Analysis:** Construction of the Network diagram, Critical Path-float and slack analysis (Total float, free float, independent float) and Crashing. PERT: Probability of project completion.**Lectures: 08****Unit VI: Permutation & Combination.****Lectures: 10****References:**

- N. D. Vohra: Quantitative Management, Tata McGraw Hill.
- Shorma Ananda. Quantitative Techniques for Decision Making, Himalaya Publishing House.
- K. Kapoor: Operations Research, Sultan Chand & Sons.
- J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
- Operation Research, Mishra and mourya, SBPD Publications
- Operation Research, kalavathy S, S. Chand Publications

Note: Latest Edition of the Text Books should be followed.

SAMPLE CALCULATION FOR SGPA & CGPA FOR UNDERGRADUATE
'B.Sc./B.A./B.Com/B.Voc. Honours' PROGRAMME

Distribution of Credits Semester wise for Undergraduate Honours Courses

Table B-1: UG (B.A./ B.Sc./B.Com. /B.Voc Hons. Programme)

Semester wise distribution of 140 Credits

	CC	AECC	GE	SEC	DSE	Total credits
Semester I	12	02	06			20
Semester II	12	02	06			20
Semester III	18		06	02		26
Semester IV	18		06	02		26
Semester V	12				12	24
Semester VI	12				12	24
	84	04	24	04	24	140

CC=Core Course; AECC=Ability Enhancement Compulsory Course; GE=Generic Elective; SEC=Skill Enhancement Course; DSE=Discipline Specific Elective

Table B-3: Sample calculation for SGPA for B.Sc./B.A./B.Com/B.Voc. Honours Programme

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit X Grade)	SGPA (Credit Point/Credit)
Semester I					
C-1	06	A	8	48	
C-2	06	B+	7	42	
AECC-1	02	B	6	12	
GE-1	06	B	6	36	
Total	20			138	6.9 (138/20)
Semester II					
C-3	06	B	6	36	
C-4	06	C	5	30	
AECC-2	02	B+	7	14	
GE-2	06	A+	9	54	
Total	20			134	6.7 (134/20)
Semester III					
C-5	06	A+	9	54	
C-6	06	O	10	60	
C-7	06	A	8	48	
SEC-1	02	A	8	16	
GE-3	06	O	10	60	
Total	26			238	9.15 (238/26)
Semester IV					
C-8	06	B	6	36	
C-9	06	A+	9	54	
C-10	06	B	6	36	
SEC-2	02	A+	9	18	
GE-4	06	A	8	48	
Total	26			192	7.38 (192/26)
Semester V					
C-11	06	B	6	36	
C-12	06	B+	7	42	
DSE-1	06	O	10	60	
DSE-2	06	A	8	48	
Total	24			186	7.75 (186/24)
Semester VI					
C-13	06	A+	9	54	
C-14	06	A	8	48	
DSE-3	06	B+	7	42	
DSE-4	06	A	8	48	
Total	24			192	8.0 (192/24)
CGPA					
Grand Total	140			1080	7.71 (1080/140)

Table B-4: Sample calculation for CGPA for B.Sc./B.A./B.Com/B.Voc. Honours Programme

Semester I	Semester II	Semester III	Semester IV	Semester V	Semester VI
Credit:20; SGPA:6.9	Credit:20; SGPA: 6.7	Credit:26; SGPA: 9.15	Credit:26; SGPA: 7.38	Credit:24; SGPA: 7.75	Credit:24; SGPA: 8.0

Thus CGPA= (20x6.9+20x6.7+26x9.15+26x7.38+24x7.75+24x8.0)/140=7.71

MARKS DISTRIBUTION FOR EXAMINATIONS AND FORMAT OF QUESTION PAPERS

Marks Distribution of Mid Semester Theory Examinations:**Table No. C1:** Marks distribution of Theory Examinations of Mid Semester

Topic	Code	Full Marks	Pass Marks	Time	Group-A (Very short answer type Compulsory Questions) No. of Questions x Marks = F.M.	Group-B (Descriptive Questions with Choices) No. of Questions x Marks = F.M.	Total No. of Questions to Set	
							Group A	Group B
Mid Sem*	T15	15	6	1 Hr	5 x 1 = 5	2 (out of 3) x 5 = 10	5	3
	T25	25	10	1 Hr	5 x 1 = 5	4 (out of 6) x 5 = 20	5	6

Marks Distribution of End Semester Theory Examinations:**Table No. C2:** Marks distribution of Theory Examinations of End Semester

Topic	Code	Full Marks	Pass Marks	Time	Group-A# (Very short answer type Compulsory Questions) No. of Questions x Marks = F.M.	Group-B (Descriptive Questions with Choices) No. of Questions x Marks = F.M.	Total No. of Questions to Set	
							Group A#	Group B
End Sem	T60	60	24	3 Hrs	Q.No.1 (10x1) + 1x5 = 15	3 (out of 5) x 15 = 45	2	5
	T75	75	30	3 Hrs	Q.No.1 (10x1) + 1x5 = 15	4 (out of 6) x 15 = 60	2	6
	T100	100	40	3 Hrs	Q.No.1 (10x1) + 2x5 = 20	4 (out of 6) x 20 = 80	3	6
	T50 +T50	50X2=100	20	3 Hrs	2 x 5 = 10	2 (out of 3) x 20 = 40	2	3

Question No.1 in Group-A carries 10 very short answer type 1 Mark Questions.

