

MAULANA ABUL KALAM AZAD UNIVERSITY OF TECHNOLOGY, WB  
 Syllabus of BBA  
 (Effective for 2020-2021 Admission Session)  
 Choice Based Credit System  
 140 Credit (3-Year UG) MAKAUT Framework  
 w.e.f 2020-21

**Semester-I**

Paper Code: BBA - 101  
 Principles of Management  
 Total Credit: 6  
 Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1 : Introduction to Management</b> -Nature, meaning and significance of management, Management as a Science or an Art, Difference between management & administration; management as a process, management as a functions, managerial skills, and managerial roles in organisation; quality of a good manager;	10
2.	<b>Module 2 : Approaches to Management</b> – Classical, Neo-classical and Modern Contributors to Management Thought ; Taylor and Scientific Theory, Fayol’s and Organization Theory, Elton Mayo & Behavioural school & human relations school ; Peter Drucker and Management Thought.; Various Approaches to Management i.e. system approach , contingency approach etc., Indian Management Thought.	10
3.	<b>Module 3: Planning and Decision Making</b> - Planning: Nature, importance, forms, types, making planning effective, Significance & Limitations of Planning; Planning Premises – Meaning & Types, Strategic Planning – Meaning & level, BCG model etc, MBO – Meaning, Process , importance ; Decision Making – Meaning, Types, Process, schools of decision making	10
4.	<b>Module 4 : Organization Design and Structure</b> - Organization – Meaning, Process, Principles, Or Organization Structure – Determinants and Forms: Line, Functional, Line & Staff, Project, Matrix and Committees; Formal and Informal Organization; Departmentation – Meaning and Bases; Span of Control – Meaning and Factors Influencing; Authority, Responsibility and Accountability; Delegation – Meaning, Process; Principles; Centralization and Decentralization – Meaning; Degree of Decentralization; Difference between Delegation and Decentralization. Organization structure common in tourism industry	10
5.	<b>Module 5: Directing</b> – motivation & leadership- Motivation – Meaning , Definition, Significance & Limitations; contemporary theories of motivation; Financial and non-financial incentives of Motivation; Leadership - Definition, Significance of Leadership, Leadership styles ; Process and Barriers of Communication.	10
6.	<b>Module 6 : Controlling &amp; Change</b> - Control – meaning & importance of control, steps of controlling process, designing control systems, financial control ; Organizational change – meaning, drivers of change, process of change, resistance to change, overcoming resistance to change; Management trends in tourism - managing quality, innovation, concern for environment & sustainability of the organization & industry	10

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**Suggested Readings:**

1. Management: Stoner James. A, Freeman Edward, Gilbert Daniel , Pearson
2. Wehrich and Koontz, et al: Essentials of Management; Tata McGraw Hill
3. V.S.P Rao & Hari Krishna: Management-Text & Cases, Excel Books
4. Ramaswami T: Principles of Mgmt., Himalaya Publishing
5. Robbins, S. P: Management, Prentice Hall.
6. Prasad L M: Principles and Practice of Management, Sultan Chand & Sons-New Delhi.

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Paper Code: BBA - 102  
 Business Economics (Macro & Micro)  
 Total Credit: 6  
 Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<p><b>Module 1: Introduction:</b> Basic Problems of an Economy, Working of Price Mechanism and Resource Allocation.</p> <p><b>Elasticity of Demand:</b> Concept and Measurement of Elasticity of Demand, Price, Income and Cross Elasticities; Average Revenue: Marginal Revenue, and Elasticity of Demand, Determinants of Elasticity of Demand.</p> <p><b>Production Function:</b> Law of Variable Proportions, Ridge Lines. Isoquants, Economic Regions and Optimum Factor Combination. Expansion Path, Returns of Scale, International and External Economies and Diseconomies of Scale.</p> <p><b>Theory of Costs:</b> Short-Run and Long Run Cost Curves – Traditional Approaches Only.</p>	12
2.	<p><b>Module 2 : Market Structures</b></p> <p><b>Perfect Competition:</b> Characteristics, Profit Maximization and Equilibrium of Firm and Industry, Short- Run and Long Run Supply Curves, Price and Output Determination, Practical Applications.</p> <p><b>Monopoly:</b> Characteristics, Determination of Price under monopoly, Equilibrium of a Firm, Comparison Between Perfect Competition and Monopoly, Price Discrimination, Social Cost of Monopoly</p> <p><b>Monopolistic Competition:</b> Meaning and Characteristics, Price and Output Determination Under Monopolistic Competition, Product Differentiation, Selling Costs, Comparison with Perfect Competition, Excess Capacity Under Monopolistic Competition.</p> <p><b>Oligopoly:</b> Characteristics, Indeterminate Pricing and Output, Cournot Model of Oligopoly, Price Leadership (Only Meaning and Characteristics) Collusive Oligopoly( Meaning and Characteristics Only), Only Kinked Demand Curve Model of Oligopoly.</p>	12
3.	<p><b>Module 3:</b></p> <p><b>Factor Pricing:</b> Marginal Productivity Theory and Demand for Factors (Statement and assumption only).</p> <p><b>Concept of Rent:</b> Ricardian and Modern Theories of Rent; Quasi-Rent.</p> <p><b>Concept of Labour:</b> Wage Rate, Nominal Wage, Real Wage.</p> <p><b>Concept of Capital:</b> Gross Interest, Net Interest, Zero Interest Rate.</p> <p><b>Concept of Profit:</b> Pure Profit, Normal Profit, Abnormal Profit.</p>	6
4.	<p><b>Module 4 :</b> Introduction to Macroeconomics. Concept of Aggregate Demand and Aggregate Supply, Marginal Propensity to Consume(MPC),APC, MPS, MPI: Basic Definition Only, Paradox of thrift</p> <p><b>National Income:</b> Concepts and Definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income, Measurement of National Income, Factors That Determine Size of National Income, Double Counting and The Concept of Value Added, Underground Economy, Real and Nominal GNP, Deflator</p> <p><b>Concept of Business Cycle:</b> Only Different Phases and their basic</p>	15

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	<p>characteristic</p> <p><b>Monetary Economics:</b> Evolution of Money, Functions of Money, Bank and its Functions, Indian Money Market, Different Concepts of Money Like M1, M2, M3, M4.</p> <p><b>Concept of Inflation:</b> Definition of Inflation, Types of Inflation, Effects of Inflation, Anti-Inflationary Measures</p> <p><b>Banks:</b> Commercial Banks – Need and Functions, Credit Creation of Commercial Banks.</p> <p>Reserve Bank of India – Need and Functions, Credit Control Policy. Co-Operative Banks: Need and Role in An Economy.</p>	
5.	<p><b>Module 5 : Public Finance</b></p> <p><b>Public Revenue:</b> Concept of Taxes, Sources of Revenue of Central and State Government, GST, CGST, SGST (only definition).</p> <p><b>Public Expenditure:</b> Types of Public Expenditure, Its Need Role and Importance.</p> <p><b>Public Debt:</b> Types of Public Debt, Need for Public Debt, Redemption of Public Debt.</p> <p><b>Deficit Financing:</b> Role and Importance.</p> <p><b>Budget:</b> Need and Types, Concept of Different Types of Deficit (Revenue Deficit. Budgetary Deficit, Fiscal deficit and Primary Deficit: Definitions Only)</p>	6
6.	<p><b>Module 6 :</b></p> <p><b>International Trade and Finance:</b> Need for international trade, Absolute and Comparative Cost Advantage Theory, Gains from international trade, Terms of Trade</p> <p><b>Balance of Payments:</b> Items of BOP, Causes of Disequilibrium in BOP, Strategies to Correct Adverse BOP Situation, Purchasing Power Parity Theory (Only basic concept)</p> <p><b>Exchange Rate Mechanism:</b> Definition, Ask Rate, Bid Rate, Spot Rate, Forward Rate, Currency Spread (Definitions Only).</p> <p><b>International Financial Institutions:</b> International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Asian Development Bank</p>	9

**Suggested Readings:**

**1. Dominic Salvatore – Managerial Economics: Principles and Worldwide Applications,**

**Oxford**

**2. S. Mukherjee, M. Mukherjee & A. Ghose : Microeconomics, Prentice-Hall**

**3. Modern Microeconomics – Koutsoyiannis**

**4. Mankiw: Principles of Macroeconomics, Cengage Learning**

**5. D N Dwivedi: Managerial Economics, Vikas Publishing House**

**Course: Business Communication**

**Code: BBA 104**

**Course Objective:** The course is designed to develop the student’s communicative competence in English by giving adequate exposure in the four communication skills - LSRW - listening, speaking, reading and writing and the related sub-skills, thereby, enabling the student to apply the acquired communicative proficiency in social and professional contexts.

