

॥ अंतरी पेटवू ज्ञानज्योत ॥



**North Maharashtra University,  
Jalgaon**

**Syllabus for  
Bachelor of Business Administration  
(B.B.A.)  
(w.e.f. July, 1999)**

NORTH MAHARASHTRA UNIVERSITY, JALGAON  
BACHELOR OF BUSINESS ADMINISTRATION [ B.B.A. ]

FIRST YEAR

WITH EFFECT FROM JULY, 1999

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- 1- Communicative English
- 2- Foundation Course I
- 3- Business Communication -
- 4- Basic Economics
- 5- Fundamentals of Computer Application
- 6- Business Administration Paper - I
- 7- Accountancy - I
- 8- Business Environment - I

SECOND YEAR

1. Foundation Course - II
2. Business Statistics & Research with SpI Reference Business Scanning, Market Research and Security Analysis
3. Business Economics
4. Legal Environment of Business
5. Business Entrepreneurship
6. Computer Applications
7. Accountancy Paper II
8. Business Environment - II  
[ With reference to L.P.G. ]

THIRD YEAR

1. Indian Eco Environment [ After 1985 ]
2. Advanced Accountancy
3. Auditing & Income Tax
4. Information Technology & Resource Planning
5. Decision Support System [ M.I.S. ]
6. Business Administration II - [ Functional Areas ]  
Personal, Production, Machinery,  
Finance/ case studies to be  
related with
7. Business Administration III [ O / D & H R ]
8. Project Report

It is expected that the case studies are to be linked with the course content

60 - 40 Pattern be applied.

## ALLOCATION OF SUBJECTS ACCORDING TO BOARD OF STUDIES

Commerce & Mercantile Law Board	Business Administration Board	Accountancy Board	Business Economics Board
1) First year	A) First Year	A) First Year	A) First Year
1. Business Communication	1. Business Administration	1. Fundamentals of Computer	1. Basic Economic Concept
2. Business Environment Paper - I	Paper - I [ O & M ]  2. Foundation Course I	Application 2. Accountancy I	
4) Second Year	4) Second Year	4) Second Year	
1. Legal Environment of Business	1. Foundation Course II	1. Computer Application for Business	1. Business Economics
2. Business Entrepreneurship		2. Accountancy Paper II	
3. Business Environment Paper - II	C) Third Year	3. Business Statistics & Research.	
C) Third Year	1. Business Administration Paper II [ Functions Areas ] 2. Business Administration Paper III [ O & M & R ] 3. Project report	C) Third Year 1. Advanced Accountancy 2. Auditing & Income Tax 3. I.T.E.R.P. [ Information Technology & Enterprise Resource Planning ] 4. Decision Support System	C) Third Year 1. Indian Economic Environment
[6]	[6]	[9]	[3]

NORTH MAHARASHTRA UNIVERSITY JALGAON.

**B . B . A . - FIRST YEAR**  
**COMMUNICATIVE ENGLISH**  
(From July, 1999)

1. Note Taking and Note making
2. Describing and Information Transfer
3. Report Writing
4. Letter Writing (Excluding Business Letters)
5. Writing Applications
6. Comprehension
7. Precise Writing Summarizing
8. Expansion of an Idea.

**REFERENCE BOOKS**

Writing with Pleasure

For Third Year

Compulsory English

Published by North Maharashtra Univ., Jalgaon

NORTH MAHARASHTRA UNIVERSITY JALGAON  
**BACHELOR OF BUSINESS ADMINISTRATION**

FIRST YEAR From Jly.1999.

FOUNDATION COURSE : PAPER -I

(DEPTH OF KNOWLEDGE : ELEMENTARY KNOWLEDGE)

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Section I

1. **MATHEMATICS AND STATISTICS (Marks 40) 50 %**  
Notion of a function, Domain and range of the function, one-one and onto functions, commercial examples on functions, Graphs of functions, Permutations and Combinations

**PROBABILITY**

Concepts of random experiments, event, mutually exclusive events, equally likely events, probability of an event, addition and multiplication results on probability, dependent and independent events, conditional probability

Measures of Central Tendency- Mean, Median, Mode.  
Statistical Tables- Need and use of Tables, Various types of Tables.

