

சென்னைப் பல்கலைக்கழகம்
தொலைதூரக் கல்வி நிறுவனம்



Bachelor of Business Administration

B.B.A

வணிக நிர்வாகம்

Syllabus for Core Subjects

Non-Semester

(Effective from the Academic Year 2005 - 2006)

UNIVERSITY OF MADRAS

INSTITUTE OF DISTANCE EDUCATION

CHENNAI - 600 005

BACHELOR OF BUSINESS ADMINISTRATION
SCHEME OF EXAMINATIONS
FIRST YEAR

Paper	Subjects	Duration Hours	Total Marks
	Core Courses - Main Subjects		
I	Principles of Management	3	100
II	Financial Accounting	3	100
	Core Course - Allied Subject		
I	Business Statistics and Operations Research	3	100
SECOND YEAR			
	Core Courses - Main Subjects		
III	Business Communication	3	100
IV	Cost and Management Accounting	3	100
V	Business Environment	3	100
VI	Business Regulatory Framework	3	100
	Core Course - Allied Subject		
II	Managerial Economics	3	100
THIRD YEAR			
	Core Courses - Main Subjects		
VII	Financial Management	3	100
VIII	Marketing Management	3	100
IX	Production and Materials Management	3	100
X	Human Resource Management	3	100
XI	Entrepreneurship Development & Management of Small Business	3	100

INSTITUTE OF DISTANCE EDUCATION
BACHELOR OF BUSINESS ADMINISTRATION
(B.B.A)
SYLLABUS
FIRST YEAR

PAPER I - PRINCIPLES OF MANAGEMENT

Unit - I

Management : Importance - Definition - Nature and Scope of Management process - Role and Functions of a Manager - Levels of Management - Development of Scientific Management and other Schools of thought and approaches.

Unit - II

Planning : Nature - Importance - Forms - Types - Steps in Planning - Objectives - Policies - Procedures and Methods - Nature and Types of Policies - Decision-making - Process of Decision-making - Types of Decision.

Unit - III

Organizing : Types of Organizations - Organisation Structure - Span of Control and Committees - Departmentalisation - Informal Organisation.

Unit - IV

Authority - Delegation - Decentralisation - Difference between Authority and Power - Responsibility - Recruitment - Sources, Selection, Training - Direction - Nature and Purpose.

Unit - V

Co-ordination - Need, Type and Techniques and Requisites for excellent Co-ordination - Controlling - Meaning and Importance - Control Process.

REFERERNC E BOOKS

1. Principles of Management - P.C. Tripathi & P.N. Reddy.
2. Essentials of Management - Wehrich and Koontz.
3. Principles of Management - L.M. Prasad
4. Principles of Management - Dinkar Pagare
5. Business Management - C.B. Gupta
6. Business Management - N. Premavathy
7. Principles of Management - J. Jayasankar

PAPER II - FINANCIAL ACCOUNTING

Unit - I

Meaning and scope of Accounting, Basic Accounting Concepts and Conventions - Objectives of Accounting - Accounting Transactions - Double Entry Book keeping - Journal, Ledger, Preparation of Trial Balance - Preparation of Cash Book.

Unit - II

Preparation of Final Accounts of a Sole Trading Concern - Adjustments - Closing Stock, Outstanding and Prepaid items, Depreciation, Provision for Bad Debts, Provision for Discount on Debtors, Interest on Capital and Drawings - Preparation of Receipts and Payments Account, Income & Expenditure Account and Balance Sheet of Non Trading Organizations (simple problems)

Unit - III

Classification of errors - Rectification of errors - Preparation of Suspense Account.

Bank Reconciliation Statement (Only simple problems).

Unit - IV

Depreciation - Meaning, Causes, Types - Straight Line Method - Written Down Value Method (Change in Method excluded). Insurance claims - Average Clause (Loss of stock only)

Unit - V

Single Entry - Meaning, Features, Defects, Differences between Single Entry and Double Entry System - Statement of Affairs Method - Conversion Method (Only simple problems).

