



**BACHELOR OF BUSINESS  
ADMINISTRATION  
PART-III**

Medium of instruction and examination will be in English

For a pass at each examination a candidate shall be required to obtain a minimum of 36% marks in each paper and **48% marks** in the aggregate.

Successful candidates will be qualified as under-

(a) 48% and above but less than 60% marks **II Division**


(b) 60% and above but less than 75% marks **I Division**

(c) 75% marks and above I Division with division

The number of papers and practicals, wherever prescribed, the duration of examination, maximum marks and minimum pass marks are shown separately against each paper.

**Distribution of Marks**

<i>S.No</i>	<i>Name of subject/Paper</i>	<i>No. of papers to be offered</i>	<i>Dura-tion</i>	<i>Max. Marks</i>	<i>Min. pass Marks</i>
1.	Paper-I Organisation Behaviour	One	3 Hrs	100	36
2.	Paper-II Risk and Insurance Management	One	3 Hrs	100	36
3.	Paper-III International Business	One	3 Hrs	100	36
4.	Paper-IV Cost and Management Accountancy	One	3 Hrs	100	36
5.	Paper-V E- Commerce	One	3 Hrs	100	36



**Paper-I : Organisational Behaviour**

**Scheme : Maximum Marks : 100**

**Minimum Pass Marks : 36**

**3 Hours duration**

**The Pattern of question papers shall be as under :**

There shall be 7 questions in all. Question No. 1 and 2 will be compulsory.

Question No.1-20 marks : 10 very short answer type questions of 2 marks each (upto 50 words)

Question No. 2-20 marks: 5 short answer type questions of 4 marks each. (upto 100 words)

There shall be 5 essay type/numerical questions. Candidates shall be required to attempt any 3 questions. Each questions shall be of 20 marks.

Case study related questions may be asked wherever necessary.

1. **Introduction :** Meaning of O.B., Disciplines, Contributing to O. B. feild, Role of O.B. in todays'business organisations.
2. **Understanding self :**  
Perception : Nature and Importance, perceptual selectivity, social Perception, Personality :

Meaning, personality determinants, personality characteristics, personality development theories.

3. **Motivation :**  
Primary and secondary motives, Theories of motivation : Content and process-theories - V room's expectancy theory, Porter-Lawler model. Equity theory of work motivation. Alderfers ERG theory, Mc Clelland's need theory.
4. **Learning :**  
Theories of learning, principles of learning, Reinforcement and its application in behaviour modification.
5. **Group Dynamics :**  
Theories of groups, group norms and roles, cohesiveness the dynamics of informal groups.
6. **Leadership :**  
Leaders versus Managers, Theories of leadership : Trait theory, behavioural theory, Fiedler's contingency theory, Hersey and Blanchard's. Situation theory leadership in 21st century. Leadership styles, Managerial Grid, Likert's systems of leadership, Normative model, Tannenbaum and Schmidt's model.
7. **Management of Conflicts :**  
Reasons and types of conflicts.  
Management of Interpersonal conflicts and organisational conflicts.
8. **Organisational Change:**  
Major forces of change.  
Resistance to change.  
Process of change.  
Developing support for change, Change Model.
9. **Power:**  
Meaning of Power  
Source of power, Implications for performance and satisfaction.

***Books Recommended:***

1. Fred Luthans Organisational Behaviour.
2. Robbins Organisational Behaviour.
3. Paul Hersey and Kenneth H. Blanchard: Management of Organisational Behaviour.
4. R.S. Dwivedi: Human Relations and Organisational Behaviour.
5. A. K. Korman : Organisational Behaviour
6. L. M. Prasad: Organisational Behaviour



**Paper-II : Risk and Insurance Management**

**Scheme : Maximum Marks : 100**

**3 Hours duration**

**Minimum Pass Marks : 36**

**The Pattern of question papers shall be as under :**

There shall be 7 questions in all. Question No. 1 and 2 will be compulsory.