Sl	Course Outcome	Mapped modules
1	Students will be able to Remember & Understand the basic concepts of the usage of English grammar & vocabulary in communication.	M1
2	Students will be able to Comprehend facts and ideas by organizing, comparing, translating, interpreting, giving descriptions, and stating the main ideas given in written texts.	M1,M2
3	Students will be able to Synthesise and Apply acquired linguistic knowledge in producing various types of written texts	M1, M3
4	Students will be able to Comprehend facts and ideas from aural inputs and Synthesise and Apply acquired linguistic knowledge in giving spoken response	M1, M4

**Contact Hours / Week: 1L + 1T**

**Credits: 2**

**Module 1: Functional Grammar & Vocabulary:** Tense: Formation and application; Affirmative / Negative / Interrogative formation; Modals and their usage; Conditional sentences; Direct and indirect speech; Active and passive voice; usage of common phrasal verbs, synonyms & antonyms.

1L + 1T

**Module 2 : Reading Skills:** Comprehension passages; reading and understanding articles from technical writing. Interpreting texts: analytic texts, descriptive texts, discursive texts; SQ3R reading strategy.

1L + 1T

**Module 3 : Writing Skills:** Writing business letters - enquiries, complaints, sales, adjustment, collection letters, replies to complaint & enquiry letters; Job applications, Résumé, Memo, Notice, Agenda, Reports – types & format, E-mail etiquette, advertisements 4L + 4T

**Module 4 : Listening & Speaking**

Listening: Listening process, Types of listening; Barriers in effective listening, strategies of effective listening

Speaking: Presentations, Extempore, Role-plays, GD, Interview

4L + 4T

**Suggested readings:**

1. Bhatnagar, M & Bhatnagar, N (2010) Communicative English for Engineers and Professionals. New Delhi: Pearson Education.
2. Raman, M & Sharma, S (2017) Technical Communication. New Delhi: OUP.
3. Kaul, Asha (2005) The Effective Presentation: Talk your way to success. New Delhi: SAGE Publication.
4. Sethi, J & Dhamija, P.V. (2001), A Course in Phonetics and Spoken English. New Delhi: PHI.
5. Murphy, Raymond (2015), English Grammar in Use. Cambridge: Cambridge University Press.
6. Dianna Booher (2015), What More Can I Say?: Why Communication Fails and What to Do About It, Prentice Hall Press.

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**Semester-II**

Operations Management  
 Paper Code: BBA - 201  
 Total Credit: 6  
 Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1: Introduction to Operations Management:</b> Difference between Manufacturing and Service Operations; Product Process Matrix capacity planning- Responsibilities of Production Manager; Production as a Coordination Function; Production Cycle, Production Planning & Control Concept.	6
2.	<b>Module 2 : Characteristics of Manufacturing Systems:</b> Classification of Manufacturing Systems	6
3.	<b>Module 3: Plant Location:</b> Need for a Good Plant Location; Factors influencing Plant Location - Tangible and Intangible Factors; Economic Survey of Site Selection	6
4.	<b>Module 4 : Plant Layout:</b> Need for a Good Plant Layout; Characteristics of a Good Layout, Costs associated with Plant Layout; Process Layout vs. Product Layout;	6
5.	<b>Module 5: Assembly Line Balancing:</b> Concept and Problems; Cellular Manufacturing Concept	6
6.	<b>Module 6: Maintenance Management:</b> Types of Maintenance - Breakdown and Preventive Maintenance; Total Productive Maintenance (TPM)	6
7.	<b>Module 7: Purchase Management:</b> Purchasing Procedure; Value Analysis; Vendor Selection; Negotiation; Make or Buy decision	6
8	<b>Module 8: Inventory Management:</b> Classification of inventory items - ABC, FSN, VED, classification; Introduction to EOQ and EBQ; MRP - Concept, inputs and outputs, benefits, examples; Master Production Schedule; Concepts of MRP II, JIT and ERP	10
9	<b>Module 9: Inspection &amp; Quality Control:</b> Types of Inspection; Statistical Quality Control - Acceptance Sampling and Control Charts	8

**Suggested Readings:**

1. Chary, S.N. – Production and Operations Management; TMH
2. Panneerselvam, R. – Production and Operations Management, PHI
3. Bedi, K. – Production and Operations Management; Oxford University Press
4. Collier, Evans and Ganguly – Operations Management; Cengage Learning, Pearson
5. Buffa, E. S. and Sarin, R.K. – Modern Production / Operations Management; John Wiley.
6. Jay Heizer, Barry Render, et al., Operations Management, Pearson.

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Organizational Behaviour  
 Paper Code: BBA - 202  
 Total Credit: 6  
 Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1: Introduction:</b> Concept of organizational Behaviors – Learning Objectives, Nature, Role, importance, Emerging Challenges, Evolution.	8
2.	<b>Module 2: Personality:</b> Learning Objectives, Nature, Theories, Shaping of Personalities.	8
3.	<b>Module 3: Perception and Attribution:</b> Meaning, Definitions, influencing factors, Perceptual process	6
4.	<b>Module 4: Learning:</b> Definition, Process, Cognitive theory of learning.	6
5.	<b>Module 5: Attitudes:</b> Definition, Objective, Nature, Components-ABC model, Formation, Function, challenging attitudes.	6
6.	<b>Module 6: Group Dynamics and Group Decision Making:</b> definition, objective, Types, Introduction to Group Development and structuring.	6
7.	<b>Module 7: Power and Political behaviour:</b> Definition, Power Dynamics, Sources, Power tactics, Essence of politics, Types of political activities.	6
8.	<b>Module 8: Conflicts:</b> Definition, Objective, Nature, Nature of conflicts, Process, levels.	6
9.	<b>Module 9: Communication:</b> Definition, Objective, Types of Interpersonal Communication, Influencing factors, Barriers,	6
10.	<b>Module 10: International Organizational Behaviour:</b>	2

**Suggested Readings:**

1. K. Aswathappa: Organizational behaviour, Text, Cases and Games, Himalaya Publishing House.
2. Stephen P. Robbins: Organizational Behaviour, Eighteen Edition, Pearson.
3. Stephen P. Robbins: Essentials of Organizational Behavior, Fourteenth Edition, Pearson.
4. Fred Luthans: Organizational behavior: A modern behavioral approach to management, McGraw-Hill.
5. Afsaneh Nahavandi: Organizational Behavior, First Edition, SAGE Publications.
6. Khanka S.S , Organizational Behaviour, S Chand & Company.



