

**MARWARI COLLEGE, RANCHI**  
(AN AUTONOMOUS UNIT OF RANCHI UNIVERSITY FROM 2009)



**DEPARTMENT OF COMMERCE**  
**COURSES OF STUDY FOR B.B.A. HONOURS**

**Number of Papers: 16**

**Full Marks: 1600**

**Number of Semesters: 6**

**BBA Hons. Part - I: 400 Marks**

**BBA Hons. Part - II: 400 Marks**

**BBA Hons. Part - III: 800 Marks**

Year	Semester	Paper	Subject	Full marks	Mid - sem.	End- sem.	Pass marks	Lectures
1st	I	1	Management Concept & Organization Behavior	100	30	70	45	50
		2	Introduction to Business Accounting	100	30	70	45	50
	II	3	Business Economics	100	30	70	45	50
		4	Business Communication	100	30	70	45	50
2nd	III	5	Legal Aspects of Business	100	30	70	45	50
		6	Introduction to Marketing Management	100	30	70	45	50
	IV	7	Introduction to Financial Management	100	30	70	45	50
		8	Management Information systems	100	30	70	45	50
3rd	V	9	Entrepreneurship & Small Business	100	30	70	45	50
		10	Research Methodology	100	30	70	45	50
		11	Elective Paper –I	100	30	70	45	50
		12	Elective Paper-II	100	30	70	45	50
	VI	13	Business Ethics	100	30	70	45	50
		14	Elective Paper-III	100	30	70	45	50
		15	Elective Paper-IV	100	30	70	45	50
		16	Project	100			45	

### Distribution of marks in BBA course

**SEMESTER - I****PAPER-1: Management Concept [50 Lectures]****Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Concept & nature of management: Definition, Nature, Roles of Manager, Management as science, Arts or profession, Functions of management.
2. Schools of management thought: Scientific and Process School of thought, Principle of Management.
3. Planning and decision making: Meaning, process, Types, Principles, Limitations, Organizing, Staffing, Directing, coordinating
4. Authority, Responsibility & Accountability; Delegation of Authority; Centralization & Decentralization, Difference between delegation & Decentralization; Span of control
5. Organization design & structure: Meaning, Process, Principles; Organization structure-determinants, Forms-Line and staff, formal & informal organization
6. Controlling: Meaning, steps, types, techniques, significance, limitations

**ORGANISATIONAL BEHAVIOUR**

1. Introduction to Organizational behavior-concept, relationship between OB & Management
2. Personality: Concept, Determinants & Traits Attitudes: Formation, Measurement
3. Perception: concept, process, distortion, selectivity & implications.
4. Learning: Theoretical process of learning, Principles, Behavior modification.
5. Motivation: Concept, Theories-Maslow, Herzberg, Theory X & Theory Y
6. Leadership and its style
7. Conflicts: Concept, sources, patterns, levels.

**Suggested readings:**

1. L.M. Prasad – Principle and practice of management
2. V.S.P. Rao & V. Harikrishna – Principle and practice of management
3. James A.F Stonner – Management; Robbins Stephens P.-OB
4. Fred Luthans – OB

# **B.Com. Hons. in BBA Part - I**

## **SEMESTER - I**

### **PAPER-2: BBA 102, Introduction to Business Accounting [50 Lectures]**

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

#### **Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e., 14 x 1 = 14 marks.
- b) Out of 8 any 4 questions to be answered, each of 16 marks, i.e., 4 x 14 = 56 marks.

**Unit 1 (1 Question) :** Accounting: Basic of Accounting, Accounting Mechanics-Double Entry System, Classification, Rules for Debit & Credit.

**Unit 2 (1 Question) :** Journal, Ledger and Trial Balance, sub-division of journal, Ledger: meaning, subdivision, mechanics of posting, balancing ledger accounts.

