

THE UNIVERSITY OF BURDWAN



CURRICULUM

Four-Year Honours in Business Administration

Under

**Curriculum and Credit Framework for Undergraduate
Programmes (CCFUP) as per NEP-2020
with effect from 2023-24**

Programme: Bachelor of Business Administration (BBA)

Course Design under National Education Policy (NEP) 2020

YEAR 1

SEMESTER-I						
Major Courses [4 Credits] 3(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Valued Added course [4 Credits] 3(L)+ 0(T)+1(P)	Research Project/ Dissertation
Course 1	Course 1	Course 1	Course 1	Course 1	Course 1	
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 100 (Th. 60+ IA: 20+ Practical/Project: 20)	
BBA1011: Principles of Management	BBA1021: Fundamentals of Business Economics OR Corporate Social Responsibility	In this category the BBA students will opt for a course from any of the disciplines other than “Commerce and Management” BBA1031 Management Principles & Organisation Behaviour (for Non-BBA)	AEC 1041: (L ₁ -I: MIL)	BBA1051: IT Skills for Business	CVA1061: Environmental Science/Education	
SEMESTER-II						
Major Courses [4 Credits] 3(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+ 0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Valued Added course [4 Credits] 3(L)+1(T)+0(P) Or 3(L)+0(T)+1(P)/	Research Project/ Dissertation
Course 1	Course 1	Course 1	Course 1	Course 1	Course 1	Course
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 100 (Th.80/60+ IA: 20+ Prac./Project: 0/20)	
BBA2011: Organisational Behaviour	BBA2021: Accounting for Managers OR Corporate Governance	In this category the BBA students will opt for a course from any of the disciplines other than “Commerce and Management” BBA2031: Indian Management Thoughts & Practices (for Non-BBA)	ENGL2041: (L ₂ -1: English)	BBA2051: Small Business Management	CVA2061: Understanding India OR Digital and Technological Solutions OR Health and Wellness, Yoga Education, Sports and Fitness	

Abbreviations Used: MIL: MODERN INDIAN LANGUAGE; IA: INTERNAL ASSESSMENT; L: LECTURE; T: TUTORIAL; P: PRACTICAL

THE UNIVERSITY OF BURDWAN
BACHELOR OF BUSINESS ADMINISTRATION (BBA)



GENERAL INSTRUCTIONS

1. Each paper under the BBA curriculum with 4 credits carries 75 marks, out of which 60 marks will be earmarked for semester examination and 15 marks for internal assessment.
2. Each paper under the BBA curriculum with 2 or 3 credits will carry 50 marks, out of which 40 marks will be earmarked for semester examination and 10 marks for internal assessment.
3. The internal assessment marks will be based on the following components:
 - A) Presentations (case study, term paper assignment, field study work etc.).
 - B) Class tests & Viva voce.
4. The internal assessment of 10 marks for course: BBA1051: i.e., IT Skills for Business will be based on continuous assessment in the practical classes.
5. The structure of the question paper will be based on the university regulation.
6. The students having Business Administration Major shall study the minor course(s) in each semester, which is prescribed in the curriculum of BBA.
7. The BBA students shall study Multi/Interdisciplinary courses of a subject which does not belong to the broad category/ies of his/her major and minor subjects respectively.

N.B. The modified curriculum of the BBA programme under NEP-2020 will be effective from the academic session 2023-24 to commence from August, 2023.

BBA Curriculum
(NEP-2020)

Semester - I

SEMESTER - I

BBA1011: PRINCIPLES OF MANAGEMENT (POM)

[Credit: 4, Lecture hour: 60]

Unit No.	Syllabus
Unit-I	Concept of Management, Role and Importance of management; Nature, Scope and Process of Management; Functions and Levels of Management, Management –a science and an art, Distinction between Management and Administration; Classification of Managerial functions, Managerial and operative functions.
Unit- II	Evolution of Management Thought: Early contributors to Management Thought; Emergence of Management Thought; Scientific management; Administrative Theory of Management; Bureaucratic Organization; Behavioural approach (Neo Classical Theory): Human Relations Movement; Behavioural Science approach; Modern approach to management – Systems approach and contingency approach.
Unit- III	Planning, Organizing and Staffing: Features and importance of planning, steps in planning, types of planning (basic idea), Formal and Informal organizations, Difference between line and staff organization, committee organization, project organization, matrix organization (overview), Delegation of Authority, Centralization and Decentralization: Basic Concept, Departmentalization: Concept and Types; Span of Management; Features and elements of staffing
Unit- IV	Directing, Coordination and Control: Principles of Direction, Supervision, Leadership Functions and Importance, Leadership Styles, Concept and Features of Coordination, Relationship between Planning and Control, Elements of Control System.
Unit- V	Contemporary Management Practices; Total Quality Management; Business Process Reengineering; Benchmarking; Tools and techniques for improving quality and productivity