Unit - VI

Branch Accounts : - Dependent branches - Stock and debtors system - Distinction between wholesale profit and retail profit - Independent branch (foreign branches excluded)

Unit - VII

Departmental Accounts : - Basis for allocation of expenses - Inter departmental transfer at cost or selling price
- Treatment of expenses which cannot be allocated.

Unit - VIII

Hire purchase and instalment - Default and repossession - Hire purchase trading account.

Instalment purchase system.

Unit - IX

Admission of a partner - Retirement of a partner - Death of a partner.

Unit - X

Dissolution of a partnership - Insolvency of a partner (Application of Indian Partnership Act 1932) - Insolvency of all partners - Gradual realisation of assets and piecemeal distribution.

REFERENCE BOOKS

1. R.L. Gupta & V.K. Gupta - Advanced Accounting, Sultan Chand, New Delhi.
2. T.S. Reddy & Murthy - Financial Accounting, Margham Publications, Chennai.
3. Shukla & Grewal - Advanced Accounting, S.Chand, New Delhi.
4. Jain & Narang - Financial Accounting

5. P.C. Tulsian - Financial Accounting
6. S. Parthasarathy and A. Jaffarulla, Kalyani Publishers, Financial Accounting.
7. R.L. Gupta & Radhaswamy - Advanced Accounting, Volume 1.

ALLIED I

**BUSINESS STATISTICS AND
OPERATIONS RESEARCH**

Unit - I

Introduction - Classification and tabulation of statistical data - Diagrammatic and graphical representation of data.

Unit - II

Measures of Central tendency - Mean, median and mode - Dispersion, Range, Quartile deviation, Mean Deviation, Standard Deviation - Measures of Skewness.

Unit - III

Correlation - Karl Pearson's Coefficient of Correlation - Spearman's Rank Correlation - Regression Lines and Coefficients.

Unit - IV

Time Series Analysis - Trend - Seasonal Variation.

Unit - V

Introduction to OR - Linear Programming - Graphical and Algebraic Solution (maximization and minimization).

Unit - VI

Index Numbers - Aggregative and Relative Index - Chain and Fixed Index - Wholesale Index - Cost of Living Index.

Unit - VII

Probability - Addition and Multiplication Theorem - Conditional Probability - Bayer's Theorem (without proof) - Simple Problems.

Unit - VIII

Sampling Techniques - Types of Sample and Sampling Procedures - Tests of Significance - Normal, t, F, chi-square - Simple problems.

Unit - IX

Assignment and Transportation Problems.

Unit - X

Network Analysis - PERT and CPM (no crashing)

REFERENCE BOOKS

1. Statistical Methods - S.P. Gupta
2. Introduction to Operations Research - Dr. P.R. Vittal
3. Statistics - Elhance
4. Operations Research - Hira and Gupta, S. Chand.
5. Operations Research - Handy and A. Taha

SECOND YEAR

PAPER III - BUSINESS COMMUNICATION

Unit - I

What is Business Communication? - Essential and importance of Business Communication - communication process - Communication Barriers.

Unit - II

Objective of Communication - Methods and forms of Communication - Oral and Written forms of Communication - Merits and Demerits of Oral and Written Communication - Channels of Communication.

Unit - III

Role of Technology in Communication - Various Communication Devices - Telephone - Cell Phones - Video Conferencing - Intercom - Dictaphone - EPABX - Public address system - Visual aids - ETC - Cost effectiveness of various devices.

Unit - IV

Internal and External Communications - Answering Telephone Calls - Enquiries - Preparation of speeches.

Unit - V

Communication through Letters - Layout of a letter - Letter Formats - Application for appointment - Reference letters - Appointment letters - Orders - Enquiry letters - Offers and Quotations - Execution of orders - Cancellation of orders - adjustment and settlement of accounts - letter of complaints - collection letters.

Unit - VI

Letter to the agency - status enquiry - bank correspondence - letters related to export and import - correspondence with Government Department and public bodies - Tenders - Insurance letters - Letters to the Editor.

Unit - VII

Correspondence of company secretary with shareholders and directors - Minutes of the meeting - Agenda - Annual Report.

Unit - VIII

Communication through reports - reports by individuals - report of committee - secretarial reports - reports of executive heads, officers of company - sales - production reports - press reports.