**Unit 3 (1 Question) :** Cash book and Subsidiary books of Accounting, Kinds of Cash Bank, Purchase day book, sales day book; Bank reconciliation statement.

**Unit 4 (1 Question) :** Measurement of income-Adjusting entries-rectification of errors-Adjusted trial balance.

**Unit 5 (1 Question) :** Preparation of financial statements-Trading account, Profit & Loss account, Balance Sheet(with adjustments).

**Unit 6 (No Question) :** Accounting for Non-profit organization: Accounting Procedures, Receipts & payment accounts, income & expenditure account problems.

**Unit 7 (1 Question) :** Depreciation-Meaning, Determinant factors, Method & Significance.

**Unit 8 (1 Question) :** Basic Concepts of hire purchase & installments.

**Unit 9 (No Question) :** Partnership- Preliminary, admission of a partner.

**Unit 10 (1 Question) :** Company Accounts-Issue of shares, Debentures, Forfeitures and reissue of shares.

#### **Suggested Readings**

1. S.A. Siddiqui – Comprehensive Accounting
2. T.S. Grewal – Introduction to Accounting
3. A. Mukherjee and M. Hanif – Modern Accounting (Volume – I)

# Part - I

## SEMESTER - II

### PAPER-3: Business Economics [50 Lectures]

#### Instructions to Paper Setter

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks:** 30 (MSE) + 70 (ESE) = 100    **Time:** 3 Hrs.    **Pass Marks:** 45

1. Meaning, Nature, scope and significance of Business Economics; Economics-Positive or Normative; Microeconomics & Macroeconomics.
2. Consumer behaviour: Utility Approach, Law of diminishing marginal utility, Law of equi-marginal utility, Indifference curves approach, Revealed Preference Theory.
3. Consumer's equilibrium, Income, Price & Substitution effect.
4. Law of Demand & Supply. Elasticity of Demand & its measurement, Methods of demand forecasting.
5. Concept of Production Function.
6. Law of variable proportions.
7. Concept of cost, Classification, significance.
8. Concept of Revenue: Total, Average & Marginal revenue, Relationship between average & marginal revenue, Elasticity of demand.
9. Market Structure & Price Determination: Equilibrium of firm & Industry in short run & Long Run under perfect, Monopoly, Monopolistic, Oligopoly competition; Price discrimination under monopoly.
10. Investment decision-Capital Budgeting, Public investment decision, Risk & uncertainty.

#### Suggested readings:

1. D.N. Dwivedi – Managerial economics
2. Varshney Maheswari – Managerial economics
3. Criag. H. Petersen

# Part - I

## SEMESTER - II

### PAPER-4: Business Communication [50 Lectures]

#### Instructions to Paper Setter

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks:** 30 (MSE) + 70 (ESE) = 100    **Time:** 3 Hrs.    **Pass Marks:** 45

1. Comprehension.
2. Précis writing.
3. Essay writing.
4. Grammar: Verbs, Prepositions, Transformation of sentences, Letter writing, Types of letter.
5. Vocabulary: Phrases & Idioms; Business terms & other words, Paper Presentation-Expansion of Ideas.
6. Role plays on selected topics with case analysis.
7. Communication: need, purpose, nature, models, channels, barriers, overcoming the barriers.
8. Effective listening: Definition, levels, types, barriers.
9. Effective speaking: polite & effective enquiries & responses, Addressing a group, qualities of a good speaker, audience analysis, purpose of speech; Telephone & E-mail etiquette.
10. Nonverbal-communication: Definition, its importance, inevitability, kinetics, body movements, facial expression, posture, eye contact etc.
11. Communicating with groups: Nature, purpose, merits, demerits, brainstorming.
12. Written communication: Memos, Circulars, notices; Report writing-types of report, need for writing effective reports.
13. Handling Meetings: types, structure, agenda & minutes.