Suggested Readings:

1. Chhabra, T.N. Principles and Practices of Management; Dhanpat Rai & Co., New Delhi.
2. Gupta, C.B. Management Theory and Practice; Sultan Chand and Sons, New Delhi.
3. Koontz, Harold and O' Donnell, Cyril. Management: A Book of Reading – (Ed.); McGraw Hill Inc., New York.
4. Murgan, M.S. Management Principles and Practices; New Age International Publishers, New Delhi.
5. Stoner, James A.F. and Freeman, R. Edward. Management; Prentice Hall of India, New Delhi.

BBA1021: FUNDAMENTALS OF BUSINESS ECONOMICS (FBE)
[Credit: 4, Lecture hour: 60]

Unit No.	Syllabus
Unit-I	Introduction: Economic Terms and Basic concepts; Nature and Scope of Business Economics; Business Economics and Other Allied Subjects like Economics, Statistics, Mathematics, Accountancy, Management.
Unit- II	Demand: Law of Demand and its Exceptions; Elasticity of Demand: Own Price Elasticity, Income Elasticity and Cross Price Elasticity of Demand, Measurement of Elasticity Arc Price Elasticity and Point Price Elasticity, Factors determining Demand Elasticity; Demand Distinctions; Demand Forecasting: Meaning and Importance; Different Revenue Concepts.
Unit- III	Production and Cost: Production Function; Law of Variable Proportions- Total Product, Average Product, Marginal Product and Their Relations; Their Relations, Isoquant, Isocost Lines and Choice of Optimum Input combination, Expansion Path; Returns to Scale; Cobb-Douglas Production Function and its Important Properties; Cost Function; Short-run and Long-run Costs-Different Cost concepts and Costs Curves; Classification of Costs.
Unit- IV	Market: Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Supply Curve of a competitive Firm; Equilibrium under Monopoly, Price Discrimination.
Unit- V	Major Issues in Macroeconomics; National Income: Measurement of National Income; Circular Flow of National Income; Saving-Investment Identity; Consumption Function; Saving Function; Simple Keynesian Model-Equilibrium and Stability

Suggested Readings:

1. Hague. Managerial Economics; Longman.
2. Lipsey. An Introduction to Positive Economics; ELBS.
3. Mukherjee. Modern Economic Theory; Wishwa Prakashan.
4. Samuelson and Nordhaus. Economics; McGraw Hill.
5. Varshney and Maheswari, Managerial Economics; Sultan Chand.

BBA1021: CORPORATE SOCIAL RESPONSIBILITY (CSR)
[Credit: 4, Lecture hour: 60]

Unit No.	Syllabus
Unit-I	Corporate Social Responsibility (CSR): Definition, Scope and Objectives— Evolution of CSR in the Indian and global perspective—Carroll’s Model—Triple Bottom Line Approach—Components of CSR and CSR enablers
Unit- II	CSR and Stakeholder engagement: Important Aspects—CSR in a Multi-Stakeholder Perspective—CSR and employees’ perspective—CSR vis-à-vis customers, community, shareholders, suppliers etc.
Unit- III	CSR and Ecology—Environmental assessments—Biodiversity, Climate change and other ecological issues related to business and CSR—Environmental protection, compliance and corporate response—NGO involvement: Overview
Unit- IV	CSR and Company law in India: Important provisions and legal aspects of CSR in India with special reference to CSR Stipulations of Companies Act, 2013
Unit- V	CSR Implementation: Important considerations and modes of implementation—CSR Threshold—CSR as an important organisational function and Public Relations—Emerging issues in CSR and Sustainability

Suggested Readings:

1. Atrey, R. R. *Exploring Corporate Social Responsibility*, Studera Press.
2. Kedakia, R. S. *Taxman’s Corporate Social Responsibility: Law & Practice*, Taxman.
3. S. Agarwal. *Corporate social responsibility in India*. Los Angeles: Response Publications.
4. SAGE Brief Guide to Corporate Social Responsibility, Sage Publications.
5. W. Visser. *The A to Z of corporate social responsibility. A complete reference guide to concepts, codes and organisations*. Chichester, England: John Wiley & Sons.

