

Course Curriculum

for

Bachelor of Business Administration (BBA)

(Faculty of Management)

BBA Semester I, II (2023-24)
BBA Semester III, IV (2024-25)
BBA Semester V, VI (2025-26)



MAHARAJA GANGA SINGH UNIVERSITY

BIKANER – RAJASTHAN

Admission to BBA

Admission to BBA shall be based on merit (or some appropriate criteria decided by the University). The merit will be based on marks obtained in class 12 (10+2 Pattern) or some other criteria as laid down by the University from time to time. Each candidate must have at least 45% marks at the level of qualifying examination (in the case of SC, ST and OBC-Non Creamy this limit shall be pass marks).

Program Outcomes (POs)

On successfully completing the program the student will be able to:

1. Demonstrate the knowledge of Management science to solve complex corporate problems using limited resources.
2. Review literature, define and analyze management research problems.
3. Identify business opportunities, design and implement innovations in workspace.
4. Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
5. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

Program Specific Outcomes (PSOs):

1. To impart knowledge of the fundamentals of Management theory and its application in problem solving.
2. Select and apply appropriate tools for decision making required for solving complex managerial problems.
3. To develop capabilities in students to independently conduct theoretical as well as applied research.
4. To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.
5. To produce industry ready graduates having highest regard for Personal and Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning.

Program Structure:

Bachelor of Business Administration (BBA) Program is a three-year course divided into six- semesters. For the award of degree, a student will be required to complete the credits as per the University norms.

Semester Wise Course Details

Semester I										
Paper Code	Paper name	Code	L	T	P	Total Credits	Maximum Marks			Total
							Internal	External	Practical	
BBA4.5AECCT11	General English/Hindi/MIL	AECC	2	0	0	2	0	100	0	100
BBA4.5DCCT12	Principles of Management	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT13	Organizational Behavior	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT14	Business Accounting	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT15	Business Statistics	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT16	Business Legislations	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT17	Business Environment	DCC	2	1	0	3	15	60	0	75
Total						20	90	360	0	450

Semester II										
Paper Code	Paper name	Code	L	T	P	Total Credits	Maximum Marks			Total
							Internal	External	Practical	
BBA4.5AECCT21	Environment Studies	AECC	2	0	0	2	0	100	0	100
BBA4.5DCCT22	Business Economics I	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT23	Financial Management	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT24	Principles of Marketing - I	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT25	Business Communication	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT26	Production and Operations Management	DCC	2	1	0	3	15	60	0	75
BBA4.5DCCT27	Research Methodology	DCC	2	1	0	3	15	60	0	75
Total						20	90	360	0	450

Semester III										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA5SDCT31	Elementary Computer	SDC	2	0	0	2	-	50	50	40
BBA5DCCT32	Entrepreneurship and Small Business Management	DCC	6	0	0	6	30	120	150	40
BBA5DCCT33	Principles of Marketing - II	DCC	6	0	0	6	30	120	150	40
BBA5DCCT34	Human Resource Management	DCC	6	0	0	6	30	120	150	40
Total Credits: 20										
Total Marks: 500										

Semester IV										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA5VACT41	Indian Knowledge System	VAC	2	0	0	2	50	0	50	40
BBA5DCCT42	Cost Control and Accounting	DCC	6	0	0	6	30	120	150	40
BBA5DCCT43	Business Economics - II	DCC	6	0	0	6	30	120	150	40
BBA5DCCT44	Business Ethics and Corporate Governance	DCC	6	0	0	6	30	120	150	40
Total Credits: 20										
Total Marks: 500										

- S/NS*=Satisfactory or Not satisfactory.
- A candidate shall be required to obtain 40% marks to pass in theory, practical and internals separately.
- For Internal Evaluation of 30 Marks (20 Marks theory paper, 10 Marks practical paper) (Suggestive: Please include assignment/seminar, Logical thinking/application of knowledge and skills in internal assessment).

Semester V										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA5.5SDCT51	Communication Skills	SDC	1	1	0	2	50	0	50	40
BBA5.5DCCP52	Internship Project Report	DCC	0	6	0	6	30	120	150	40
BBM5.5DCET53	Marketing of Services	DCE	6	0	0	6	30	120	150	40
BBM5.5DCET54	Product and Brand Management	DCE	6	0	0	6	30	120	150	40
BBH5.5DCET53	Organisational Development	DCE	6	0	0	6	30	120	150	40
BBH5.5DCET54	Wages And Salary Administration	DCE	6	0	0	6	30	120	150	40
BBF5.5DCET53	Management of Working Capital	DCE	6	0	0	6	30	120	150	40
BBF5.5DCET54	Investment Management	DCE	6	0	0	6	30	120	150	40
							Total Credits: 20			
							Total Marks: 500			
For Paper code 53 and 54, every student shall select any one paper from any two disciplines given above, viz BBM, BBH, BBF. In all, two such papers to be selected.										