#### Suggested readings:

1. Wren & Martin
2. K. Madhukar – Business Communication
3. Asha Kaul – Business Communication
4. V.K. Gain & Om Prakash Biyani – Business Communication
5. Sharma – Business Correspondence & Report Writing, TMH

## Part - II

### SEMESTER - III

#### PAPER-5: Legal Aspects of Business [50 Lectures]

##### Instructions to Paper Setter

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Nature, Meaning & Significance of law: Society, state & Rule of Law, Sources of Business laws.
2. Definitions & nature of contracts, offer & acceptance, consideration, capacity of parties, Free – consent, legality of object, void agreements, Contingent contracts, Performance of contracts, Discharge of contract, Quasi contracts, Remedies for breach of Contract.
3. Indemnity & Guarantee, Bailment & Pledge Agency.
4. Definition & nature of Partnership, Registration of Firms.
5. Indian Partnership Act 1932: Relation of partners INTERSE with Third parties, Incoming & Outgoing partners; Dissolution of Firms.
6. Nature of contract of sale, classification of goods; Conditions & Warranties.
7. Passing of Property; Performance of the contracts.
8. Definitions of unpaid seller, Rights of an unpaid seller.
9. Remedies for breach of contract of sale of goods, Auction sales.
10. Negotiable Instruments Act, 1881: Definition & characters of Negotiable instruments, promissory notes, Bills of Exchange & cheques. Parties to Negotiable Instruments, Dishonour of a negotiable instrument.

##### Suggested Books:

1. N.D Kapoor
2. Tulsian
3. M.C. Kuchhal
4. Pathhak & Akhileswar – Legal Aspects of Business

## Part - II

### SEMESTER - III

#### PAPER-6: Introduction to Marketing Management [50 Lectures]

##### Instructions to Paper Setter

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Nature & Scope of Marketing management, the core concept of Marketing, Marketing concept & selling concept.
2. The Marketing environment – Elements of Micro & Macro environment.
3. Market segmentation; Concept of Target Market.
4. Product Management: Product forms, Concept of Product line & Product-mix.
5. Concept of Product Life cycle & strategies for managing different stages in the PLC.
6. Pricing decisions: overview of pricing process.
1. 7. Marketing Planning-The Strategic Planning Process. Concepts of SBU, BCG Matrix.
7. Product Differentiation. Concept of Positioning & competitive advantage.
8. Physical distribution; channel design, management decisions, channel conflicts.
9. Introduction to marketing research & Marketing information system. Meaning & Role of Promotion Mix, Direct selling.

##### Suggested Readings:

1. Philip Kotler
2. T.N. Chabra
3. T.K. Panda
4. S.H. Kazmi
5. Arun Kumar



## Part - II

### SEMESTER - IV

#### PAPER-7: Introduction to Financial Management [50 Lectures]

##### Instructions to Paper Setter

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Financial management: Meaning, nature, scope; financial goal; Wealth maximization objectives.
2. Role of finance manager.
3. Concept of Ratio Analysis: Nature, classification of ratios.
4. Capital budgeting: Nature of investment decisions, Investment evaluation criteria, Net Present value, Internal rate of return, Comparison between NPV & IRR.
5. Cost of Capital: Meaning & significance of cost of capital; Cost of borrowed capital, cost of Preference capital, Cost of equity share capital.
6. 5. Capital structure; steps in financial planning, capitalization, designing of capital structure, optimum capital structure.
7. The concept of Leverages, Degree of operating Leverage, significance of operating leverage.
8. Financial Leverage, Impact of different leverage on profit. Combined financial & operating leverage.
9. Working capital & its role. Operating cycle, factors determining the size of working capital, Estimating working capital requirements.
10. Objectives of Inventory Management, size & cost of inventory, Analysis of inventory, Inventory turnovers, Inventory control-Economic order Quantity, Re-order point, ABC analysis.
11. Dividend policy.