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Paper Code: BBA - 204  
Environmental Science & Sustainable Development  
Total Credit: 2  
Total hours of lectures: 20 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1:</b> Introduction , Multidisciplinary nature , Scope and importance; the need for environmental education. Concept of sustainability and sustainable development.	2
2.	<b>Module 2:</b> Ecosystems: Definition, Structure: food chains, food webs and function of ecosystem: Energy flow, nutrient cycle and ecological succession. Ecological Interactions, Biodiversity and Conservation – Levels, India as a mega-biodiversity nation, Threats to biodiversity, Ecosystem and biodiversity services	2
3.	<b>Module 3:</b> Environmental Pollution - Types:- Air pollution, Water pollution, Land pollution, Noise pollution; pollutants, Effects of pollution, Control and Remedial measures.	6
4.	<b>Module 4 :</b> Environmental Protection- Report of the Club of Rome: Sustainable Development, Different Renewable Energy Sources- Wind Power, Water Power, Bio Fuel/Solid Bio Mass, Geothermal Energy, Nuclear Power, Environmental Movements- Chipko movement; Narmada Bachao movement; Tehri Dam conflict.	5
5.	<b>Module 5:</b> Environmental policies and Legislations: Environmental Regulations Different Acts, Environmental Ethics Environmental Impact Assessment (EIA), EIA – Methods and Tools, Appraisal and Clearance for Industry, Evaluation System.	5

**Suggested Readings:**

1. G.N. Pandey: Environmental Management, Vikas Publishing House Pvt. Ltd.
2. Cunningham: Environmental Science, TMH.
3. R. Rajagopalan: Environmental Studies, Oxford.
4. R. Joshi & Munish Kapila: Environment Management, Kalyani Publishers.
5. C.S. Rao: Environmental Pollution Control Engineering, New Age International Publication.
6. Navi Radjou and Jaideep Prabhu: Do Better with Less: Frugal Innovation for Sustainable Growth, Penguin Portfolio.

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**Semester-III**

Business Research Methods  
 Paper Code: BBA - 301  
 Total Credit: 6 (4 L+ 2 P)  
 Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1: Meaning, scope and significance of social research:</b> Types of Research: (a) Pure and Applied, (b) Exploratory, Descriptive, (c) Experimental; Steps in Social Research & types Conceptualization and Formulation of Hypothesis.	10
2.	<b>Module 2: Literature Review:</b> Concept, necessity, research gap, reference, and plagiarism. <b>Scientific Study of Social Phenomena:</b> (a) The Scientific Method, Logic in Social Science, (b) Objectivity and Subjectivity in Social Science, (c) Positivism and Empiricism. Methods of research: (a) Quantitative and Qualitative( Characteristics and Differences Sources of Data : Primary & Secondary.	10
3.	<b>Module 3: Techniques of Data Collection:</b> (a) Survey, (b) Observation, (c) Questionnaire & Scheduled, (d) Interview, (e) Case Study.	5
4.	<b>Module 4 : Sampling: Design:</b> Types, Advantages and Limitations.	5
5.	<b>Module 5: Classification &amp; presentation of Data:</b> (a) Coding, Tables, Graphs, (b) Measures of Central Tendency & Dispersion.	5
6.	<b>Module 6: Hypothesis Testing:</b> Definition, Concepts, Types of hypothesis, Test Statistics, Critical Value, Decision Rule, Procedure, Hypothesis testing for mean, proportion etc.	10
7.	<b>Module 7: Introduction to Data Analysis Techniques:</b> Introductory concepts to Univariate, Bi-variate and Multi-variate techniques.	10
8.	<b>Module 8: Data Ethics:</b> Concept, business benefits, Principles, ethical use of algorithms.	5

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**Suggested Readings:**

1. S N Murthy and U Bhojanna: Business Research Methods, Excel Books.
2. D.R. Cooper and P.S. Schindler: Business Research Methods, Tata McGraw –Hill
3. Kothari, C.R.: Research Methodology – Methods and Techniques, New Age International Ltd.
4. U. Sekharan and R Bougie: Research Methods for Business: John Wiley and Sons
5. J. K .Das: Business Mathematics and Statistics: Academic Publishers
6. P Mishra: Business Research Methods, Oxford University Press.

**Course:** Business Research Methods-Practical

**Code:** BBA 391

Total Credit: 2

Total hours: 40 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1: Introduction</b> : Classification & presentation of Data , Frequency distribution, Sampling distributions, Central tendency, variance,	10
2.	<b>Module 2: Data types and Control structures:</b> Operators (unary, arithmetic, etc.) -- Data types, variables, expressions, and statements -- Assignment statements -- Strings and string operations -- Control Structures: loops and decision.	10
3.	<b>Module 3: Introduction to Hypothesis Testing using Python/R:</b> Large sample tests, Small sample tests, F distribution, Test for correlation co-efficient, ANOVA, Introduction to Data Analysis Techniques.	20

**Suggested Readings:**

1. Dr Sharma Pooja: Programming in Python, BPB.
2. Arora, Malik: R Programming For Beginners, Bookcentre
3. Vries Andrie De, R Programming for Dummies, Wiley india Pvt. Ltd
4. Yashavant Kanetkar: Let Us Python, BPB

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Financial Accounting

Paper Code: BBA - 302

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<p><b>Module 1</b></p> <p><b>Introduction to Financial Accounting:</b> Meaning and Scope of Accounting; the users of financial accounting information and their needs; Accounting Principles: Accounting Concepts and Conventions, GAAP; Accounting Transactions: Accounting Equation, Journal, Rules of debit and credit, Ledger, Trial Balance, Cash Book.</p> <p>Accounting Standards: Introduction, Objectives of Accounting Standards, Advantages of Accounting Standards, Accounting Standards in India and IFRS</p>	10
2.	<p><b>Module 2</b></p> <p><b>Final Accounts:</b> Introduction, Meaning, Objectives and Characteristics of Final Accounts; Final Statements of Sole Proprietorship without adjustment, Adjustments in Preparation of Final Statements.</p>	15
3.	<p><b>Module 3</b></p> <p><b>Partnership Accounts:</b> Meaning and Features, Partnership Deed and Contents; Admission, Retirement, and Death of a Partner.</p> <p>Dissolution of Partnership including Garner Vs. Murray rule</p>	15
4.	<p><b>Module 4</b></p> <p><b>Company accounts:</b> Issue of shares (application, allotment, first call, final call), Calls in arrear &amp; forfeiture of shares.</p>	10
5.	<p><b>Module 5</b></p> <p><b>Depreciation and Provisions:</b> Concept of depreciation; Causes of depreciation; depletion, amortization; Depreciation accounting; Methods of recording depreciation; Straight line and diminishing balance method, Provisions and Reserves: Preparation of provision for doubtful debt account,</p>	5

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	provision for discount on Debtors account and provision for Discount on Creditors account.	
6.	<b>Module 6</b> <b>Bank Reconciliation Statement:</b> Introduction, Meaning of Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Reasons for Difference, Procedure for Reconciliation; Rectification of errors.	5

**Suggested Readings:**

1. Ashoke Banerjee: Financial Accounting, Excel Books
2. Basu & Das : Financial Accounting, Rabindra Library
3. Ramchandran Kakani: Financial Accounting for Managers, TMH
4. P. C. Tulsian: Financial Accounting, Pearson.
5. M. Hanif, A. Mukherjee: Financial Accounting, TMH.
6. Dr. S. N. Maheshwari, Sharad K. Maheshwari: Financial Accounting for BBA, Vikas Publishing House Pvt. Ltd.

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Marketing Management  
Paper Code: BBA - 303  
Total Credit: 6  
Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1:</b> Introduction to Marketing –Definition, Scope, Marketing Concepts- Traditional and Modern; Selling vs. Marketing; Functions and Evaluation of Marketing. b. Marketing Environment, Macro and Micro Environment, SWOT Analysis, Marketing Mix, Marketing Information System.	10
2.	<b>Module 2:</b> a. Consumer Behavior- Meaning, Determinants- Cultural, Social, Personal, Psychological b. Industrial Buying Behavior-Meaning, Characteristics; Differences Between Consumer Buying and Industrial Buying Behavior c. Market Segmentation Targeting & Positioning (STP) - Meaning, Benefits of Market Segmentation, Basis of Segmentation; Target Market; d. Branding- Definition, Importance, Branding Strategy; Packaging	10
3.	<b>Module 3:</b> a. Concepts of Products, Product Mix, Product Line, Product Width, Depth; Product Life Cycle Meaning and Stages, Strategies Involved in PLC Stages b. New Product Development- Steps	10
4.	<b>Module 4 :</b> a. Pricing- Meaning, Importance of Price in the Marketing Mix, Objectives and Methods of Pricing, Factors Affecting Price of a Product/Service b. Discounts and Rebates	6
5.	<b>Module 5:</b> Distribution Channel- Meaning, Types of Distribution Channel- Direct & Indirect. Role of Intermediaries and Distribution Channel Management	6
6.	<b>Module 6:</b> Promotion – Elements of Promotion Mix Advertising Media – Their Relative Merits and Limitations; Characteristics of an Effective Advertisement;	6
7.	<b>Module 7: Introduction to Integrated Marketing Communications:</b> Role, Developing, Deciding, Managing Marketing Communications.	6
8.	<b>Module 8: Other forms of Marketing and Future of Marketing.</b>	6

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**Suggested Readings:**

1. Kotlar Philip and Armstrong Gary: Principles of Marketing, Pearson.
2. Arun Kumar: Marketing Management, Vikas Publishing House.
3. Saxena, Rajan: Marketing Management, TMH.
4. Gandhi, J.C.: Marketing, TMH.
5. Ramaswamy, V.S. and S. Namakumari: Marketing Management, Macmillian.
6. Ramesh Kumar, Case Studies in Marketing Management, 1e, Pearson Education India.