Semester VI										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA5.5SECP61	Dissertation Project Report	SEC	1	1	0	2	50	0	50	40
BBA5.5DCCT62	Business Policy and Strategic Management	DCC	6	0	0	6	30	120	150	40
BBM5.5DCET63	Advertising Management	DCE	6	0	0	6	30	120	150	40
BBM5.5DCET64	Retailing and Rural Marketing	DCE	6	0	0	6	30	120	150	40
BBH5.5DCET63	Training, Development and Leadership	DCE	6	0	0	6	30	120	150	40
BBH5.5DCET64	Industrial Relations	DCE	6	0	0	6	30	120	150	40
BBF5.5DCET63	Principles and Practices of Banking	DCE	6	0	0	6	30	120	150	40
BBF5.5DCET64	Security Analysis and Portfolio Management	DCE	6	0	0	6	30	120	150	40
							Total Credits: 20			
							Total Marks: 550			
For Paper code 63 and 64, every student shall select any one paper from the same two disciplines selected in fifth semester										

- S/NS*=Satisfactory or Not satisfactory.
- A candidate shall be required to obtain 40% marks to pass in theory, practical and internals separately.
- For Internal Evaluation of 30 Marks (20 Marks Theory paper, 10 Marks Practical) (Inclusion of assignment/seminar, Logical thinking/application of knowledge and skills in internal assessment is suggested).

Testing and Evaluation (Semester I and II)

There will be Internal Assessment for 15 marks and Final Semester-End Examination (External) will be for 60 marks in each course/paper.

Evaluation

Internal Assessment: 15 Marks

- a. Midterm Examination: 2 Exams of 10 Marks each to be conducted by the Institution. Best marks obtained in any of the two, be counted for each course.
- b. Students' Participation in curricular, extra-curricular activities, class participation, attendance etc. shall account for 05 Marks.

External Assessment: 60 Marks

Semester End Examination Paper Pattern

There shall be three Sections:

- Section A: Shall contain 10 questions of 1 marks each. All questions will be compulsory. Minimum Two questions must be set from each Module/ Unit. Answer should not exceed 50 words.
- Section B: Shall contain 5 questions (two questions from each Module/Unit with internal choice). Each Question shall be of 4 marks. The candidate is required to answer all 5 questions. The answers should not exceed 200 words.
- Section C: Shall contain 5 Case Studies and / or Questions, one from each Module/Unit. Each Case Study or Question shall be of 10 marks. The candidate is required to answer any three from different Module/Units. The answers should not exceed 500 words.

Unless specifically mentioned for a particular course, the above Scheme of Internal and External Evaluation shall remain constant.

Courses BBA4.5AECCT11 and BBA4.5AECCT21 are mandatory for all. The Course wise content for these courses shall remain common for all students of Undergraduate Programmes.

To pass in a particular Paper / Course, every candidate shall be required to obtain at least 40% marks separately in Theory, Practical and Internals Exams.

The duration of External examination shall be 3 hours.

On the basis of total marks (Internal and External) obtained, the student shall be awarded SGPA and CGPA under the formula specified for CBCS.

Course Delivery

Use of Smart Boards / LCD projectors is expected during Lecture delivery. Regular Seminars, Assignment, Projects / Mini Projects and Tutorials to be conducted / assigned. Simulations to be organized and Guest Lectures from Corporates and Industrial Visits must be arranged to fill the Gaps in Course Contents. Self- learning such as use of NPTEL, SWAYAM etc. and use of Open-Source Software should be encouraged.

Testing and Evaluation (Semester III, IV, V and VI)

There will be Internal Assessment for 30 marks and Final Semester-End Examination (External) will be for 120 marks in each course/paper.

Evaluation

Internal Assessment: 30 Marks

- a. Midterm Examination: 2 Exams of 20 Marks each to be conducted by the Institution. Best marks obtained in any of the two, be counted for each course.
- b. Students' Participation in curricular, extra-curricular activities, class participation, attendance etc. shall account for 10 Marks.