##### Suggested Books:

1. I.M. Panday
2. P. Chandra
3. S.P. Gupta
4. M.Y. Khan

## Part - II

### SEMESTER - IV

#### PAPER-8: Management Information Systems [50 Lectures]

##### Instructions to Paper Setter

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks:** 30 (MSE) + 70 (ESE) = 100    **Time:** 3 Hrs.    **Pass Marks:** 45

1. Concept of information: Classification of information, value of information, Information & M.I.S.
2. Concept, role & importance of Management Information Systems.
3. M.I.S & decision making concepts, Herbert Simon Model; Concept & philosophy of DSS.
4. Concept of Systems Analysis & Design (SAD).
5. Planning, designing & implementation of MIS.
6. The concept of DBMS & RDBMS.
7. Introduction to Enterprise Management System.

##### Suggested Books:

1. Jawadekar
2. D.P Goyal

## Part - III

### SEMESTER - V

#### PAPER-9: Entrepreneurship & Small Business [50 Lectures]

##### Instructions to Paper Setter

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Definition & concept of Entrepreneurship, classification & types, nature & importance of Entrepreneurs, Entrepreneurship & small business; Entrepreneurship & its environment. Problems.
2. Choice of business: size of a business unit, optimum firm, representative firm.
3. Entrepreneurship development-role of EDI's, NIESBUD, NSIC, and DIC'S IN promoting entrepreneurs; the entrepreneurial process, Entrepreneurial decision making.
4. Entrepreneurship & innovation.
5. Preparing project – process.
6. Sources of finance for small business.
7. Setting up a small Industry-steps involved, sickness in small scale industries.

##### Suggested books:

1. Hisrica Peters, T.M.H Publication
2. David H. Holt Prentice Hall of India Ltd.
3. Vasant Desai
4. Jerry Katz – Entrepreneurial Small Business, St. Louis University; TMH

## Part - III

### SEMESTER - V

#### PAPER-10: Research Methodology [50 Lectures]

##### Instructions to Paper Setter

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks:** 30 (MSE) + 70 (ESE) = 100    **Time:** 3 Hrs.    **Pass Marks:** 45

1. Research Methodology-meaning, objective, motivation, types.
2. Research design; need, features of good design, related concepts, different research design.
3. Sampling design-steps, characteristics, types, random sampling.
  
4. Data-types: Data collection methods – questionnaire, interview schedule etc.
  1. Case study method.
  5. Data analysis –Quantitative &Qualitative analysis.
  6. Interpretation of Data & Report writing.

##### Suggested Books:

1. C.R. Kothari
2. Dr. V.P. Micahel

**STUDENTS HAVE TO ELECT PAPER OF THEIR SPECIALIZATION****Part - III  
SEMESTER – V  
MARKETING****PAPER-11: Retail Management & Service Marketing [50 Lectures]****Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

**A. RETAIL MANAGEMENT**

1. Introduction, overview, understanding retail customer.
2. Retail Strategy-market, financial requirement, site location & site evaluation.
3. Merchandise management-Assortment, Purchasing, Pricing, Promotion mix.
4. Managing Retail store-store management, layout, customer service.
5. Careers in Retailing.

**B. SERVICE MARKETING**

1. Rise & Growth of service sector.
2. Seven P's of Marketing Mix (product, price, place, promotion, people, physical evidence).
3. Marketing of services – Difficulties & challenges.
4. Marketing of production & service.
5. Aligning strategy, service design & standards.
6. Delivering & performing services; Managing service promises.