Section II

2. **PSYCHOLOGY : (Marks 30 %)**  
Nature of psychology and human behaviour : Personality : Definition and Basic Personality Attitudes,

Interpersonal Attraction and Behaviour : Introduction, Determinants of Interpersonal Behaviour : Self Concept, Inter Personal Attraction, Developing Interpersonal Skills, Know yourself : I am OK and You are OK model, Johari Window. Giving feedback and Assertive Behaviour.

**INTRODUCTION TO INDUSTRIAL PSYCHOLOGY AND ITS BASIC CONCEPTS**  
Definition and Nature of Industrial Psychology, Branches and Scope of Industrial Psychology, Industrial Morale : Determinants of Morale, Methods of increasing industrial morale, Organisational Psychology : A view point.

3. **LOGIC : (Marks 20 %)**  
Definition, Knowledge on its object, (perception) observation, testimony and inference as means of knowledge, psychological and logical aspects of knowledge.

Logical Statements :  
Proposition, Elementary and Compound Propositions.

Truth Tables : Tautology, Fallacies

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REFERENCE

Intermediate Logic - V. V. Akolkar  
Inductive Logic - V. V. Akolkar  
Indian Constituion - M.V. Dulee  
Indian Govt. and Politics - J. C. Johari  
Indian Govt. and Politics - D. G. Gupta  
Introduction to the constituion of India - Durga Das Basu  
International Organisation - S.J.R. Bilgrami  
Human Rights - Borgohain Bani  
Statistical Methods - S. P. Gupta  
Business Mathematics - V.K.Kapoor  
Interpersonal Attraction and Behaviour -  
M. Gangadharrao & Surya P. Rao  
The How to Manage Handbook - Samuel Johnson  
Industrial psychology - Blum & Naylor  
Industrial psychology - Normal R. F. Majer  
Industrial psychology - P.K.Gosh & M.B. Ghorpade  
Introduction to Psychology - Morgan and King  
Personality - Hurlock  
Personality - G. W. All part

**B. B. A. - FIRST YEAR**

**BUSINESS COMMUNICATION**

From : July, 1999

1. BUSINESS COMMUNICATION  
Meaning, Definition - Need and Importance, Objectives ,  
Principles of effective communication, Process of  
Communication
2. CHANNELS OF COMMUNICATION  
Patterns of Communication and their objectives - External  
Communication.  
Internal Communication:-
  - Vertical Communication : Downward and Upward.
  - Horizontal Communication : Consensus , Grapevine
3. METHODS AND MEDIA OF COMMUNICATION
  - Verbal Communication : Oral and Written
  - Non Verbal Communication : Personal, Appearance, Posture,  
Gestures, Facial Expressions,  
Eye contacts, space  
distancing, maps, charts,  
graphs.Silence as Means of Communication.
4. BARRIERS TO COMMUNICATION :  
Meaning and Sources :
  - External or mechanical barriers
  - Psycho-sociological barriers
  - Semantic barriersMeasures to overcome barriers to communication
5. COMMUNICATION SKILLS
  - A) Writing Skills : Importance of professional writing,  
features of written communication,  
choice of words and phrases  
Tone, Register
  - B) Listening : Meaning and Importance in  
Communication, Levels of Listening
  - C) Speaking Skills : Conversation Control, Importance,  
Benefits and Guidelines
  - D) Presentation : Meaning and Importance
6. USE OF ELECTRONIC EQUIPMENTS IN COMMUNICATION  
Telex, Fax , E-mail, Pager, Cellular phones, Internet, EPBX,  
Computers
7. BUSINESS LETTERS
  - Principles - 7 C's of the Business Letters
  - Structure and Importance
  - Layout - Forms of layout
  - Types of Business Letters
    - Inquires and its replies
    - Orders and executions
    - Complaints, claims and their settlements
    - Job Applications