Unit - IX

Internal Communication - memos - circulars - notices - job instruction - precis writing of letters and reports.

Unit - X

Modern Forms of Communication : Fax - e-mail - Video Conferencing - Internet - Websites and their use in Business.

REFERERNC E BOOKS

1. Developing Communications Skills - Krishna Mohan & Meera Banerji.
2. Essentials of Business Communication - Rajendra Pal and JS Korlahalli.
3. Commercial Correspondence - Mazumdar
4. Business English and Correspondence - Agarwal AN.

5. Writers guide to style & usage MacMillan I Ltd.
6. Developing Communication Skills - Krishna Mohan & Meera Banerji.
7. Essentials of Business Communication - Rajendra Pal and JS Korlahalli.
8. Effective Business English and Correspondence - Ramesh Ms & Pattan Shetty CC.
9. Business Correspondence - Pillai and Bhagawathi
10. Essentials of Business Communication - Guffey
11. Business Communication : A Framework for Success - O'Hair.
12. Advanced Business Communication - Penrose
13. Effective Business Communication - Prentice Hall of India - Kaul.

PAPER IV - COST AND MANAGEMENT ACCOUNTING

Unit - I

Nature and scope of Cost Accounting. Cost analysis, concepts and Classifications. Installation of costing systems, cost centers and profit centers.

Unit - II

Cost sheets, tenders and quotations. Reconciliation of cost and financial accounts.

Unit - III

Material purchase control, Level, aspects, need and essentials of material control.

Stores control - Stores Department, EOQ, Stores records, ABC analysis, VED analysis.

Material costing - Issue of materials - FIFO, LIFO, HIFO, SAM, WAM, Market price, Base stock method and Standard price method.

Unit - IV

Labour cost - Computation and control. Time keeping, Methods of wage payment - Time rate and Piece rate system. Payroll procedures. Idle time and over time. Labour turnover.

Unit - V

Overheads - Classification, Allocation, Apportionment and Absorption.

Accounting and control of overheads - Manufacturing, Administration, Selling and Distribution. (Primary and Secondary Distribution). Machine Hour Rate.

Unit - VI

Management Accounting - Meaning, scope, importance and limitations - Management Accounting vs. Cost Accounting. Management Accounting vs. Financial Accounting.

Unit - VII

Analysis and Interpretation of Financial Statement - Nature, Objectives, tools - Methods - Comparative Statements, Common Size statement and Trend analysis.

Unit - VIII

Ratio Analysis - Interpretation, benefits and limitations.
Classification of ratios - Liquidity, profitability, turnover, capital structure and leverage.

Unit - IX

Funds flow and Cash flow statements.

Budgets and budgetary control - Meaning, objectives, merits and demerits - Types of Budgets - Production, Cash and Flexible Budgets.

Unit - X

Marginal costing (excluding decision making)
Absorption Costing and Marginal Costing - CVP analysis - Break Even Analysis - Break Even Chart.

REFERERNC E BOOKS

1. Jain S.P., and Narang K.L. - Cost Accounting.
2. Khanna B.S., Pandey I.M., Aherjia G.K. and Arora M.N. - Practical Costing.
3. Reddy and Murthy - Cost Accounting.
4. N.K. Prasad and V.K. Prasad - Cost Accounting.
5. Dr. S.N. Maheswari - Management Accounting.
6. Chadwick - The Essence of Management Accounting.
7. Charles T. Horngren and Gary N. Sunderi - Information to Management Accounting.
8. Reddy and Murthy - Management Accounting.

PAPER V - BUSINESS ENVIRONMENT

Unit - I

The concept of Business Environment - Nature and significance - Brief overview of political - Cultural - legal - economic and social environments and their impact on business and strategic decisions.

Unit - II

Political Environment - Government and Business relationship in India - Provisions of Indian constitution operating to business.

Unit - III

Social environment - Cultural heritage - social attitudes - impact of foreign culture - castes and communities - joint family systems - linguistic and religious groups - Types of social organization - social responsibilities of business.

Unit - IV

Economic Environment - Economic systems and their impact of business - Macro economic parameters like GDP - growth rate population - Urbanisation - Fiscal deficit - Plan investment - Per capita income and their impact on business decisions - Five Year Planning.