Marks Distribution of Mid/End Semester Practical Examinations:**Table No. C3:** Marks distribution of Practical Examinations of End Semester

Topic	Code	Full Marks	Pass Marks	Time	Distribution of Marks			Total No. of Questions to Set
					Experiment	Record	Viva	
End Sem	P25	25	10	3 Hrs	15	5	5	
	P50	50	20	3 Hrs	30	10	10	Pr. with components of both papers
	P75	75	30	3 Hrs	45	15	15	Pr. with components of all three papers
	P100	100	40	3 Hrs	60	20	20	Pr. with components of all four papers

Abbreviations : T= Theory Examination, P= Practical Examination.

Mid Sem* : There will be 15 Marks Theory Examination in Practical Subjects and 25 Marks Theory Examination in Non-Practical Subjects/ Papers. 25 Marks Theory Examination may include 10 Marks questions from Assignment/ Project/ Tutorial where ever applicable.

Note : There may be subdivisions in each question asked in Theory Examinations.

FORMAT OF QUESTION PAPER FOR MID SEM EXAMINATION

OF

SUBJECTS WITH PRACTICAL



Ranchi University, Ranchi

Mid Sem No.Exam Year

Subject/ Code

F.M. =15Time=1Hr.

General Instructions:

समान्य निर्देश :

- i. **Group A** carries very short answer type compulsory questions.
(खंड 'A' में अत्यंत लघु उत्तरीय अनिवार्य प्रश्न हैं।)
- ii. **Answer 2 out of 3** subjective/ descriptive questions given in **Group B**.
(खंड 'B' के तीन में से किन्हीं दो विषयनिष्ठ/ वर्णनात्मक प्रश्नों के उत्तर दें।)
- iii. Answer in your own words as far as practicable.
(यथासंभव अपने शब्दों में उत्तर दें।)
- iv. Answer all sub parts of a question at one place.
(एक प्रश्न के सभी भागों के उत्तर एक साथ लिखें।)
- v. Numbers in right indicate full marks of the question.
(पूर्णांक दायीं ओर लिखे गये हैं।)

Group A

1. [5x1=5]
2.
3.
4.
5.

Group B

6. [5]
7. [5]
8. [5]

Note: There may be subdivisions in each question asked in Theory Examination.

FORMAT OF QUESTION PAPER FOR MID SEM EXAMINATION

OF

SUBJECTS WITHOUT PRACTICAL



Ranchi University, Ranchi

Mid Sem No.Exam Year

Subject/ Code

F.M. =25**Time**=1Hr.

General Instructions:

समान्य निर्देश :

- i. **Group A** carries very short answer type compulsory questions.
(खंड 'A' में अत्यंत लघु उत्तरीय अनिवार्य प्रश्न हैं।)
- ii. **Answer 4 out of 6** subjective/ descriptive questions given in **Group B**.
(खंड 'B' के छः में से किन्हीं चार विषयनिष्ठ/ वर्णनात्मक प्रश्नों के उत्तर दें।)
- iii. Answer in your own words as far as practicable.
(यथासंभव अपने शब्दों में उत्तर दें।)
- iv. Answer all sub parts of a question at one place.
(एक प्रश्न के सभी भागों के उत्तर एक साथ लिखें।)
- v. Numbers in right indicate full marks of the question.
(पूर्णांक दायीं ओर लिखे गये हैं।)

Group A

- | | |
|---------|---------|
| 1. | [5x1=5] |
| 2. | |
| 3. | |
| 4. | |
| 5. | |

Group B

- | | |
|----------|-----|
| 6. | [5] |
| 7. | [5] |
| 8. | [5] |
| 9. | [5] |
| 10. | [5] |
| 11. | [5] |

Note: There may be subdivisions in each question asked in Theory Examination.

FORMAT OF QUESTION PAPER FOR END SEM EXAMINATION

OF

AECC NH + MB COMMUNICATION



Ranchi University, Ranchi

End Sem No.Exam Year

Subject/ Code

F.M. =50**P.M.**=20**Time**=1.5Hrs.

General Instructions:

- i. **Group A** carries short answer type **compulsory** questions.
(खंड 'A' में लघु उत्तरीय अनिवार्य प्रश्न हैं।)
- ii. **Answer 2 out of 3** subjective/ descriptive questions given in **Group B**.
(खंड 'B' के तीन में से किन्हीं दो विषयनिष्ठ/ वर्णनात्मक प्रश्नों के उत्तर दें।)
- iii. Answer in your own words as far as practicable.
(यथासंभव अपने शब्दों में उत्तर दें।)
- iv. Answer all sub parts of a question at one place.
(एक प्रश्न के सभी भागों के उत्तर एक साथ लिखें।)
- v. Numbers in right indicate full marks of the question.
(पूर्णांक दायीं ओर लिखे गये हैं।)

Group A

1. [5]
2. [5]

Group B

3. [20]
4. [20]
5. [20]

Note: There may be subdivisions in each question asked in Theory Examination.