**BBA1031: MANAGEMENT PRINCIPLES AND ORGANISATIONAL
BEHAVIOUR (MPOB)
[Credit: 3, Lecture hour: 45] (For Non-BBA)**

Unit No.	Syllabus
Unit-I	Management: Definition, Scope and Importance; Administration & Management; Management Process; Classification of Managerial functions, Managerial and operative functions; Role and Importance of Management in Contemporary Context.
Unit- II	Evolution of Management Thought: Classical Theory, Neoclassical Theories and Modern Management Theories.
Unit- III	The Works of Managers: Planning, Organizing and Staffing: Features and importance of planning, steps in planning, Delegation of Authority, Centralization and Decentralization: Conceptual Overview, Departmentalization: Basic Understanding, Span of Management: Meaning and Importance, and elements of staffing, Directing, Coordination and Control: Principles of Direction & Supervision.
Unit- IV	Human Behaviour: Meaning, Significance of understanding human behaviour at workplace; Organisational Behaviour: Conceptual Overview, Nature & Scope; Models of OB, Challenges and Opportunities of Organizational Behaviour.
Unit- V	Motivation: Concept, Process and Content Theories of Motivation; Personality: Concept and Types, Major determinants; Perception: Concept, Factors influencing perception; Learning: Concept, Theories and Process of Learning; Leadership: Understanding Leadership: Trait and Behavioural Theories of Leadership.

Suggested Readings:

1. Gupta, C.B. Management Theory and Practice; Sultan Chand and Sons, New Delhi.
2. Koontz, Harold and O' Donnell, Cyril. Management: A Book of Reading (Ed.); McGraw Hill Inc., New York.
3. Murgan, M.S. Management Principles and Practices; New Age International Publishers, New Delhi
4. Robins Stephen and Seema Sanghi. Organizational Behaviour; PHI, New Delhi.
5. S. A. Sherlekar and V.S. Sherlekar. Principles of Business Management; Himalaya Publishing House, New Delhi.

BBA1051: IT SKILLS FOR BUSINESS (ITSB)

[Credit: 3, Lecture hour: 45]

Unit No.	Syllabus
Unit-I	Fundamentals of Computers – Structure of Computer; Different Types of Software and Hardware details; Different Types of Memory; Binary, Octal, Hexadecimal Number System and Conversion among these Number Systems; Concept of Algorithm; Representation of Algorithms through Flow Charts, Structured English; Different Types of File Systems.
Unit-II	Introduction to Microsoft Word- Create and manage documents; Format text, paragraphs, sections; Create tables and lists; Create and manage references; Working with Formula in Word. Microsoft PowerPoint – Create and manage presentations; Insert and format text, shapes and images; Insert tables, charts, SmartArt and Media; Apply transitions and animations.
Unit-III	Introduction to Excel – Entering Data, Formulas, Performing Calculations on Data; Combining Data from Multiple Sources; Office System Programs; Creating Database in Excel.
Unit- II	Introduction to C Programming – Variables and Data Types; Operator Precedence; Table; Evaluating Basic Arithmetic and Logic Operations; Decision, Loop and Case Control Structures; Functions and Pointers; Arrays; C Pre-processors; String Operations.
Unit- V	Accessing and Working in Internet – Different Ways of Google Search; Google Classroom; Handling Google Docs; Google Forms; Interpreting Google Finance; Setting Google Alert; Learning Google Assistant Features; Google Play Books and Audiobooks; Google Scholar; Introducing Different Online Learning Tools Such as NPTEL, MIT Open Courseware.

Suggested Readings:

1. Denny Edgemon, Introduction to Google+: Star Building a Presence on Google+ (Google Book).
2. Wallace Wang, Microsoft Office 2019 for Dummies, Wiley.
3. Yashavant P. Kanetkar, Let Us C, BPB Publications.

BBA Curriculum
(NEP-2020)

Semester - II

SEMESTER - II

BBA2011: ORGANISATIONAL BEHAVIOUR (OB)

[Credit: 4, Lecture hour: 60]

Unit	Syllabus
Unit - I	Organisational Behaviour: Concept, Significance; OB Model; Foundations of Individual Behaviour; Attitudes: Concept, Components and Significance; Learning: Fundamental Learning Principles
Unit - II	Personality: Concept and Determinants, Myers-Briggs Type Indicators, The Big Five Model; Values: Concept and Types; Perception: Concept, Influencing Factors, Attribution Theory
Unit - III	Motivation: Definition and Process; Maslow's Hierarchy of Needs Theory, Theory X and Theory Y, Two-Factor Theory, McClelland's Needs Theory; Interrelationship among Motivation, Job Design and Performance
Unit - IV	Foundations of Group Behaviour: Overview, Group: Classification and Development; Groups vs Teams; Conflict: Concept and Process; Negotiation: Concept and Process
Unit - V	Elements of Organisational Structure; Organisational Culture: Concept, characteristics, factors determining; Organisational Change and Development: Concept; Lewin's three-step change model