#### REFERENCE BOOKS

1. Business Communication - Shivkumar
2. Business Communication - Balasubramanyam M.
3. Business Communication - Homai Pradhan & Thakur
4. Communication and Society - Kamlesh Mahajan
5. Developing Communication Skills - Krishana Mohana & Banerji
6. Communication Today - Reuben Ray
7. Business Communication - P. M. Tole and Chandwadkar
8. Effective Communication - Pal and Korllahali
9. Handbook of Business Correspondance - Frailey



NORTH MAHARASHTRA UNIVERSITY, JALGAON

BACHELOR OF BUSINESS ADMINISTRATION

FIRST YEAR

BASIC ECONOMICS

With effect from July, 1999

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1.0 Introduction of Economics :

- 1.1
  - a) Definitions
  - b) Subject Matter
  - c) Scope
- 1.2 Basic Economic problems & production possibility curve.
- 1.3 Some common concepts & techniques.
  - a) Economic Variables.
  - b) Stock & Flow.
  - c) Functional relationship between variables.
  - d) Graphing the function.
  - e) Slope of the curve.
  - f) Total, Average & Marginal values.

2.0 THEORY OF CONSUMER BEHAVIOUR:

- 2.1 Concepts of consumer and utility.
- 2.2 Indifference curves -
  - (i) axioms
  - (ii) features
  - (iii) MRS.
- 2.3 Price line and changes in it.
- 2.4 The consumer equilibrium and changes in it.
- 2.5 Derivation of Individual & the market demand curves.
- 2.6 Elasticity of Demand :
  - (i) Concept
  - (ii) Types
  - (iii) Methods of measurements.
- 2.7 Demand forecasting
  - (i) Meaning
  - (ii) Types
  - (iii) Importance.

3.0 ANALYSIS OF PRODUCTION & COSTS:

- 3.1 Production :
  - i) Concept of production function.
  - ii) Total, Average and marginal products.
  - iii) Diminishing returns and marginal product.
  - iv) Return to scale. v) Effects of Technological changes.
- 3.2 Costs :
  - i) Various concepts of costs.
  - ii) Short run and long run cost curves.
  - iii) Analysis of economies of scale.

4.0 THE THEORY OF FIRM AND INDUSTRY BEHAVIOUR : I

4.1 Perfect competition :

- i) Features.
- ii) Short run equilibrium of the firm.
- iii) Shut-down point and Break-even point.
- iv) MC & supply curve.
- v) Long run equilibrium of the firm.
- vi) Equilibrium of the competitive industry.

4.2 Monopoly Market :

- i) Features.
- ii) Demand-curve & Marginal-revenue under monopoly.
- iii) Short run & long run equilibrium of the monopoly firm.
- iv) Price discrimination under monopoly.
- v) Dumping.

5.0 THE THEORY OF FIRM AND INDUSTRY BEHAVIOUR - II

5.1 Imperfect competition :

- i) Meaning & Features.
- ii) The sources
- iii) The types

~~5.2 Monopolistic competition :~~

- i) Assumptions
- ii) Equilibrium of the firm
- iii) Excess capacity.

5.3 Imperfect competition among the few -

- i) Equilibrium under the co-operative situation - Cartel.
- ii) Equilibrium under the non-cooperative situation :  
Nash equilibrium.

5.4 Types of co-operative and competitive behaviour.

5.5 Behaviour of large corporation.

- i) Divorce of ownership & control.
- ii) Non-Maximization of profit.
- iii) Full-cost pricing.

5.6 The principal - Agent theory of the firm behaviour.

6.0 THE THEORY OF INCOME DISTRIBUTION :

6.1 Functional distribution of income.

6.2 Factors of production and their features.

6.3 Marginal revenue product and demand for input.

6.4 Factor pricing under :

- i) Perfect competitive market.
- ii) Monopsonist & Bilateral Monopoly Market.

6.5 The division of factor earnings :

- i) Rent
- ii) Transfer earnings.