Question No.1-20 marks : 10 very short answer type questions of 2 marks each (upto 50 words)  
Question No. 2-20 marks: 5 short answer type questions of 4 marks each. (upto 100 words)  
There shall be 5 essay type/numerical questions. Candidates shall be required to attempt any 3 questions. Each questions shall be of 20 marks.  
Case study related questions may be asked wherever necessary.

- I. Insurance - An Introduction :- Origin and development of insurance, Risks Hazards, Management of Risk, Meaning Characteristics functions and Social and Economic significance of insurance.
- II. Principles of insurance - Insurance Interest, utmost goodfaith, warranties, causa proxima, subrogation.
- III. Types of Insurance Contracts - Essential Elements of Contract Insurance, Difference between general contract and contracts of insurance, Life Insurance contracts, Indemnity Contracts, Procedure of issuing insurance policy under insurance, over insurance reinsurance. Nomination, assignments, Revival, Renewal and Cancellation Insurance Act - 1938 (Main Provisions only)
- IV. Life Insurance - Meaning, Need, Functions and development of life insurance in India, Important Plans, Annuity Insurance Plans, Term Insurance Plans. Group insurance Plans. Unit Link Insurance plans and other plans.
- V. Calculation of Premium and Settlement of Claim in Life Insurance - Basis for Premium Calculation of Premium Settlement of Claims by death by maturity and other claims.
- VI. Life Insurance Agents-meaning of an agent. Procedure of becoming an agent. Agency Law, Qualities of an ideal insurance agent code of conduct.
- VII. Fire Insurance-meaning, Scope. Issue of fire Insurance Policy, Types of Plans, Conditions of fire Insurance policy and Settlement of Claims marine Losses.
- VIII. General insurance - meaning, Scope, Settlement of claims, working of General Insurance Companies.
- IX. Liberalisation and Insurance - Opening up of Insurance sector for private and foreign companies, Insurance Regulatory and Development Authority (IRDA). Emerging challenges and prospects of Insurance.



### **Paper - III : International Business**

**Scheme : Maximum Marks : 100**

**Minimum Pass Marks : 36**

**3 Hours duration**

**The Pattern of question papers shall be as under :**

There shall be 7 questions in all. Question No. 1 and 2 will be compulsory.

Question No.1-20 marks : 10 very short answer type questions of 2 marks each (upto 50 words)

Question No. 2-20 marks: 5 short answer type questions of 4 marks each. (upto 100 words)

There shall be 5 essay type/numerical questions. Candidates shall be required to attempt any 3 questions. Each questions shall be of 20 marks.

Case study related questions may be asked wherever necessary.

1. **International Business :**  
Introduction--Meaning of I.B., Domestic V/S I.B., Scope of I.B., Role of I.B. Driving forces of I.B. Forces restricting I.B. why to study I.B. ?
2. **Cultural Environment :**  
Definition of culture components of culture, (Language, religion, values attitudes, customs & maunss, Education. family, Material culture Aesthetics.)  
Imperatives of culture for I.B. - Work place and Market place, Misconceptions about culture.
3. **The Global Economic Environment :**  
The Global Economy. Bases of Eco. Wealth-Population, Natural Environment Technological Resources. Eco. system-Market Allocation, Command Allocation, Mixed Allocation. Indicators of Eco. Wealth-National Product, Balance of payment, Exchange rate, Foreign Investment.
4. **Political Environment**  
Importance of political Environmet for I.B. The Political Systems: Democracy-Basic Principles, Authoritaritism-Theocracy, Monarchy, Dictatorhsip. Major Political objective-Political Sovereignty. National Prestige and Property. National Security. Protection of Cultural Identity.
5. **Legal Environments :** Legal Systems-Code v/s Common law. Islamic Law. Socialist Law. Agreements and Conventions. Bilateral Multilateral, Global.  
Laws relaing to I.B. Market Entry Laws, Product (Intellectual Property Laws. Warranties & Product Liabilities, Pricing & distribution, Channels of distribution, Promotion, Sales of Good and Services, Others-Tax laws, Legal issues in I.B-Conflict of laws, Jurisdiction, corruption.
6. **Internation Trade Environment:**World Trading Patterns, Reasons Countries trade-Trade Theories, Mercantilism, Absolute Advantage, Comparative Advantage, Barriers to World Trade-Fiscal and Financial, Quantitative,Qualitative, Administrative. WTO, Regional Integration.
7. **Internation Financial Environment** Foreign Direct Investment-Reasons, Volume and directions, Foreign Exchange Transactions and Terminology.
8. **International Trade Practices and Documention** A case study of India.
9. **International Business Organisation** Types of I.B. organisation, Conflict between Headquarters and subsidiaries, new trends of global organisation.