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**Course:** Personality Development

**Code:** BBA – 305

**Course Objective:**

1. This course aims to groom the students' personality and prove themselves as good human-being of the Society.
2. This course consists of individual or in-group class presentations pertaining to the applications of concepts, theories or issues in human development which will make them industry-ready.

After completing this course the students would be able to,

Sl	Course Outcome	Mapped modules
1	Understand different personality types and factors behind them	M1, M2
2	Identify the factors behind personality development	M3, M4
3	Become more aware of the self and others	M1, M2, M3, M4,
4	Develop positive attitudes and outlook	M2, M4, M5
5	Execute assigned responsibilities properly	M3, M4, M5
6	Apply the gained knowledge in professional environment	M1, M4, M5

Module Number	Content	Total Hours	%age of questions	Bloom's Level (if applicable)	Remarks (If any)
M 1	Introduction	4	20	L1, L2, L3, L4	
M 2	Personality Traits	4	20	L1, L2, L3, L5	
M 3	Pillars of personality development	4	20	L1, L2, L3, L4,	
M 4	Personality Formation Structure	4	20	L2, L3, L4, L6	
M 5	Grooming	4	20	L2, L3, L4	
		<b>20</b>	<b>100</b>		



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Personality Development

Paper Code: BBA - 305

Total Credit: 2

Total hours of lectures: 40 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1:</b> Introduction: • Meaning and Definition of Personality. • Factors affecting Personality Development: Biological, Personal, Social. • Understanding self and others (Johari Window)	8
2.	<b>Module 2:</b> Personality Traits. • Meaning and Definition: Personality Traits. • Developing Positive Personality Traits: Attitude: Factors that determine Attitude, Benefits of Positive Attitude and Consequences of negative attitude.	8
3.	<b>Module 3:</b> Pillars of personality development: Self-Assessment, Self Appraisal. Factors behind personality development. Perspectives: • Sigmund Freud ID, EGO and SUPER EGO Concept. • Erikson's Psychosocial concept.	8
4.	<b>Module 4:</b> Personality Formation Structure: Mind mapping, Competency mapping, Strategies of gaining power and influence. Enhancing personality through effective communication. Intentional Communication: Listening and Speaking.	8
5.	<b>Module 5:</b> Grooming: Business and professional etiquettes, Presenting yourself (dressing, hair etc), Handling interviews and rejections, Leadership: Definition, Types, Qualities of a good leader.	8

**Suggested Readings:**

1. Stephen Covey: Seven Habits of Highly Effective People, Simon & Schuster.
2. Shiv Khera: You Can Win – A Step-by-Step Tool for Top Achievers, Bloomsbury India.
3. Three Basic Managerial Skills for All – Hall Of India Pvt Ltd New Delhi.
4. Wehtlel David A and Kin S Kemerron: Developing Managerial Skills – Pearson Education New Delhi.
5. Rajendra Pal and J. S. Korlhalli: Essentials of Business Communication - Sultan Chand & Sons, New Delhi.
6. Nirmal Singh : Business Communication (Principles, Methods and Techniques) - Deep & Deep Publications Pvt. Ltd., New Delhi.
7. Barbara Engler: Personality Theories, An Introduction, 8<sup>th</sup> edition – Cengage Learning.

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**Semester-IV**

Human Resource Management

Paper Code: BBA - 401

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1:</b> <b>Human Resource Management-Overview</b> Introduction of the paper, Definition of Human Resource, Definition & Concept of Personnel Management, Comparison between Personnel Management & HR. Nature, Aim and Objectives, Scope & Coverage & Nature of HRM, Importance of Human Resource Management. Historical Perspective & Evolution of Human Resource Management in India. Development of HR Functions, Structure & Function of HR Manager, Role of Line Managers in Managing Human Resources. Difference Between Line Function and Staff Function. Changing Function of Human Resource Management with Examples.	10
2.	<b>Module 2: Human Resource Planning</b> Meaning, Objectives, Importance of Human Resource Planning, Need for HR Planning, Assessment of Available HR in the Organization, Work Load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.	10
3.	<b>Module 3:</b> Job Analysis: Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data, Job Evaluation.	4
4.	<b>Module 4: Talent Acquisition and Training: Recruitment:</b> Definition, Sources of Selection, Process of Selection, Difference Between Recruitment and Selection. <b>Training:</b> Definition, Difference between Training, Development and Education, Different Methods of Training,	10
5.	<b>Module 5: HRD:</b> Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods.	8
6.	<b>Module 6: Introduction to Performance appraisal:</b> Purpose, Methods,	10

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	Appraisal instruments, 360 degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.	
7.	<b>Module 7: Emerging Areas: International Human Resource Management:</b> Concept, Need, Objectives and Features. Modern Human Resource Management Practice. Modern HR Trends, Managing Human Capital, Talent Management. Case Lets and Class Activities (Applying HRM Techniques).	8

**Suggested Readings:**

1. Dessler, G : Human Resource Management, Pearson.
2. Rao, V.S.P: Human Resource Management: Text and Cases, Excel Books.
3. D. K. Bhattacharya: Human Resource Management, Excel Books.
4. M. Saiyadain: Personnel Management, Tata McGraw Hill.
5. Raman Preet: Future of Human Resource Management: Case Studies with Strategic Approach, Willey.
6. K. Aswathappa: Human Resource Management: Text & Cases, 8 th Edition , Tata McGraw Hill.

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Sales & Distribution Management

Paper Code: BBA - 402

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1:</b> Personal Selling: Nature and importance; Functions of a salesman; Personal selling as a career. Salesmanship and Qualities of Salesman Psychology in Selling, Buying Decision Process, Types of Buying Situation: Buyer-seller dyads; Product knowledge; Customer knowledge – buying motives and selling points.	8
2.	<b>Module 2:</b> Sales Management: Market potential, Sales Potential; Sales Forecasting and Budgeting: Developing Sales forecast, Approaches to Sales Forecasting, Sales Budget, Sales Quota. Training and Motivating Sales force: Managing the Sales Training process – ACMEE Method, Motivating and Compensating the Sales force ,Sales force, compensation, Sales Territory.	8
3.	<b>Module 3:</b> Theories of Selling: AIDAS Theory; Buying Formula Theory. Scientific Selling Process: Basic steps in personal selling – prospecting, pre-approach, and qualifying.	8
4.	<b>Module 4:</b> Approach and Presentation: Methods of approaching a customer; Presentation process and styles; Presentation planning. Objection Handling: Types of objections; Handling customer objections, Closing Sales and Follow up: Methods of closing sale; Executing sales order – Follow-up importance and Process.	8
5.	<b>Module 5:</b> Nature and Characteristics of Sales Distribution, Marketing Channels - Structure, Functions, Relationships, Channel Dynamics - Co-operation, Conflict and Competition, Types of Intermediaries - Wholesaler, Retailer and Physical Distribution Systems.	8
6.	<b>Module 6:</b> Channel Design: Objectives, Evaluation and Selection of Channels, Channel Management: Supervision, Evaluation and Control of	8

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	Channel members.	
7.	<b>Module 7:</b> Integrated Logistics and Supply Chain Concepts, E-distribution & E-retailing: Introduction.	8
8.	<b>Module 8:</b> Channel Structures and Practices - Indian Perspective	4

**Suggested Readings:**

1. Sahu. P. K.: Salesmanship & Sales Management, Vikas Publication.
2. Still, Cundiff, Govoni at al.: Sales Management, Pearson Education.
3. Ramneek Kapoor: Fundamentals of Sales Management, Macmillan.
4. Robert. J. Calvin: Sales Management, TMGH
5. Pingali Venugopal: Sales and Distribution Management: An Indian Perspective, SAGE.
6. Tapan K Panda, Sunil Sahdev: Sales & Distribution Management Oxford University Press 2012.