Unit - V

Financial Environment - Financial System - Commercial banks - Financial Institutions - RBI Stock Exchange - IDBI - Non Banking Financial Companies NBFCs

REFERENCE BOOKS

1. Sankaran. S - Business Environment
2. Francis Cherunilam - Business Environment
3. Aswathappa - Business Environment
4. Dasgupta & Sengupta - Government and Business in India
5. Srinivasan. K. - Productivity and Social Environment

PAPER VI - BUSINESS REGULATORY FRAMEWORK

Unit - I

Brief outline of Indian Contract Act - Special contracts Act - Sale of goods Act - Contract of Agency.

Unit - II

Brief outline of Indian Companies Act, 1956.

Unit - III

Brief outline of FEMA - Consumer Protection Act.

Unit - IV

The laws of Trade Marks - Copyright - Patents - Designs - Trade related Intellectual Property Rights. (TRIPS) RTP - IDRA - an overview.

Unit - V

Brief outline of Cyber Laws - WTO - Information Technology agreement ITA - General Agreement on Trade in services.

REFERENCE BOOKS

1. Business Laws - N.D. Kapoor.
2. Economic & Other legislations - N.D. Kapoor.
3. Cyber laws for every Netizen in India - Na. Vijayashankar
4. Legal systems in Business - Sumathi & Saravanel

ALLIED II MANAGERIAL ECONOMICS

Unit - I

Nature and scope of managerial economics - definition of economics - important concepts of economics - relationship between micro, macro and managerial economics - nature and scope - objectives of the firm.

Unit - II

Demand analysis - Theory of consumer behaviour - Marginal utility analysis - indifference curve analysis.

Unit - III

Meaning of demand - Law of demand - Types of demand - Determinants of demand - elasticity of demand - Demand forecasting.

Unit - IV

Production and cost analysis - Production - Factors of production - Production function - Concept - Law of variable proportion - Law of return to scale and economies of scale - cost analysis - Different cost concepts - Cost output relationships - Short run and long run - Revenue curves of firms - Supply analysis.

Unit - V

Pricing methods and strategies - Objectives - Factors - General consideration of pricing - methods of pricing - Dual pricing - Price discrimination.

Unit - VI

Full cost pricing - Target pricing - pricing of new products - pricing by manufacturer - pricing by retailer.

Unit - VII

Market classification - Perfect competition - Monopoly - Monopolistic competition - Duopoly - Oligopoly.

Unit - VIII

Profit and profit management - Accounting profit and economic profit - Measurement - Profit planning and forecasting.

Unit - IX

Capital budgeting - cost of capital - capital management and financial policy.

Unit - X

Project profitability - methods of appraising profitability.

REFERENCE BOOKS

1. Joel Dean - Managerial Economics.
2. Gupta G.S. - Managerial Economics.
3. Peterson - Managerial Economics.
4. Davies & Hughes - Managerial Economics.
5. Hague, D.C. - Managerial Economics.

- | | |
|----------------------------|---|
| 6. Mote, Paul and Gupta | - Managerial Economics - Concept and cases. |
| 7. Savage and Small | - Introduction to Managerial Economics. |
| 8. Spencer, M.H. | - Managerial Economics - Text, problems, short cases. |
| 9. Stokes, C.J. | - Economics for managers. |
| 10. Varshney and Mahaswari | - Managerial Economics. |
| 11. Boumal William, J. | - Economic Theory and operation Analysis. |

THIRD YEAR

PAPER VII - FINANCIAL MANAGEMENT

Unit - I

Meaning, objective and scope - Relationship between management accounting, Cost accounting and financial accounting - Financial statements - Tools for analysis and interpretation.

Unit - II

Financial planning and control - Break-even analysis - Operating leverage - Cost - volume - Profit analysis.

Unit - III

Cost of capital - Basic concepts, rational assumptions - Cost of equity capital - Cost of debt - Cost of preference capital - Cost of retained earnings.

Unit - IV

Capital structure decision of the firm - Composition and sources of long-term funds - Financial leverage - Factors determining funds requirements.