**Books Recommended :**

1. Thakur and Mishra: International Business.
2. J.M. Diwan and K.N. Sudarshan: International Business Management.
3. R.D. Robinson: International Business Management a guide to decision making
4. Ramu Shiva: International Business



**Paper- IV : Cost & Management Accounting**  
**A-Cost Accounting**

**Scheme : Maximum Marks : 100**

**Minimum Pass Marks : 36**

**3 Hours duration**

**The Pattern of question papers shall be as under :**

There shall be 7 questions in all. Question No. 1 and 2 will be compulsory.

Question No.1-20 marks : 10 very short answer type questions of 2 marks each (upto 50 words)

Question No. 2-20 marks: 5 short answer type questions of 4 marks each. (upto 100 words)

There shall be 5 essay type/numerical questions. Candidates shall be required to attempt any 3 questions. Each questions shall be of 20 marks.

Case study related questions may be asked wherever necessary.

1. **Introduction to Cost Accounting :** Meaning and definition, scope and use of cost accounting, cost centre, cost accounting and financial accounting, cost concepts, classification of costs.
2. **Elements of Cost:** Material,labour and expense,direct Material cost-Meaning,Purchase and stores routine, methods of Pricing Material issues,wastage,scrap spoilage and defectives,Inventory Control techniques.direct labour cost-Meaning Remuneration methods,labour-turnover,treatments of idle time,overtime premium,Employee welfare costs and fringe benefits.
3. **Overheads :** Introduction, direct expenses, steps in accounting of overheads, classification of overheads, techniques for separation of fixed and variable costs allocation and apportionment of overheads, absorption of overheads - methods of overheads, absorption, overabsorption and under absorption of overheads.
4. **Costing methods :** Output costing, contract costing, service costing process costing.
5. **Cost control Techniques :**
  - a. Budgeting Introduction, comprehensive/master budget, fixed and flexible budgets.
  - b. Standard costing : Introduction, Cost Variance analysis- material, labour and overhead variances.
  - c. Marginal Costing and Management

**B-Management Accounting**

6. **Introduction :**Management Process and Accounting, Managerial planning and control, scope and role of management accounting installation and operation cost.
7. **Statement of changes in financial position :** Introduction, fund flow analysis and cash flow analysis.
8. **Ratio Analysis :** Introduction, types of ratios, liquidity ratios, Leverage ratios, profitability ratios, activity ratios.
9. **Capital budgeting Techniques :** Introduction-Payback period method accounting rate of Return method, Net present value method, internal rate of return method, profitability.

**C-Index Method**

10. **Risk Analysis in project decisions :** Introduction, Business risk & financial risk, Sensitivity analysis, Simulation Standard costing as on absolute measure of risk, Hilliers method of risk analysis.

**Books Recommended :**

1. M.N. Arora: Cost Accounting- Principles and practices
2. S.P. Jain and K.L. Narang Cost Accounting.
3. M.Y. Khan and P.K. Jain Management Accounting.
4. I.M. Pandey: Management Accounting.
5. P.C. Tulsian Practical Accounting.
6. Robert Anthony, Recreational Principles of Management Accounting
7. M.R. Agarwal Management Accounting.



### **Paper-V : E-Commerce**

**Scheme : Maximum Marks : 100**

**3 Hours duration**

**Minimum Pass Marks : 36**

**The Pattern of question papers shall be as under :**

There shall be 7 questions in all. Question No. 1 and 2 will be compulsory.

Question No.1-20 marks : 10 very short answer type questions of 2 marks each (upto 50 words)

Question No. 2-20 marks: 5 short answer type questions of 4 marks each. (upto 100 words)

There shall be 5 essay type/numerical questions. Candidates shall be required to attempt any 3 questions. Each questions shall be of 20 marks.