Suggested Readings:

1. Davis and Newstrom, Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
2. Eugene McKenna, Business Psychology and Organisational Behaviour, Routledge.
3. Fred Luthans, Organizational Behaviour McGraw Hill Book Company.
4. Robbins, Judge and S. Sanghi, Essentials of Organizational Behaviour, Pearson.
5. S.P. Robbins, Organizational Behaviour, Prentice Hall India Private Limited.
6. Schermerhorn, J. R, Hunt, J.G., Osborn, R. N. Organizational Behaviour, Wiley India.

BBA2021: ACCOUNTING FOR MANAGERS (AFM)

[Credit: 4, Lecture hour: 60]

Unit	Syllabus
Unit - I	Accounting - Meaning, Nature, Functions, Branches; Relation between Book-keeping, Accounting & Accountancy; Accounting Information - Meaning, Qualitative Characteristics, Users & their information needs; Double Entry Book-keeping System - Meaning, Features & Advantages; Basic Terminologies - Asset, Liability, Equity, Revenue, Gain, Expense, Loss; Rules of Debit & Credit - Golden Rules & Accounting Equation; Accounting Cycle; Recording of transactions - Journal, Ledger, Cash Book & Trial Balance.
Unit - II	Bases of Accounting - Cash, Accrual, Hybrid; Accounting Concepts & Conventions - Generally Accepted Accounting Principles (GAAP); Capital & Revenue Transactions; Revenue & Expense recognition; Adjustment Entries; Rectification of Errors -Types of Errors & Rectification Entries.
Unit - III	Reserves & Provision - Concept, Types & Purposes, Difference between Reserve & Provision; Depreciation - Definition, Features, Causes, Objectives, Factors in measurement of depreciation; Difference between Depreciation, Amortization & Impairment; Methods of Calculating Depreciation - Straight Line Method & Diminishing Balance Method; Methods of Accounting for Depreciation - Charge against Asset method & Provision for Depreciation method; Specific Issues - Change in method & Revaluation (as per Ind AS 16).
Unit - IV	Finalization of Accounts: Preparation of Final Accounts of profit-oriented sole-proprietorship concerns (Manufacturing concerns as well as Trading concerns); Preparation of Final Accounts of Non-Profit Concerns.
Unit - V	Cost & Management Accounting: Meaning, Nature & Functions; Cost & Management Accounting vs Financial Accounting; Cost - Concept; Classification of Cost; Basic Terminologies - Cost Centre, Cost Unit; Cost Sheet (under Absorption costing only).

Suggested Readings:

1. Bhattacharya, Ashish Kr. *First Course in Accounting*, Non-Linear Insights (OPC) Pvt. Ltd., New Delhi.
2. Gupta, A., *Financial Accounting for Management - An Analytical Management*, Pearson, New Delhi.
3. Mukherjee, S. and Mukherjee, A. K., *Financial Accounting I*, Oxford University Press, New Delhi.
4. Narayanaswamy, R., *Financial Accounting - A Managerial Perspective*, PHI, New Delhi.
5. Saxena V. K. and Vashisht C. D., *Cost Accounting*, Sultan Chand, New Delhi.

BBA2021: CORPORATE GOVERNANCE (CG)

[Credit: 4, Lecture hour: 60]

Unit No.	Syllabus
Unit-I	Introduction: Concept, and need for corporate governance, definitions, evolution of corporate governance – Ancient and modern concept, elements of good corporate governance, corporate governance and organizational success, corporate governance in various organizations, corporate fraud, whistle blowing.
Unit- II	Theories and Models of Corporate Governance: Agency theory, Stewardship theory, Stakeholder theory, Resource dependency theory, Transaction cost theory, and Systems theory of Corporate Governance; The Anglo-US Model; The German Model, The Japanese Model, Indian Perspective of Corporate Governance.
Unit- III	Structure of Corporate Governance: Directors in historical perspective, Board of directors: Composition of board of directors, Role and duties of directors, qualifications of directors, Types of directors, The legal framework for board structure.
Unit- IV	Corporate Management Governance Vs management, internal constituents of the corporate governance, key managerial personnel; chairman - qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO, separation of roles of chairman and CEO, CFO, manager, company secretary, auditor.
Unit- V	Principles, Codes and Cases of Corporate Governance in India SEBI Code of corporate governance, the OECD principles of corporate governance, etc. Recent cases on corporate governance in India- Satyam, Tata Group vs Cyrus Mistry Dispute, Punjab National Bank, Kingfisher Airlines, etc.