**Suggested readings:**

1. Swapana Pradhan – Retailing Management, TMH
2. Michael Lewy & Barton Weitz – Retailing Management, TMH.
3. Rajendra Nargundkar – Services Marketing
4. Valerie Zeithani & D. Gremler – Services Marketing

**Part - III**  
**SEMESTER – V**  
**MARKETING**

**PAPER-12: Sales & Advertising Management [50 Lectures]**

**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Sales management: Definition, objectives, attributes of a sales manager, role of a sales manager.
2. Sales Budget: Meaning, objects, factors, importance, steps.
3. Sales forecasting-meaning, objectives, factors, steps, importance.
4. Personal Selling-meaning, importance, limitations, objectives difference between personal selling & Salesmanship.
5. Recruitment, selection & training of salesmen.
6. Remuneration of salesmen
7. Advertising: 5M's meaning, definition, characteristics, origin, objectives, functions, distinguished from publicity, Types, kinds, classification of advertising.
8. Media of advertisement, things considered while selecting a media.
9. Measurement of advertisement effectiveness.

**Suggested books:**

1. V.S. Rama Swami
2. S. Narma Kumari

**Part - III**  
**SEMESTER – V**  
**FINANCE**

**PAPER-11: Banking Concepts & Practices [50 Lectures]**

**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Evolution of commercial banks, meaning & definition of Banking, features, classification.
2. Basic concepts of different types of banking systems, an overview of Indian banking system.
3. Definition of customer to commercial banks features of contractual customer relationship, customer orientation.
4. Recent regulations on commercial banks.
5. Commercial banks & credit creation.
6. Debit card & Credit card.

**Suggested books:**

1. S. Natrajan & R. Parameswaran
2. M.L. Seth

**Part - III**  
**SEMESTER – V**  
**FINANCE**

**PAPER-12: Securities & Port Folio Management [50 Lectures]**

**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Securities & securities market – Bonds, Stocks, Convertible securities, organized security markets over the counter, Market Trading Arrangements, efficient markets, regulations of securities markets.
2. Risk & Return – Risk classification, systematic & unsystematic risk measurement, standard deviation, variance, regression equations, correlation coefficients, probability distributions, statistical methods.
  - Bond analysis, bond selection, common stock analysis, earning analysis.
  - Technical analysis, fundamental analysis, efficient market theory.
  - Portfolio management, diversified portfolios, investment performance evaluation, mutual funds.

**Suggested books:**

1. V.K. Bhalla – Investment management
2. Preeti Singh – Investment management



**Part - III**  
**SEMESTER – V**  
**HUMAN RESOURCE**  
**PAPER-11: Manpower Planning & Resourcing [50 Lectures]**  
**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Introduction to Manpower planning-concept, significance, objective, functions & benefits.
2. The Manpower environment-sources of change, technological change, social change, economic change, political change.
3. Human resource strategy, human resource planning process.
4. Determining manpower requirements: Job analysis, Job evaluation, skill inventory, manpower audit, manpower requirements plan.
5. Human resource supply & demand: forecasting labour demand & supply, supply planning, manpower flows within the organization, internal & external sourcing.
6. Recruitment & selection of employees: challenges in hiring process, determining the characteristics, Performance measuring, meeting the challenge of effective staffing, the motivation factor, selection tools as the predictors of the job performance.

**Suggested books:**

1. C.B. Mamoria – Personnel Management
2. R.S. Dwivedi – Manpower Management
3. Kumar Surinder & Padhya Prasantha – Personnel Management

**Part - III**  
**SEMESTER – V**  
**HUMAN RESOURCE**  
**PAPER-12: Labour Legislation [50 Lectures]**  
**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. The Factories Act, 1948: objectives, scope & coverage provisions, safety, welfare, working hours of adults, employment of women.
2. The Trade Union Act, 1926: Objectives, scope & coverage, meaning of trade union, membership of unions, obligation of registered trade union, rights of registered trade unions.
3. Industrial's Disputes Act: meaning of industrial dispute, works committee, Grievance settlement, conciliation, court of inquiry, voluntary arbitration, labour court & tribunals, strikes & lockouts-definition & provisions.
4. Payment of Wages Act, 1936: Objectives, scope & coverage, fixation of wage periods, time & mode of payments, authorized deductions.
5. The Workman Compensation Act, 1923; Objectives, scope & coverage, provisions relating to compensation.