Case study related questions may be asked wherever necessary.

1. **Introduction to E-Commerce :** Meaning and concept, Electronic versus traditional commerce, Media convergence, E-Commerce and e-business. Channels of e-commerce, Business applications of e-commerce need for e-commerce, e-commerce as an electronic tradings, System, special features.
2. **Internet Concepts and Technologies:** Concept and evolution of internet, web technologies, client server concept, Hypertext information to network, benefits of hypertext, URLs, HTTP, HTML, HTML, forms and CGI gateway services.
3. **Business Models to E- Commerce : and Infrastructure :** E-commerce models, supply chain management remote servicing, E-Commerce resources and infrastructure resourced and planning for infrastructure.
4. **Business to Consumer E- Commerce :** Cataloguing, order planning and order generation, cost estimation and Pricing, order receipt and accounting, order-selection and prioritisation order scheduling order fulfilling and delivery, order billing and payment managements, Post sales services.
5. **Web-site Design :** Role of website in B2C e-commerce, web-site. strategies and web-site design principles, push and pull technologies, alternative methods of customer communication.
6. **Electronic payment Systems :** Special features required in payment systems for e-commerce, types of e-payment systems, E-Cash and currency servers, e- cheques, credit cards, smart cards electronic purses and debit cards; Business Issues and economic implications; operational, Credit and Legal risks of e- payment systems, Components of an effective electronic payment system.

7. **Business to Business E-Commerce** : Need and alternative mode/of B2B e-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, features os EDI service arrangements, Internet- based EDI.
8. **E-Business** : Workfolw management, mass cusustomization and product differentiation, Organisation restructuring, Integrated logistics and distriution, Knowledge management issues and role of e-commerce infrastructure, concept and role of multimedia.
9. **Internet Protocols** : Layers and networking, OSI layring and TCP layering, TCP, IP , DNS and PPP, Emerging scenaraio in ISP.
10. **Security Issures in E-Commerce** : Security risks of e-commerce, exposure of resources, types of threats, sources of threats security tools and risk-management approach, e-commerce security and a rational security policy for e-commerce, I.T. Act. 2000.

***Books Recommended:***

1. Agarwal, K.N. and Deeksha Ararwala :Business on the Net : what's and How's of E-Commerce : Macmillan, New Delhi.
2. Agarwal, K.N. and Deeksha Arrawala : Business on the Net : Bridge to the on line Storefront : Macmillan, New Delhi.
3. Cady, Gloc Harrab and Megregor Pat : Mastering the Internet, BPB, Publication. New Delhi.
4. Diwan, Prag and Sunil Sharms : Electronic Commerce -A Management Guide to E-Business, Vanity Books International. Delhi.
5. Janal, D.S. : On line Marketing Hand-Book Van Nostrand Reinhol New York.
6. Kosiver, David : Understanding Electronic Commerce, Micorsoft Pres Washington.
7. Ninoli and Minol : Web Commerce Technology Hand Book, Tata McgrawHill, New Delhi.
8. O'Brien J : Management Information Systems, Tata Mac Graw Hill New Delhi,
9. Schneider, Gary P : Electronic Commerce, Course Technology, Delhi.
10. Young Margret Levine :The Complete Reference to Internet, Tata McGraw Hill, New Delhi.
11. Parag Diwan and Sunil Sharma, E- Commerce-A Managers Guide to E-Business Excel Books, New Delhi.



**Paper- VI : Project And Viva-Voce**

<b>1. Allocation of Marks :</b>	Project Report	75
	Viva Voce	25

2. Internal Examiners (qualified teachers) for Vice-voce shall be appointed by the Head of the Institution where the course is being run.
- 3 Two External Examiners shall be appoineted by the University for evaluating the Project report.
4. Vica-Voce shall be conducted by an external examiner appointed by the University with the

internal examiner appointed by the Head of the Institution.

5. Every B.B.A. student of Part III must join some business and work for six weeks and prepare a project report.