FORMAT OF QUESTION PAPER FOR END SEM EXAMINATION

OF

SUBJECTS WITH PRACTICAL



Ranchi University, Ranchi

End Sem No.Exam Year

Subject/ Code

F.M. =60**P.M.**=30 (Including Mid Sem)**Time**=3Hrs.

General Instructions:

- i. **Group A** carries very short answer type **compulsory** questions.
- ii. **Answer 3 out of 5** subjective/ descriptive questions given in **Group B**.
(खंड 'B' के पाँच में से किन्हीं तीन विषयनिष्ठ/ वर्णनात्मक प्रश्नों के उत्तर दें।)
- iii. Answer in your own words as far as practicable.
(यथासंभव अपने शब्दों में उत्तर दें।)
- iv. Answer all sub parts of a question at one place.
(एक प्रश्न के सभी भागों के उत्तर एक साथ लिखें।)
- v. Numbers in right indicate full marks of the question.
(पूर्णांक दायीं ओर लिखे गये हैं।)

Group A

- | | | |
|----|------------|-----------|
| 1. | | [10x1=10] |
| | i. | |
| | ii. | |
| | iii. | |
| | iv. | |
| | v. | |
| | vi. | |
| | vii. | |
| | viii. | |
| | ix. | |
| | x. | |
| 2. | | [5] |

Group B

- | | | |
|----|-------|------|
| 3. | | [15] |
| 4. | | [15] |
| 5. | | [15] |
| 6. | | [15] |
| 7. | | [15] |

Note: There may be subdivisions in each question asked in Theory Examination.

FORMAT OF QUESTION PAPER FOR END SEM EXAMINATION

OF

SUBJECTS WITHOUT PRACTICAL



Ranchi University, Ranchi

End Sem No.Exam Year

Subject/ Code

F.M. =75**P.M.**=40 (Including Mid Sem)**Time**=3Hrs.

General Instructions:

- i. **Group A** carries very short answer type **compulsory** questions.
- ii. **Answer 4 out of 6** subjective/ descriptive questions given in **Group B**.
(खंड 'B' के छः में से किन्हीं चार विषयनिष्ठ/ वर्णनात्मक प्रश्नों के उत्तर दें।)
- iii. Answer in your own words as far as practicable.
(यथासंभव अपने शब्दों में उत्तर दें।)
- iv. Answer all sub parts of a question at one place.
(एक प्रश्न के सभी भागों के उत्तर एक साथ लिखें।)
- v. Numbers in right indicate full marks of the question.
(पूर्णांक दायीं ओर लिखे गये हैं।)

Group A

1. [10x1=10]
- i.
 - ii.
 - iii.
 - iv.
 - v.
 - vi.
 - vii.
 - viii.
 - ix.
 - x.

2. [5]

Group B

3. [15]
4. [15]
5. [15]
6. [15]
7. [15]
8. [15]

Note: There may be subdivisions in each question asked in Theory Examination.

FORMAT OF QUESTION PAPER FOR END SEM EXAMINATION

OF

GE, SEC, GENERAL & AECC HINDI/ ENGLISH COMMUNICATION



Ranchi University, Ranchi

End Sem No.Exam Year

Subject/ Code

F.M. =100**P.M.**=40**Time**=3Hrs.**General Instructions:**

- i. **Group A** carries very short answer type **compulsory** questions.
- ii. **Answer 4 out of 6** subjective/ descriptive questions given in **Group B**.
(खंड 'B' के छः में से किन्हीं चार विषयनिष्ठ/ वर्णनात्मक प्रश्नों के उत्तर दें।)
- iii. Answer in your own words as far as practicable.
(यथासंभव अपने शब्दों में उत्तर दें।)
- iv. Answer all sub parts of a question at one place.
(एक प्रश्न के सभी भागों के उत्तर एक साथ लिखें।)
- v. Numbers in right indicate full marks of the question.
(पूर्णांक दायीं ओर लिखे गये हैं।)

Group A

- | | | |
|----|------------|-----------|
| 1. | | [10x1=10] |
| | i. | |
| | ii. | |
| | iii. | |
| | iv. | |
| | v. | |
| | vi. | |
| | vii. | |
| | viii. | |
| | ix. | |
| | x. | |
| 2. | | [5] |
| 3. | | [5] |

Group B

- | | | |
|----|-------|------|
| 4. | | [20] |
| 5. | | [20] |
| 6. | | [20] |
| 7. | | [20] |
| 8. | | [20] |
| 9. | | [20] |

Note: There may be subdivisions in each question asked in Theory Examination.