**Suggested books:**

1. Ajay Gong – Labour Law
2. Avatar Singh – Introduction to Labour & Industrial Law

# **B.B.A.**

## **Part - III**

### **SEMESTER – VI**

#### **PAPER-13: Business Ethics [50 Lectures]**

##### **Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Introduction, Ethics- meaning & concept, conflict between self interest & morality, dilemmas.
2. Principles & models of ethical issues-utilitarian view, rights & duties, justice; Egalitarian, capitalist, socialist, Libertarian view, Trusteeship theory of Mahatma Gandhi.
3. Corporate Governance & Business Ethics, sustainability & reasons for sustainability, corporate governance & good company.
4. Corporate governance & the social responsibility of business, corporate governance & environmental Responsibility of business.
5. Code of Ethics-Meaning & Nature, conveying code for performance expectations.
6. Ethical Issues & Dilemmas in the work place.
  - Employee rights & duties.
  - Organizational misconduct & crime.
  - Discrimination & prejudicial practices.
7. Ethics & social responsibility in the market place.
8. Ethics in Finance, marketing strategy.
9. Ethical implication of technology.

##### **Suggested books:**

1. Daft- Thomson Publishing House
2. Manuel. G. Velasquez
3. Perspectives of Business Ethics-Laura Hartman, Abha Chatterjee, TMH
4. Business Ethics-by John Richardson, TMH

**Part - III**  
**SEMESTER – VI**  
**MARKETING**

**PAPER-14: International Marketing [50 Lectures]**

**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Concept, scope & nature of international marketing, Distinction between international marketing & domestic marketing.
2. International institutions; World Bank, IMF, WTO, Free trade zones, customer union.
3. Types of Tariff & non tariff; Barriers to international trade.
4. Introduction to international market, selection & product policy in International marketing. Pricing strategies for international marketing, Distribution channels.
5. Export-Import policy of India. Role of export promotion councils.
6. Concept of Credit & Non credit risks in International Trade, Role of ECGC.
7. Documents required in foreign trade.

**Suggested books:**

1. M- Francis Cherunilam
2. M.- Vern Tenpstra
3. Onkvisit & Snaw
4. By Cateora, R.Philip, Graham, Prashant; TMH

**Part - III**  
**SEMESTER – VI**  
**MARKETING**  
**PAPER-15: Consumer Behaviour [50 Lectures]**

**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Introduction: Concept, Need for the stud of consumer behavior (CB).
2. Individual Factors.
  - Personality & consumer behavior.
  - Consumer Perception.
  - Significance of learning & enforcement in CB. Dynamics of brand loyalty.
  - Significance of Attitude as a determinant of CB.
3. Group Influencers
  - Types of groups, consumer relevant groups, reference groups & consumer conformity.
  - Family buying decision making, Influence of social class 7social status on buying behavior.
  - Influence of culture on buying behavior.
  - Concept of opinion leadership, profile of opinion leader.
  - Model of consumer decision making (Schiff man & Kanuk), relationship marketing
  - Public policy & consumer protection in India.
4. Behavior & Marketing Strategy.
5. Consumer Analysis & Marketing Strategy.

**Suggested books:**

1. Schiff man & Kanuk
2. Industrial Marketing- Reeder Brierty
3. By Paul Peter, Jerry C Olson, TMH

**SEMESTER – VI**  
**FINANCE**

**PAPER-14: Project Management [50 Lectures]**

**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Generation & screening of project ideas.
2. Feasibility study of project-Marketing Analysis, Technical analysis, financial analysis.
3. Project cash flows-Incremental principle, Long run funds principle, Exclusion of financing costs principle.
4. Project appraisal criteria-NPV, IRR, PAY BACK PERIOD.
5. Network techniques for project management-Development of project work, PERT & CPM model, Network system.
6. Project review & administration.