6.6 Labour :

- i) Meaning
- ii) The backward bending supply curve.
- iii) Determination of wages with & without labour union under
  - a) Perfect competitive market &
  - b) Monopsonist market.

6.7 Capital :

- i) Return on capital.
- ii) Rental and purchase price of capital.
- iii) Present value of future returns.
- iv) The rate of interest and the equilibrium of the firm.

6.8 Profit :

- i) Meaning.
- ii) Determinants.

7.0 FREE MARKET ECONOMY :

- 7.1
- i) Meaning.
  - ii) Fundamental institutions.
  - iii) Functioning of the economy.

7.2 Merits of capitalist/free market economy :

- i) The best co-ordinator.
- ii) Decentralization of power.
- iii) Distribution of income.
- iv) Stimulus to innovation and growth.

7.3 Concept of allocative efficiency :

7.4 The case against free market economy.

- i) Failure to achieve efficiency.
- ii) Failure to achieve social goals.

8.0 Government and the Economy :

8.1 The economy role of Government.

- i) Efficiency
- ii) Equity
- iii) Macro economic growth and stability.

8.2 The tools of Government intervention.

- i) Rules and regulations.
- ii) Public ownership
- iii) Expenditure.
- iv) Taxation.

8.3 The cost of Government intervention.

- i) Internal costs.
- ii) Direct external cost.
- iii) Indirect external cost.

8.4 Optional Government intervention.

REFERENCE BOOKS:-

1. Economics : by Prof. Paul Samuelson.
2. An introduction to Positive Economics, by R.G. Lipsey & K. Ake chrystal (8th ed) ELBS with Oxford Uni., Press.

1. INTRODUCTION TO COMPUTER

Five parts of Computer : Input unit, Output unit, Storage unit, Arithmetic and Logic unit, Control unit. Block diagram of Computer, Characteristics of Modern computer. Types of a Computer : Micro computer, Mini computer, Mainframe computer and Super computer. Primary and secondary storages.

Input-Output Devices :- Keyboard and Mouse, Monitor, Printer(Dot matrix, Inkjet and Laser).

Secondary storage media :- Floppy disk, Magnetic disk, Compact disk(CD).

2. DATA REPRESENTATION IN COMPUTER

Meaning of data and information, distinction between data and information. Decimal and Binary number system. Conversion of decimal to binary number system and viceversa.

Data coding systems :- EBCDIC and ASCII codes.

3. OPERATING SYSTEM

Meaning of operating system, need of operating system, functions of operating system, brief introduction to DOS, WINDOWS and UNIX.

Dos Commands: MD, CD, COPY, TYPE, DIR, DELTREE, MOVE, DEL  
FORMAT, RD

4. WINDOWS OPERATING SYSTEM

Advantages of Windows operating system over DOS Operating System, Study of Windows 98

Windows Basics : Desk top, window, icon, object, taskbar, dialog box, menu, toolbar, clipboard, recycle bin. Distinction between window and dialog box, meaning of control, common types of controls : check box, combo box, command button, list box, radio button, slider, spin box, tab, text box, moving and resizing the taskbar, using menus.

Meaning of file, types of file, meaning of folder, selecting and manipulating an object, copying, moving, renaming and deleting objects, creating a folder.

Naming a File and Folder, browsing with my computer, windows explorer, use of accessories : wordpad. Use of control panel. Selecting, using and closing a program. Formatting a floppy disk, printing a document.

5. ALGORITHMS AND FLOW CHARTS

Meaning of algorithm, characteristics of algorithm, writing an algorithm; meaning of flow chart, symbols used in a program flow chart, drawing a flow chart.

6. **INTRODUCTION TO INTERNET**

Meaning of computer network, need of computer network, meaning of internet, uses of internet, basics of internet, connecting to internet, using internet, browsing a web, downloading data through internet, sending and receiving e-mail.

7. **MICROSOFT OFFICE 97**

**MICROSOFT WORD 97**

Word basics: creating a document, opening existing document saving a document.