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Customer Relationship Management

Paper Code: BBA - 403

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1: Introduction to CRM:</b> Definition, Components, Models, Contexts.	6
2.	<b>Module 2: Understanding Relationship:</b> Relationship, loyalty, Relationship quality, Customer lifetime value, Customer Satisfaction.	8
3.	<b>Module 3: Managing Customer Lifecycle:</b> Customer acquisition, customer retention, Introduction to Customer Life-time Value, calculation.	8
4.	<b>Module 4: Types of CRM:</b> Types, Difference, Subcomponents of each type.	8
5.	<b>Module 5:</b> Strategic CRM: Customer Portfolio Management, Delivering customer-experienced value, CRM metrics.	8
6.	<b>Module 6:</b> Operational CRM: Introduction to Sales Force Automation, Marketing Automation, Service Automation, CRM metrics.	8
7.	<b>Module 7: Analytical CRM:</b> Customer-related databases, Development and managing customer-related databases, CRM metrics.	8
8.	<b>Module 8: Realizing Benefits of CRM and Looking in to future:</b> Implementing CRM, Social CRM, Collaborative CRM, e-CRM.	6

**Suggested Readings:**

1. Francis Buttle: Customer Relationship Management: Concepts and Tools, Routledge.
2. Francis & Stan Maklan Buttle: Customer Relationship Management : Concepts and Technologies, T&F India
3. Jagdish N Sheth, Parvatiyar Atul, et al. Customer Relationship Management: Emerging Concepts, Tools and Applications, McGraw Hill Education.
4. Dr. Ruchi Jain and Dr. Ruchika Jeswal: CRM Customer Relationship Management: a conceptual approach, Galgotia Publishing Company.
5. Lars Helgeson: CRM for Dummies, Wiley.
6. Payne : Strategic Customer Management: Integrating Relationship Marketing and CRM, Cambridge University Press.

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Paper Code: BBA- 405  
Computer Applications  
Total Credit: 2  
Total hours of lectures: 20 hours

Sl.	Topic/Module	Hour
1.	<b>Module 1: Basic Concepts:</b> Characteristics of a Computer; Advantages of Computers; Limitation of Computers; Types of Computers; Applications of computers, Hardware, Firmware, Liveware; Software; System Software: Operating system, Translators, interpreter, compiler; Overview of operating system, function of operating system; Application software: General Purpose Packaged Software and tailormade software.	5
2.	<b>Module 2: Internet:</b> Meaning of Internet; Growth of internet, Owner of Internet, Anatomy of Internet, Net Etiquette ; World Wide Web; Internet Protocols, Usage of Internet to society, Search Engines.	5
3.	<b>Module 3: Word Processing:</b> Introduction to word Processing; Word processing concepts, Working with word document, Opening an existing document/creating a new document; Saving, Selecting text, Editing text, Finding and replacing text, Formatting text, Bullets and numbering, Tabs, Paragraph Formatting, Page Setup, reference management.	5
4.	<b>Module 4: Spreadsheet and its Business Applications:</b> Spreadsheet concepts; Formulas, charts.	5
5.	<b>Module 5: Presentation Software:</b> Creating a presentation; Editing, Sorting, Layout, Set-up row, Inserting audio, video, process flow chart, creating template, infographics etc.	10
6.	<b>Module 6: Introduction to Computer security:</b> Security Threats, Security Measures, Basic concepts of Data Encryption and Decryption, Digital signature, Digital envelop.	10

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**Suggested Readings:**

1. Sanjay Saxena, A First Course in Computers, Vikas Publishing House, New Delhi
2. Pradeep K. Sinha and Preeti Sinha, Foundation of Computing, , BPB, Publication.
3. Deepak Bharihoka, Fundaments of Information Technology, Excel Book,New Delhi
4. V. Rajaraman, Introduction to Information Technology, PHI. New Delhi
5. R. Hunt, J. Shelley, Computers and Commonsense, Prentice Hall of India New Delhi.
6. Reema Thareja : Information Technology and its Applications in Business, Oxford University Press.



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**Paper Name: Financial Management and Risk Analysis**

**Paper Code: BBA 501**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Outline conceptual framework on Finance Functions and objectives
2. Construct corporate final accounts and cash flow statements in the business growth model
3. Build financing and investment decisions considering discounting and non-discounting factors
4. Explain the importance of working capital management and risk capital management.

Sl.	Topic/Module	Hours
1.	<b>Module 1</b> <b>Introduction:</b> Concepts, Nature, Scope, Function and Objectives of Financial Management, Time Value of Money, Risk and Return.	5
2.	<b>Module 2</b> <b>Analysis and Interpretation of Corporate Final Accounts:</b> Preparation of Cash Flow Statement as per Accounting Standard and its Analysis	10
3.	<b>Module 3</b> <b>Financing Decision:</b> Capital structure, cost of capital and valuation Designing capital structure. <b>Leverage Analysis:</b> Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage.	15
4.	<b>Module 4</b> <b>Investment Decisions:</b> Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of	15

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	Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making. Capital Rationing	
5.	<b>Module 5</b> <b>Management of Working Capital:</b> Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.	8
6.	<b>Module 6</b> <b>Risk Management:</b> Option valuation, Derivatives: Managing financial Risk	7

**Suggested Readings:**

1. Khan, M. Y., & Jain, P. K. *Financial Management: Text, Problems and Cases*. McGraw-Hill Education.
2. IM Pandey. *Financial Management*- By Pearson
3. Chandra, P. *Financial management*. Tata McGraw-Hill Education.
4. Bhalla, V. K. *Financial management*. S. Chand Publishing.
5. Banerjee, B. *Fundamentals of financial management*. PHI Learning Pvt. Ltd..
6. Brigham, E. F., & Ehrhardt, M. C. (2019). *Financial management: Theory & practice*. Cengage Learning.

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**Paper Name: Entrepreneurship**

**Paper Code: BBA-502**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Develop the concepts of entrepreneurship and the role of an entrepreneur in the economic development
2. Illustrate various steps as well as aspects involved in entrepreneurship in India
3. Develop understanding about scope and policies in women entrepreneurship.
3. Apply various tools and techniques in solving real life problem in developing entrepreneurship.