Unit - V

Financial Information systems

REFERENCE BOOKS

1. Financial Management - Prasanna Chandra
2. Khan and Jain - Financial Management
3. Pandey I M - Financial Management
4. Vanhorne - Fundamentals of financial management.

PAPER VIII - MARKETING MANAGEMENT

Unit - I

Fundamentals of marketing - Role of Marketing - Relationship of Marketing with other functional areas - concept of marketing mix - Marketing approaches - Various Environmental factors affecting the marketing functions.

Unit - II

Buyer Behaviour - Consumer goods and Industrial goods - Buying motives - Factors influencing buyer Behaviour.

Market segmentation - Need and basis of Segmentation - Targeting - positioning.

Unit - III

Sales Forecasting - Various methods of sales Forecasting

The Product - Characteristics - benefits - classifications - consumer goods - industrial goods - New Product Development process - Product Life Cycle - Branding - Packaging.

Unit - IV

Pricing - Factors influencing pricing decisions - pricing objectives - pricing policies and procedures.

Physical Distribution : Importance - Various kinds of marketing channels - distribution problems.

Sales Management : Motivation, Compensation and Control of Salesmen.

Unit - V

A brief overview of : Advertising - Publicity - Public Relations - Personal Selling - Direct selling and Sales promotion.

REFERENCE BOOKS

1. Marketing Management by Rajan Saxena
2. Marketing by William J Stanton
3. Principles of Marketing by Philip Kotler
4. Marketing Management by Still and Cundiff
5. Marketing Management by Dr. K. Nirmala Prasad and Sherlaker

6. Marketing by J.C.Gandhi
7. Principles of Marketing by Ramasamy Namakumari
8. Marketing - J. Jayasankar
9. Marketing Management by Dr. C.B. Gupta and Dr. N.Rajan Nair.
10. Albert New Guard - The Filed Sales Manager - Taraporewala.
11. Bestrand Canfield & Englan Cliff, Sales Administration, Prentice Hall.
12. Richard R. Still and Edward W.Cundiff, Sales Management, Prentice Hall
13. V.S. Ramasamy, Marketing Management, MacMillan.

PAPER IX - PRODUCTION AND MATERIALS MANAGEMENT

Unit - I

Production system - Introduction - Production - Productivity - Production management - Objectives - Functions - Scope - Relationship with other functional areas.

Unit - II

Production planning and control - Routing and scheduling - Dispatching - Maintenance management - Types of maintenance - Breakdown - Preventive - Routine - Maintenance scheduling.

Unit - III

Plant location - Introduction need for selecting a suitable location - Plant location problems - Advantages of urban,

semi-urban and rural locations - Systems view of locations
- Factors influencing plant location.

Plant layout - Plant layout problems - Objectives - Principles of plant layout - Factors influencing layout - Types of layout.

Unit - IV

Work and method study - Importance of work study - Work study procedures - Time study - Human considerations in work study - Introduction to method study - Objectives of method study - Steps involved in method study.

Work measurement - Objectives of work measurement - Techniques of work measurement - Computation of standard time - Allowance - Comparison of various techniques.

Unit - V

Quality control - Types of inspection - Centralized and decentralized - P Chart - X - Chart - Construction - Control - TQM

Unit - VI

Materials management - Definition and function - Importance of materials management.

Unit - VII

Integrated materials management - The concept - Service function advantages - inventory control - Function of inventory - Importance - Replenishment stock - Material demand forecasting - MRP - Basic tools - Inventory control - ABC - VED - FSN analysis - Inventory control of spares and slow moving items - EOQ - EBQ - Stores planning.

Unit - VIII

Purchase management - Purchasing - Procedure - Dynamic purchasing - Principles - import substitution - International purchase - Import substitution - International purchase - Import purchase procedure.

Unit - IX

Store keeping and materials handling - Objectives - Function - store keeping - stores responsibilities - Location of store house - Centralized store room - Equipment - security measures - Protection and prevention of stores.

Unit - X

Vendor rating - Vendor management - Purchase department - Responsibility - Buyer - Seller relationship - Value analysis - ISO - Types.