**Suggested books:**

Prasanna Chandra

**Part - III**  
**SEMESTER – VI**  
**FINANCE**

**PAPER-15: International Finance [50 Lectures]**

**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. International Finance: nature, scope, importance of study, an overview of International Trade & finance.
2. International Trade & Finance: modes, Balance of Payments, current account transactions, official reserve account, Capital account transaction, pectoral independence, domestic & foreign exchange market, International currency market.
3. Exchange Rate Mechanism: Exchange Rate quotation, exchange rate determination in spot market, factors influencing exchange rate; Exchange rate theories-purchasing power parity, Interest rate parity, Method of forecasting Foreign Exchange Rate.
4. International Financing decision: overview of Inter financial market, instruments, Cost of capital financial structure.
5. Export-Import, producers & documentation: Terms of export-import order, Letter of Credit, Bills of Lading, Bill of Exchange, RBI'S role as exchange control Authority.

**Suggested books:**

1. V.K. Avadhani
2. V. Sharan
3. P.G. Apte, IIM Bangalore; TMH

**Part - III**  
**SEMESTER – VI**  
**HUMAN RESOURCE**  
**PAPER-14: Industrial Relations [50 Lectures]**  
**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e., 5 x 14 = 70 marks. Question No. 1 shall be objective type, i.e., 14 x 1 = 14 marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. I.R.-Meaning, characteristics, significance, objectives & scope; Conditions for congenial IR.
2. Trade Unions-meaning, reasons behind workers joining Trade Unions; Functions & Role of Trade Unions; objectives behind trade unions, structure of unions, problems faced by trade unions.
3. Industrial conflict-definition of disputes, strikes & lockouts .Consequences of industrial conflicts.
4. a) Grievance Handling-meaning, definition of grievance, need, Pre-requisites of grievance handling.  
b) Discipline & Disciplinary action-Need, Meaning, aspects of disciplinary procedure, Domestic enquiry.  
c) Consultative Machinery-Participative management, levels of participation. Types of consultative Machinery, Reasons for failure.

**Suggested books:**

1. C.B Memoria & Dr. S. Mamoria – Dynamics of I. R.
2. Kumar Surinder & Padhy Prasantha – Personnel Management & I. R.



**B.B.A.**  
**Part - III**  
**SEMESTER – VI**  
**HUMAN RESOURCE**  
**PAPER-15: Industrial Relation (Compensation) [50 Lectures]**

**Instructions to Paper Setter**

Out of 10 (ten) questions, any 5 (five) to be answered, but question No. 1 shall be compulsory; i.e.,  $5 \times 14 = 70$  marks. Question No. 1 shall be objective type, i.e.,  $14 \times 1 = 14$  marks.

**Full Marks: 30 (MSE) + 70 (ESE) = 100    Time: 3 Hrs.    Pass Marks: 45**

1. Employee remuneration – Components, Wage & salary, incentives, Fringe benefits, Perquisites, non-monetary benefits.
2. Theories of Remuneration – Reinforcement & expectancy theories, Equity theory, Agency Theory, Principles of wage & salary administration.
3. Importance of ideal remuneration system, influencing factors, remuneration plans & business strategy, devising a remuneration plan, challenges of remuneration.
4. Wage policy in India, current trends in Salary administration, wages-minimum, fair & living wage.
5. International compensation.
6. Incentive payments: meaning, definition, prerequisites of an effective incentive system, types & scope of incentive schemes. Group incentive schemes.
7. Executive remuneration: components-salary, commission, long term incentives, Perquisites; special features of executive remuneration, extent of payment, relevant issues.

**Suggested books:**

1. Milkovich & Newman – Compensation
2. Lawber & Edward – Pay & Organizational Cultural Development

**Part - III****SEMESTER – VI****PAPER-16: Project work in the respective specialization paper****Full Marks: 70 (Project) + 30 (Viva) = 100**