Basic operations in Word : undo, redo, repeat, inserting text, replacing text, formatting text, copying text, copying text from one document to another, printing a document, setting margins.

Using Features of MS-WORD : Inserting a picture, inserting a table, inserting bullets, spell checker, grammar checking, autocorrect, autotext, introduction to mail merge.

**MICROSOFT EXCEL 97**

Excel basics : using spreadsheet, selecting cells, copying, moving, rearranging cells, deleting cells, excel page setup, using functions : DATE, NOW, TIME, AND, OR, NOT, TRUE, ACCRINT, ACCRINTM, CUMIPMT, WUMPRINC, PV, RATE. Working with Graphics : Creating a Graph, Resizing Graphs.

NORTH MAHARASHTRA UNIVERSITY JALGAON

**BACHELOR OF BUSINESS ADMINISTRATION**

**FIRST YEAR**  
**BUSINESS ADMINISTRATION - PAPER - I**

**SUBJECT : ORGANISATION AND MANAGEMENT**

**CONTENTS**

1. **NATURE OF MANAGEMENT**  
Meaning, Definition, Nature and Role of management, Importance and features of management  
  
Functions of Management, Principles of Management  
  
Management : Art or Science? Management as a Profession  
  
Management, Administration and Organisation.
2. **APPROACHES TO MANAGEMENT**  
F. W. Taylor's and Henri Fayol's Contribution to Management Science  
  
Management Process Approach, Behavioural approach, Quantitative Approach, System Approach, Contingency Approach, Human Relation Approach, Makingsey's 7 - S Approach.  
  
(Expectation : Founder, Supporter, Central Idea, Assumptions and criticism of the above approaches)
3. **PROCESS OF MANAGEMENT**  
Meaning, Importance, Characteristics and Elements of management process : Planning, forecasting, decision making, direction, leadership, motivation, communication, staffing, co-ordinating and controlling
4. **OGANISATION**  
Meaning and Nature of Organisation, Definitions, Need and Importance, Theories and Principles of Organisation
5. **ORGANISATION STRUCTURE :**  
Concept, features and principles, designing of organisation structure  
  
**ACTIVITY ANALYSIS :**  
Departmentation, Delegation, Centralisation Vs Decentralisation  
  
**FORMS OF INTERNAL ORGANISATION**  
  
**RELATION ANALYSIS**  
Line and Staff Organisation, Formal and Informal organisation, Committee Organisation, Service Department, Functional Authority, Span of Control, Levels of Management, Organisation Charts and Manuals
6. **GROUPS AND GROUP DYNAMICS**  
Types of Group, Formal and Informal Group, Features and Functions. Group Process and Behaviour, Influence, Power of Authority

## REFERENCE

1. Principles and Practice of Management - A. Chakrabarty. Kalyani Publishers, New Delhi, Ludhiana.
2. Principles and Practice of Management - Shymala Banerjee (Oxford I.B.H. Publishing Co.)
3. Organisation and Management - R. D. Agrawal, Tata McGraw Hill Publishing Co. Ltd., New Delhi
4. Business Organisation and Management - Y. K. Bhushan and Tayal, Sultan Chand & Sons, New Delhi.
5. Principles and Practice of Management - Dr. L. M. Prasad, Sultan Chand and Sons, New Delhi.
6. Organisation and Management - Vasudevan Ghosh.
7. Management (Value-Oriented Holistic Approach)  
- S. A. Sherekar , Himalaya Publishing House.
8. Business Management - S. A. Sheralekar
9. Business Administration and Mangement - S. C. Saxena
10. Management and Organisation - Koonz and O. Denell
11. Management Principles and Practice - S. Chunawala.
12. Business Management - Vol. I, II - Sinha and Mughali