REFERENCE BOOKS

1. Harding H.A. - Production Management
2. Buffa - Production Management
3. S.N. Cheri - Production and Operations Management
4. Adam & Ebert - Production and Operations Management
5. Muhdhan - Production and Operations Management
6. Dutta - Integrated Materials Management
7. Veb - Materials Management
8. England & Leanders - Purchasing and Materials Management
9. Varma - Materials Management

PAPER X - HUMAN RESOURCE MANAGEMENT

Unit - I

Nature and scope of Human Resource Management - Differences between personnel management and HRM - Environmental of HRM - Human resource planning - Recruitment - Selection - Methods of Selection - Uses of Various tests - interview techniques in selection and placement.

Unit - II

Induction - Training - Methods - Techniques - Identification of the training needs - Training and Development - Performance appraisal - Transfer - Promotion and termination of services - Career development.

Unit - III

Remuneration - Components of remuneration - Incentives - Benefits - Motivation - Welfare and social security measures.

Unit - IV

Labour Relation - Functions of Trade Unions - Forms of collective bargaining - Workers' participation in management - Types and effectiveness - Industrial Dispute and Settlements (laws excluded)

Unit - V

Human Resource Audit - Nature - Benefits - Scope - Approaches.

REFERENCE BOOKS

1. Human Resource Management - V.S.P. Rao.
- 2.. Human Resource Management - Ashwathappa
3. Human Resource Management - Garry Deseler

PAPER XI - ENTREPRENEURIAL DEVELOPMENT AND MANAGEMENT OF SMALL BUSINESS

Unit - I

Concept of Entrepreneurship

Entrepreneurship - Meaning - Types - Qualities of an Entrepreneur - Classification of Entrepreneurs - Factors influencing Entrepreneurship - Functions of Entrepreneurs.

Unit - II : Entrepreneurial Development - Agencies

Commercial Banks - District Industries Centre - National Small Industries Corporation - Small Industries Development Organisation - Small Industries Service Institute. All India Financial Institutions - IDBI - FCI - ICICI - IRDBI

Unit - III : Project Management

Business idea generation techniques - Identification of Business opportunities - Feasibility study - Marketing, Finance, Technology & Legal Formalities - Preparation of Project Report - Tools of Appraisal.

Unit - IV

Entrepreneurial Development Programmes (EDP) - Role, relevance, and achievements - Role of Government in organizing EDPs - Critical evaluation.

Unit - V : Economic development and entrepreneurial growth

Role of entrepreneur in economic growth - Strategic approaches in the changing Economic scenario for small scale Entrepreneurs - Networking, Niche play, Geographic concentration, Franchising / Dealership - Development of Women Entrepreneurship.

Unit - VI

Importance of small scale industries - Definition - Contribution to national economy - Classification of small scale units - Cottage, tiny, village, ancillary, KVI Cent.

Unit - VII

Industrial Estates - Concept, infrastructure for small business units.

Unit - VII

Procedures in setting of small scale units - Licensing - Registration - Financing - Working capital - Financing institutions.

Unit - VIII

Institution for the development of small scale industries - NSIC, SIDCO, SIDO, SISI, Development Commissioner - TANSI, SIDCO, DIC, Directorate of Industries and Commerce.

Unit - X

Concessions, rebates, incentives and subsidies to small scale units - Prime Minister's Rojkar Yojna (PMPY) EPZ and 100% EOUs, sickness of small scale units and revival.

REFERERNC E BOOKS

1. Srinivasan N.P. - Entrepreneurial Development
2. Saravanavel - Entrepreneurial Development
3. Vasant Desai - Project Management
4. Jayashree Suresh - Entrepreneurial Development
5. Holt - Entrepreneurship - New Venture Creation
6. J.S. Saini & S.K. Dhameja - Entrepreneurship And Small Business.
7. P.C. Jain - Handbook For New Entrepreneurs.
8. Dr. C.B. Gupta & Dr. S.S. Khanka - Entrepreneurship And Small Business.
9. Management of Small Business - Vasanth Desai, Himalaya Publishers.
10. Management of Small Business - C.B. Gupta, Sultan Chand and Sons.
11. Entrepreneurial Development - S.S. Kanka, S. Chand and Co.
12. Entrepreneurial Development - S. Anilkumar and Others, New Age International Publications (P) Ltd.