Sl.	Topic/Module	Hours
1.	<b>Module 1:</b> Introduction to Entrepreneurship Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad.	10
2.	<b>Module 2: Entrepreneurial Behaviors:</b> Entrepreneurial Motivation, Need for Achievement Theory, Risk-taking Behavior, Innovation and Entrepreneur. <b>Entrepreneurial Talents :</b> Definitions, Characteristics of Entrepreneurs, Entrepreneurial Types, Functions of Entrepreneur.	14
3.	<b>Module 3: Entrepreneurial Development in India:</b> History, Objectives, Stages of Growth, Target Group, Programmes, Govt. Policy towards Small Scale Industries (SSI's). <b>Organization Assistance:</b>	16

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	Start-ups and Govt. schemes for encouraging starts-ups like Mudra, e Biz New Ventures, Industrial Park (Meaning, Features, & Examples), 10Special Economic Zone (Meaning, Features & Examples) Financial Assistance by Different Agencies , Small Scale Industries, The Small Industries Development Bank of India (SIDBI) , The State Small Industries Development Corporation (SSIDC), Science and Technology Entrepreneurs' Park (STEP) etc.	
4.	<b>Module 4: Entrepreneurial strategy:</b> New Entry, Entry Strategy, Risk Reduction Strategy for New Entry.	04
5.	<b>Module 5:</b> Conceptual Framework for detecting sickness in SSIs, Status, Dimensions of SSIs, Symptoms for detecting sickness, Causes for Sickness, Govt. Policies to strengthen the SSIs.	06
6.	<b>Module 6:</b> Woman as Entrepreneurship: Introduction, Scope, National Policy, Supporting Programs, Employment and Income Generation-cum-production units.	10

**Suggested Readings:**

1. Lall & Sahai : Entrepreneurship,Excel Books
2. Pareek, U & Venkateswara Rao, T : Developing Entrepreneurship – A Handbook on Systems, Learning Systems, New Delhi.
3. Druckar, Peter : Innovation and Entrepreneurship, Heinemann.
4. Chakraborty, Tridib : Introducing Entrepreneurship Development, Modern Book Agency.
5. Manimala, M.J.: Entrepreneurial Policies and Strategies,TMH.
6. McClelland, D.C. & Winter, W.G. : Motivating Economic Achievement, Free Press.

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**Paper Name: Consumer Behaviour**  
**Paper Code: BBA 503 (A)**  
**Total Credit: 6**  
**Total hours of lectures: 60 hours**

**Course Outcomes:**

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

1. Define consumer behaviour and its impact on buying pattern.
2. Understand the power of individual influences on decision making and consumption.
3. Analyse consumer's perception in determining brand preferences
4. To assess the components and stages of the individual decision-making process.

Sl.	Topic/Module	Hours
1.	<b>Module 1:</b> Introduction to Consumer Behaviour and Consumer Research: Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process	6
2.	<b>Module 2:</b> Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning	8
3.	<b>Module 3:</b> Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research	8
4.	<b>Module 4:</b> Consumer Personality and Perception: Introduction, Self-concept, personality Theories, Brand Personality, emotions, Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception	8
5.	<b>Module 5:</b> Consumer Learning, Memory and Involvement: Introduction, Components of Learning, Behavioral Theory, Cognitive Learning	8

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	Theory, Concept of Involvement, Dimensions of Involvement	
6.	<b>Module 6:</b> Consumer Attitudes: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies.	8
7.	<b>Module 7:</b> Social Class and Group Influences on Consumer Behaviour: Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Family Life Cycle Stages, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership	8
8	<b>Module 8:</b> Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour	6

**Suggested Readings:**

1. Schiffman Leon G; Consumer Behavior: Pearson Education India.
2. Rajneesh Krishna: Consumer Behaviour 1st Edition: Oxford HED
3. Kardes Frank: Consumer Behavior : Cengage
4. David L Mothersbaugh, Del I Hawkins, AmitMookerjee: Consumer Behavior : Building Marketing Strategies: McGraw Hill India, 13th Edition.
5. Solomon: Consumer Behaviour Buying Having and Being: Pearson.
6. Michael R. Solomon, Tapan Kumar Panda: Consumer Behavior, 13/e: Pearson

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**Paper name: Financial Markets, Institutions and Financial Services**

**Paper Code: BBA 503 (B)**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Outline Indian Financial System and the components of Indian Financial Market.
2. Develop the conceptual framework on money market and capital market
3. Classify the Financial services on the basis of its use and availability in the current situation
4. Compare the different credit rating agencies and the management of credit

<b>Topic/Module</b>	<b>Hours</b>
<b>Module 1: Indian Financial System:</b> Financial system, Financial Assets and Instruments, Financial Intermediaries, Financial Markets, Classification, Components of Financial Market	8
<b>Module 2: Money Market :</b> Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Money Market Instruments, Structure of Indian Money Market, Features of Indian Money Market.	12
<b>Module 3: Capital Market:</b> New Issue Market : Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, methods of floating of new Issues, Recent regulations for IPO. Secondary Market : Introduction, Control Over Secondary Market, Listing of securities.	15
<b>Module 4: Introduction to Financial Services:</b> Meaning of Financial service – Features – Functions Product selling Vs Services Selling – Classification - Present situation in Indian Economy.	5
<b>Module 5: Funds and Free Based Financial Services:</b> Fee Based Financial Services: Concept – Merchant Banking – Credit Rating – Stock Broking – Custodial Services – Loan syndication - Securitization Fund Based Financial Services: Concept – Leasing – Hire Purchase – Bill Discounting – Venture Capital – Housing finance – Insurance service – Factoring – Forfeiting – Mutual funds	12
<b>Module 6: Credit Management and Credit Rating Agencies:</b> Concept - Functions - Different Credit Rating Agencies -Popular Symbols – SEBI & Credit Rating Credit cards – Business credits – NAV role in the economy. Regulatory Bodies in Financial Services: SEBI – RBI – IRDA – AMFI.	8

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**Suggested Readings:**

1. Khan: Indian Financial Systems, Tata McGraw-Hill
2. Fabozzi: Financial Markets & Institutions, Pearson
3. Guruswamy: Financial services and Markets, Thomson Learning
4. Pathak: Indian Financial System, Pearson
5. L. M. Bhole, Jitendra Mahakund, Financial Institutions & Markets – Structure, Growth & Innovation, Tata McGraw Hill
6. Tripaty Nalini Prava Financial Services, Prentice Hall



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**Paper Name: Industrial Relations**

**Paper Code: BBA 503 (C)**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Outline the legal terms commonly used in industrial relations
2. Explain the importance of regulatory issues in industrial relations
3. Outline the concept, essentials and process of employee relationship.
4. Outline the methodology of settlement of disagreements.

Sl No	Topic/Module	Hours
1.	Industrial Relations: Overview, importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics), Contemporary and emerging issues in Employee Relations	10
2.	Salient provisions of Industrial disputes Act;	10
3.	Employee Discipline: Types, Misconduct, Disciplinary Action, Disciplinary Enquiry and Procedures, Grievance Handling and Redressal. Salient provisions of Industrial Employment (Standing Orders) Act, 1946;	15
4.	Collective Bargaining: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.	10
5	Trade Unionism in India : Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union Agitations, Trade Unions in India and its Problems, Employers' Organizations in India. Salient features of Trade Unions Act, 29126, Managerial Associations. Trade Unions Act, 1926.	10
6	Employee Participation and Empowerment, Advantages, Employee Participation in India- WPM, EPM, Quality Circles	5

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**Suggested Readings:**

1. Dessler, G: Human Resources Management, Pearson
2. Rao, V. S. P: Human Resources Management: Text & Cases, Excel Books.
3. D. K. Bhattacharyya: Human Resources Management: Excel Books.
4. M. Saiyadain: Personnel Management, Tata McGraw Hill.
5. A. Monappa: Industrial Relations in India, Tata McGraw Hill.
6. Ratna Sen: Industrial Relations in India, Shifting Paradigms, MacMillan India.