NORTH MAHARASHTRA UNIVERSITY JALGAON  
**B. B. A. FIRST YEAR**

**ACCOUNTANCY (from : Jly.1999)**  
**DEPTH OF KNOWLEDGE : REASONABLE WORKING KNOWLEDGE**

**WEIGHTAGE : ACCOUNTANCY : 80%, COSTING : 20%**

**A) ACCOUNTANCY**

1. Elementary Accounting, Journal Entries, Subsidiary Books - Ledgers, Preparation of Trial Balance, Bank Reconciliation Statement, Rectification of Errors, Closing and Adjustment Entries for Finalisation of Accounts, Preparation of Final Accounts, Trading and Profit and Loss A/c and Balance Sheet.
2. Basic Principles, conventions, conceptual framework of accounting, users of accounts and their information needs, capital/ revenue income expenditure
3. Branch Accounts, account of dependent branch, debtors and stock and debtors system
4. Investment Account
5. Company Accounts - Entries, regarding issue for fixture, re-issue of equity shares

**B) COSTING**

1. INTRODUCTION : Costing and cost accounting - Basic concepts in cost accounting, cost unit, cost centre, elements of cost, cost sheet, preparation of quotation and tender
2. MATERIAL : Procedure of material receipt and material issues, documents, pricing of material issue, store control, levels of stocks
3. LABOUR : Importance of labour, time keeping and time booking, methods of remuneration, incentive and bonus schemes

**RECOMMENDED BOOKS**

1. Advanced Accounting - M.C.Shukla, T.S.Grewal
2. Advanced Accounting - Vol. I : R. L. Gupta
3. Accountancy - Jain and Narang
4. Accountancy - S. N. Maheshwarya
5. Cost Accountancy - B. K. Bhar
6. Cost Accounting - N.K.Jain and Narang
7. Principles and Practice of Cost Accountancy - N.K.Prasad
8. Introduction to Accountancy - M.C.Shukla

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**B . B . A . ( F I R S T Y E A R )**

**BUSINESS ENVIRONMENT - PAPER-I**  
FROM JULY, 1999

1. **BUSINESS SOCIETY**  
Changing concepts and objectives of Business  
Professionalisation, Business Ethics - Business and Culture,  
Technological Development and Social Change - Social  
Responsibilities of Business.
2. **BUSINESS ENVIRONMENT**  
An overview, meaning, concept, scope and importance.  
Internal and External environment of Business, Micro and  
Macro factors of Environment and their effects on Business  
Environmental change, Benefits and Limitations of study of  
Business environment.
3. **ENVIRONMENTAL ANALYSIS**  
Typology of environment, framework of analysis of  
environment, scanning models, process of environmental  
analysis.
4. **RIGHTS OF CONSUMER CONSUMERISM AND BUSINESS**  
Consumer rights, need for consumer protection, salient  
features of consumer protection act, 1986. Growth and  
development of consumer movement in India .
5. **PRICE AND DISTRIBUTION CONTROLS**  
Objectives and price and distribution controls , price  
policy in India, price controls, fixed controls,  
administered prices, fuel pricing, subsidisation. The  
essential commodities act, other laws to control production,  
distribution and prices, evaluation of public distribution  
system in India.
6. **ECONOMIC POLICY REFORMS IN INDIA**  
Background - New Policy measures, salient features of new  
economic policy (July 1991), Evaluation of New Economic  
Policy.
7. **PROTECTION OF PATENTS AND TRADE MARKS**  
Patents - Indian Patents Law and Uruguay Round  
Trade Marks - Trade and Merchandise Marketing act.

**RECOMENDED BOOKS**

1. Business Environment and Policy - Francis Cherumilam  
Himalaya Publishing House
2. Business Government and Society - P.C.Jain, N.K.Jain  
(A study of Business Environment)
3. Business Environment for Strategic Management  
- Dr. K. Aswathappa  
Himalaya Publishing House
4. Business and Society  
Environment and Responsibility

5. Indian Economy - Ruddar Patta , K. P. Sundaram
6. Managing Global Competition - Arun Kumar Jain
7. Business Policy and Strategic Management  
- William and Glueck  
McGraw Hill International Book
8. Competing for Future - Gary Hummel and  
C. K. Prahalad  
Boston Harward Business School Press
9. Expert Management - T.A.S. Balgopal  
Himalaya Publishing House