Suggested Readings:

1. A. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson Education India.
2. E. Yocam and A. Choi, Corporate Governance, A Board Director's Pocket Guide: Leadership, diligence and Wisdom, Universe.
3. Lynn McGregor, The Human Face of Corporate Governance, Palgrave Macmillan.
4. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
5. R. Monks and N. Minow, Corporate Governance, Blackwell Publishing.

BBA2031: INDIAN MANAGEMENT THOUGHTS & PRACTICES (IMTP)

[Credit: 3] (For Non-BBA, Lecture hour: 45)

Unit No.	Syllabus
Unit-I	Indian Thoughts in Management: Understanding Indian Ethos and Values; Indian Management Thought Vs. Western Management Thought; Relevance of Indian Thoughts in Management in Modern World.
Unit- II	Features of Indian Thoughts in Management: Unity in Diversity, Tolerance, Humanity, Peace, Holistic Relationship, Co-operation & Mutual Trust, Adopt & Adapt various cultures, Self-management, Pursuit of knowledge, Divinity, etc., Management Lessons from <i>Bhagavata Gita</i> , <i>Ramayana</i> and Kautilya' s <i>Arthasastra</i> .
Unit- III	Indian Thinkers and Management: Trusteeship Approach and Mahatma Gandhi; Gandhian Economic System; Management Values of Swami Vivekananda.
Unit- IV	Societal Embeddedness and Indian Tradition; Corporate Social Responsibility: Perspectives from Traditional Indian Literature; Social Practices and India's indigenous business houses: Lessons from Tata, Birla, Bajaj.
Unit- V	Indian Spiritual Traditions and Management: Implications for Management Principles and Practices; Self- Management; Management of Stress; Mind-management; Mediation and Life.

Suggested Readings:

1. Ashish Pandey, Dharm P. S. Bhawuk, Pawan Budhwar. Indigenous Indian Management: Conceptualization, Practical Applications and Pedagogical Initiatives- (Ed.), Springer International Publishing, New York.
2. Debashis Chatterjee, Deepa Sethi, Surya Prakash Pati. Globalizing Indian Thought: Insights from Indian Knowledge Systems (Ed.), Sage, New Delhi.
3. Debashis Chatterjee, Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita- Wiley, New Jersey.
4. Morgen Witzel. A History of Management Thought; Routledge, London.
5. Neeru Vasisth, Namita Rajput. Business Ethics and Values with Case Studies, Taxmann, New Delhi.
6. Shashank Shah and V.E. Ramamoorthy. Soulful Corporations: A Values-Based Perspective on Corporate Social Responsibility-, Springer India, New Delhi.

BBA2051: SMALL BUSINESS MANAGEMENT (SBM)

[Credit: 3, Lecture hour: 45]

Unit	Syllabus
Unit - I	Micro, Small & Medium Enterprises - Concept, Features; Significance of MSMEs; Problems & Challenges of MSME entrepreneurs; Overview of MSMEs in India.
Unit - II	Planning for small business - Feasibility analysis; Business plan; Routes of entrepreneurship; Forms of business organisation; Location & Physical facilities.
Unit - III	Small firm management - Nature of managerial work, Human resource functions, Operations process & planning.
Unit - IV	Small business marketing - Product strategy, Pricing strategy; Global marketing of small businesses.
Unit - V	Financing of Small businesses - Types of finance; Sources of financing; Harvesting & Exit strategies.

Suggested Readings:

1. Blackburn, R. Clercq, D. D. & Heinonen, J. (Eds.), *The Sage Handbook of Small Business & Entrepreneurship*, Sage, London.
2. Charantimath, P. M., *Entrepreneurship Development & Small Business Enterprises*, Pearson India, Noida.
3. Longenecker et al., *Small Business Management - Launching and Growing New Ventures*, Nelson Education, Toronto.
4. Mukherjee, A. K. and Roy, S., *Entrepreneurship Development*, Oxford University Press, New Delhi.
5. Scarborough, N. M. and Cornwall, J. R., *Essentials of Entrepreneurship & Small Business Management (Global Edition)*, Pearson, Harlow.