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**Paper Name: Data Analytics Skills for Managers**

**Paper Code: BBA 504 (A)**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Relate themselves with importance, role and application of data analytics in business domain.
2. Identify three core types data analytical techniques i.e. exploratory, descriptive, and causal along with its nature and application.
3. Classify the application of appropriate analytical techniques in appropriate situation
4. Outline the basic concepts of statistical quality control

Sl.	Topic/Module	Hours
1.	Module 1: Introduction to Data Analytics: Definition, Role of data analytics in business, tools used in data analytics, Application of analytics in business.	5
2.	Module 2: Data Collection and Data Pre-Processing Data Collection Strategies – Data Pre-Processing Overview – Data Cleaning – Data Integration and Transformation – Data Reduction – Data Discretization.	5
3.	Module 3: Exploratory Data Analytics and Descriptive Statistics – Stem and Leaf Diagram, Mean, Standard Deviation, Skewness and Kurtosis, ANOVA. Some useful plots: Box Plots – Pivot Table – Heat Map.	5
4.	Module 4: Correlation and Regression: Scatter Diagram – Karl Pearson’s Correlation Coefficient – Rank Correlation - Correlation Coefficient for Bivariate Frequency Distribution, Simple and Multiple Regression: Introduction, Overview, Importance, Application of Least Square Method, Model Evaluation through Visualization: Residual Plot – Distribution Plot,	10
5.	Module 5: Logistic Regression: Discrete choice models, Logistic Regression, Logistic Model Interpretation, Logistic Model Diagnostics, Logistic Model Deployment	5

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6.	Module 6: Strategic Marketing Analytics: The STP framework, Value generation through STP framework, Managing the segmentation process, Segmentation in Real world: Cluster Analysis, Hierarchical and Non-Hierarchical - K Means Clustering, Prediction of Customer's segment membership: Discriminant Analysis (DA), Two-Group DA.	10
7.	Module 7: Quantitative Techniques used in Advanced Decision Making: Multi-Criteria Decision Making [MCDM], Analytic Hierarchic Processing [AHP], Using Excel Solver for Optimization Techniques.	10
8.	Module 8: Data Analysis using MS-Excel: What If Analysis, Goal Seek Analysis	5
9.	Module 9: Statistical Quality Control: Types of Inspection; Statistical Quality Control – Acceptance Sampling and Control Charts.	5

**Suggested Readings:**

1. Stephen G. Powell, Kenneth R. Baker: Management Science, The Art of Modeling with Spreadsheets, Wiley.
2. Nagraj Balakrishnan, Barry Render: Managerial Decision Modeling with Spreadsheets, Jr. Ralph M. Stair Prentice Hall.
3. N. D. Vohra: Quantitative Techniques in Management, Tata McGraw-Hill Education.
4. Eugene Lodewick Grant: Statistical Quality Control, McGraw-Hill Richard S. Leavenworth.
5. Dr. Anasse Bari, Mohamed Chaouchi: Predictive Analytics for Dummies, John Wiley & Sons.
6. Namakum R N Prasad, Seema Acharya: Fundamentals of Business Analytics, Wiley.

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**Paper Name: Business Intelligence**

**Paper Code: BBA – 504 (B)**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Summarise the concepts and components of Business Intelligence (BI).
2. Illustrate the use of technologies and tools related to BI
3. Outline the technological architecture that underpins BI systems.
4. Apply the use of BI for supporting decision making in an organisation.

Sl.	Topic/Module	Hours
1.	<b>Module 1: Introduction to Business Intelligence:</b> BI concept, BI architecture, BI in today's perspective, BI Process, Applications of BI like Financial analysis, statistical analysis, sales analysis, CRM, result pattern and ranking analysis, Balanced Scorecard, BI in Decision Modelling: Optimization, Decision making under uncertainty. Ethics and business intelligence.	08
2.	<b>Module 2: Elements of Business Intelligence:</b> Reports & ad hoc queries; Analyse OLAP data; Dashboards & Scorecards development, Metadata Models; Automated tasks & events; Mobile & disconnected BI.	08
3.	<b>Module 3: Building the BI Project:</b> Planning the BI project, Project Resources, Project Tasks, Risk Management, Cost-justification, Collecting User Requirements, Requirements-Gathering Techniques, Prioritizing & Validating BI Requirements, Changing Requirements, BI Design and Development, Best Practices, Post-Implementation Evaluations.	10
4.	<b>Module 4: Data Science:</b> The concept, process and typical tools in data science. Example of different algorithms i.e. segmentation, classification, validation, regressions, recommendations.	08
5.	<b>Module 5: Data Visualization and Dashboard Design:</b> Responsibilities of BI analysts, Importance of data visualization, types of basic and composite charts, dashboards.	10

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6	<b>Unit 6: Reporting authoring:</b> Building reports with relational vs Multidimensional data models ; Types of Reports – List, crosstabs, Statistics, Chart, map, financial etc., Data Grouping & Sorting, Filtering Reports, Adding Calculations to Reports, Conditional formatting, Adding Summary Lines to Reports.	08
7	<b>Module 7: Future of Business Intelligence:</b> Emerging Technologies, Machine Learning, Predicting the Future with the help of Data Analysis, BI Search & Text Analytics – Advanced Visualization – Rich Report, Future beyond Technology.	08

**Suggested Readings:**

1. Vercellis Carlo: Business Intelligence, Wiley India Pvt. Ltd.
2. Meenakshi Gupta: Business Intelligence and Applications, BUUKS.
3. Dr.Manoj Kumar Patel: Business Intelligence in Decision Making , BUUKS.
4. Ramesh Sharda (Author), Dursun Delen (Author), Efraim Turban: Business Intelligence and Analytics: Systems for Decision Support, Pearson Education.
5. Surma Jerzy: Business Intelligence, Business Expert Press.
6. Sharda Ramesh: Business Intelligence and Analytics, Pearson.

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**Semester-VI**

**Paper name: Project Management**

**Paper Code: BBA 601**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Develop the concepts of Project Management for planning to execution of projects
2. Illustrate various steps as well as aspects involved in Project Management.
3. Identify the importance of team in the successful execution of a project
4. Develop understanding about tools and techniques of project management along with application in proper context.

Sl.	Topic/Module	Hours
1.	Module 1: Project Management tools, functions, activities	06
2.	Module 2: Project Selection management - feasibility - types and checkpoints in the Project Management, Life Cycle; Financial Analysis (NPV, ROI, IRR); Development Productivity Index (DPI); Screening Process.	08
3.	Module 3: Project Management Methodology. Project appraisals, feasibility reporting, final project report including P&I appraisal as applicable. Technical and Financial Analysis.	08
4.	Module 4: Project Planning and Scheduling (Network Analysis, CPM, PERT, Crashing and Resource Optimization; Project Work Breakdown and structure (functions, activities and tasks); Project cost estimation.	10
5.	Module 5: Project Roles, Team Types and Team Building. Organization structure for effective project implementation.	08
6.	Module 6: Project risk Management and Mitigation Strategies; Social cost-benefit analysis. Project Control. Project Management measuring, monitoring	08

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	and tracking techniques; Resource allocation and scheduling and purchasing.	
7.	Module 7: Project MIS - principal features	12

**Suggested Readings:**

1. Sitangshu Khatua : Project Management and Appraisal : Oxford
2. Dr. Raj Kumar Yadvendra Gullybaba.com Panel: MS-52 Project Management, Gullybaba Publishing House Pvt. Ltd.
3. Horold Kerzner : Project Management : A System Approach to Planning, Scheduling and Controlling : Wiley.
4. Erik Larson and Clifford Gray : Project Management: The Managerial Process, McGraw Hill Education.
5. Project Management: Essential Managers, DK.
6. Kalpesh Ashar: Project Management Essentials You Always Wanted To Know, Vibrant Publishers.



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**Paper Name: Supply Chain & Logistics Management**

**Paper Code: BBA- 602**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

1. Understand the fundamentals of elements and functions of logistics, supply chain, role of drivers and demand forecasting.
2. Illustrate the various frameworks of the supply chain management.
3. Develop an understanding of the importance of logistics in the formulation of the business strategy and the conduct of supply chain operations.
4. Outline the basics of Supply Chain Analytics and its application in Supply Chain Management.

Sl.	Topic/Module	Hour
1.	Module 1: Concept of logistics: Introduction, Objective, Types, Concept of Logistic Management, Evolution, Role of logistics in economy, Difference between logistics and supply chain, Logistics and Supply Chain Management, Logistics mix, Logistics and competitive advantage.	10
2.	Module 2: Integrated logistics: Introduction, Objective, Concept of Integrated Logistics, Information flow, Inventory flow, Inventory Ownership, Measurement system, Barriers, Logistics Performance Cycle, Procurement Performance Cycle.	10
3.	Module 3: Introduction to Supply Chain: Introduction, Objective, Concept, Defining Value Chain, Organisation Level Activities, Industry level, Value Reference Model, Functions, Contributions, Creating Value, Leveraging Value Chain Partners, Drivers of supply chain.	10
4.	Module 4: Framework for Supply Chain Management, Supply Chain	10

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	Effectiveness, Supply Chain Relationship, Building long-Term Relationship with Vendors, VMI.	
5.	Module 5: Sourcing strategy: Manufacturing management, Make or buy decision, Capacity management, Materials Management, Choice of sources, Procurement planning, Basics of demand forecasting.	10
6.	Module 6: Introduction to Supply Chain Analytics: Introduction to Tools and Techniques (Inventory Management Decisions-Multi-item, Deterministic Constraint Models & probabilistic Models, AHP Applications, optimization for SCM support etc.).	10

**Suggested Readings:**

1. Sunil Chopra: Supply Chain Management, Pearson Prentice Hall.
2. Sunil Chopra, Peter Meindl, D.V. Kalra: Supply Chain Management, Pearson.
3. Michael Hugos: Essentials of Supply Chain Management, Wiley.
4. Richard B, Ravi Shankar, F. Robert Jacobs: Operations and Supply Chain Management, McGraw Hill Education.
5. James Stevens: Supply Chain Management: Strategy, Operation & Planning for Logistics Management, Createspace Independent Pub.
6. Ashley McDonough: Operations and Supply Chain Management Essentials You Always Wanted to Know, Vibrant Publishers.

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**Paper Name: Marketing Analytics**

**Paper Code: BBA 603 A**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Develop understanding regarding various marketing analytics tools
2. Build analytical skills to improve efficiency of various components of marketing mix
3. Apply analytics to overcome challenges, and issues of marketing in a changing technological landscape.
4. Utilize analytics to boost marketing through internet and social media

Sl.	Topic/Module	Hours
1.	Module 1: Introduction to Marketing Analytics: Introduction, Using excel to summarize data	5
2.	Module 2: Forecasting: Simple Linear Regression, Multiple Linear Regression to forecast sales.	5
3.	Module 3: Pricing: Estimating Demand Curves, Price Bundling, Nonlinear Pricing, Price Skimming, Revenue Management.	10
4.	Module 4: Consumer Analytics: Calculation of customer lifetime value, using Monte Carlo Simulation to calculate customer value.	10
5.	Module 5: Retailing: Market Basket Analysis, Lift, RFM Analysis, Allocating Retail Space and Sales Resources.	10
6.	Module 6 Advertising: Measuring the effectiveness of advertisements, Pay Per Click Online Advertising.	10
7.	Module 7: Internet and Social Media Marketing	10

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**Suggested Readings:**

1. Kotlar Philip and Armstrong Gary: Principles of Marketing, Pearson.
  2. Arun Kumar: Marketing Management, Vikas Publishing House.
  3. Saxena, Rajan: Marketing Management, TMH.
  4. Gandhi, J.C.: Marketing, TMH.
  5. Wayne L. Winston: Marketing Analytics, Willey.
  6. Farris: Marketing Metrics, Pearson.
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**Paper name: Financial Analytics**  
**Paper Code: BBA 603 (B)**

**Total Credit: 6**  
**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Extend the concept of advanced financial management and risk analysis
2. Create an understanding on analysis of financial data using different statistical tools.
3. Dissect the financial services on the basis of machine learning and artificial intelligence
4. Construct the model on optimal portfolio selection and Risk-Return Trade-off & Quadratic Utility

<b>Module/Topics</b>	<b>Hours</b>
<b>Module 1: Introduction to Financial Analytics:</b> Analytical thinking, Role of a Financial Analyst, News analytics (accessing news using web scrapping) and sentiment analysis in finance, Data Driven Financial Decision, Decision making under uncertainty,	04
<b>Module 2: Introduction to Analysis of Financial Data Using Statistical Tools:</b> Statistical concepts; Probability, Normal, Lognormal distribution properties, Data visualization, Understanding data in finance, cleaning and pre-processing of data, Application of software on different forms of financial data set- Time Series and Cross Sectional Data	12
<b>Module 3: Financial Modelling:</b> Introduction to Basic Financial Functions in Excel, Discounted Cash flows, Annuity, PMT, PV, NPV, IRR, Financial modelling using Ratios, income statement and financial statements using Excel	16
<b>Module 4: Application of Data Science across Financial Services:</b> Learn about Financial Data Analytics with respect to Data Science in Financial Services, Artificial Intelligence and Machine Learning in Financial Services, Usage of AI in Algorithmic Stock Trading, Automated Robo-Advisors, Fraud Detection and Prevention.	12
<b>Module 5: Optimal Portfolio Allocation:</b> Capital Allocation Line (CAL) and Optimal	10

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Portfolio, Lending and Borrowing on the CAL, analysis using indifference curves. CAPM- Features of Markowitz analysis, expected returns from historical averages, efficient frontier.	
<b>Module 6: Risk-Return Trade-off &amp; Quadratic Utility:</b> Investments and trade consumption across time, trade-off between risk and return, decision making under uncertainty, indifference curves, quadratic utility function, etc.	6

**References:**

1. M. J., & Hugen, D. L . Financial analytics with R: building a laptop laboratory for data science Bennett, Cambridge University Press.
2. Hilpisch, Y. " O'Reilly Python for Finance: Analyze big financial data, Media, Inc."
3. Consoli, S., Reforgiato Recupero, D., & S. Data Science for Economics and Finance. Methodologies and Applications, Springer Nature.
4. Aldridge, I., & Avellaneda, M. John Big data science in finance- Wiley & Sons.
5. Lukomnik, J., & Hawley, J. P Moving Beyond Modern Portfolio Theory- Investing that Matters,. .: Routledge.
6. Reilly, F. K., & Brown, K. C Investment Analysis and Portfolio Management., Cengage Learning.
7. Rees, M. John. Principles of financial modelling: model design and best practices using Excel and VBA. Wiley & Sons.
8. [https://www.tutorialspoint.com/excel\\_data\\_analysis/excel\\_data\\_analysis\\_financial.htm](https://www.tutorialspoint.com/excel_data_analysis/excel_data_analysis_financial.htm)

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**Paper Name: Human Resource Analytics.**

**Paper Code: BBA 603 (C)**

**Total Credit: 6**

**Total hours of lectures: 60 hours**

**Course Outcome:**

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

1. Develop an understanding of the role and importance of analytics in managing human resource effectively.
2. Apply analytical techniques in human resource domain to successfully conduct various HR functions
3. Develop an understanding about the concept and relevance of HR metrics.
4. Build an idea about the usefulness of HR dashboard and application of software in HR domain.

Sl.	Topic/Module	Hour
1.	Module 1: Understanding HR analytics: Definition, Understanding the need, Human capital data storage, Current state of HR analytic professional and academic training, HR analytics and HR people strategy, Becoming a persuasive HR function, Usage, ethics and limitations.	8
2.	Module 2: Basic concepts, module and application of HR information systems and data.	8
3.	Module 3: Analysis strategies: From descriptive reports to predictive analytics, Statistical significance, Data integrity, Types of data, Concept of Independent-Dependent variable, When to use which test.	8
4.	Module 4: Employee attitude surveys – engagement and workforce perceptions: What is employee engagement. How do we measure employee engagement, Interrogating the measures, Cases.	8
5.	Module 5: Predicting employee turnover: Employee turnover and why it is such an important part of HR management information, Descriptive	8

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	turnover analysis, measuring turnover at individual or team level, Exploring differences in both individual and team-level turnover, Cases.	
6.	Module 6: Predicting employee performance: Method and measure to indicate performance, Cases.	8
7.	Module 7: Recruitment and selection analytics: Reliability and validity of selection methods, Human bias in recruitment selection, Cases.	6
8.	Module 8: <b>HR Metrics</b> –Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.	4
9.	Module 9: Concepts of <b>HR Dashboards</b> , Statistical software used for HR analytics.	2

**Suggested Readings:**

1. Dr Martin Edwards, Kirsten Edwards: Predictive HR Analytics: Mastering the HR Metric, Kogan Page.
2. Ramesh Soundararajan and Kuldeep Singh: Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage.
3. Dipak Kumar Bhattacharyya: HR Analytics: Understanding Theories and Applications, Sage.
4. Jac FITZ-ENZ: The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.