External Assessment: 120 Marks

Semester End Examination Paper Pattern

There shall be three Sections:

- Section A: (20 marks) Shall contain 10 questions, two from each Unit. Each question shall be of 2 marks. All the questions are compulsory. Section A shall contain 5 Multiple Choice Questions and remaining 5 will be fill-in the blanks type. Minimum Two questions must be set from each Module/ Unit.
- Section B: (40 marks) Shall contain 5 questions (two from each unit with internal choice). Each question shall be of 8 marks. The candidate is required to answer all 5 questions. The answers should not exceed 150 words.
- Section C: (60 marks) Shall contain 5 Case Studies and / or Questions, one from each Unit. Each Case Study or Question shall be of 20 marks. The candidate is required to answer any three Case Studies / questions. The answers should not exceed 400 words.

Unless specifically mentioned for a particular course, the above Scheme of Internal and External Evaluation shall remain constant. To pass in a particular Paper / Course, every candidate shall be required to obtain at least 40% marks separately in Theory, Practical and Internals Exams. Courses BBA5SDCT31, BBA5VACT41 and BBA5.5SDCT51 are mandatory for all. The Course wise content for these courses shall remain common for all students of Undergraduate Programmes. In Semester IV (Indian Knowledge System), Semester V (Communication Skills), and Semester VI (Special Elective Course) Semester End assessment/exam/evaluation will not be conducted by the University. The respective College / Department will send the Semester assessment (marks) of the student to the University.

The duration of External examination shall be 3 hours.

On the basis of total marks (Internal and External) obtained, the student shall be awarded SGPA and CGPA under the formula specified for CBCS.

Course Delivery

Use of Smart Boards / LCD projectors is expected during Lecture delivery. Regular Seminars, Assignment, Projects / Mini Projects and Tutorials to be conducted / assigned. Simulations to be organized and Guest Lectures from Corporates and Industrial Visits must be arranged to fill the Gaps in Course Contents. Self- learning such as use of NPTEL, SWAYAM etc. and use of Open-Source Software should be encouraged.

Course Wise Content for BBA Programme

Semester I: Ability Enhancement Compulsory Course

BBA4.5AECCT11: General English / Hindi / MIL
Common Curriculum for all Under Graduate Students

Semester I: Discipline Centric Courses

BBA4.5DCCT12: Principles of Management	
Objectives: To understand the basic principles of Management; used to manage an enterprise. To have an insight into the evolution of management theory and familiarity with different schools of management thoughts. To appreciate the six major functions of Management i.e. Planning, Organizing, Staffing, Leading, Directing and Controlling. To explain the concept and nature of Management. To understand the significance of management, along with the various levels of Management and the skills required at each level.	
Course Outcomes: The successful completion of this course shall enable the learner: To apply the basic knowledge of subject area. To analyze the concept of management and its functions. To apply management skills required at each level. To apply various leadership role in the community. To demonstrate the Intellectual curiosity to see the world around.	
Contents	
Module – I Introduction to Management Definition, Nature, Managerial Roles, Managerial skills and Levels, Basic Functions of Management, Evolution of Management Thoughts and Trends and Challenges of Management in Global Scenario. Module – II Planning Definition, Nature, Importance, Types of Planning, Steps in Planning, Planning Premises Forecasting and decision making. Module – III Organizing Concept, Definition, Formal and Informal Organization, Organizational Structure:- Types and significance (Functional Organization, Product/ Market Organization and Matrix Structure), Span of Management, Delegation of authority. Module – IV Staffing Staffing: Concept; Overview of - Manpower Planning, Job Design, Recruitment and Selection, Training & Development, Performance Appraisal. Module – V Controlling and Directing Meaning and Need of Control, Controlling Process, Types of Control Techniques. Directing: Concept, Direction and Supervision.	
Readings: • Ramaswamy, I. (2011). Principles of Business Management, (8th Ed.), Himalaya Publishing House, New Delhi. • Koontz, H, & Weihrich, H (2016). Essentials of Management: An International Perspective (8th ed.), Tata McGraw Hills, New Delhi. • Ghuman, K & Aswathapa, K, (2017). Management concepts and Cases (10th ed.), Tata McGraw Hills, New Delhi. • Telsan, M.T. (2016). Industrial and Business Management, (4th ed.), S. Chand, New Delhi.	

BBA4.5DCCT13: Organizational Behaviour
<u>Objectives:</u> To develop theoretical and practical understanding of different components of individual and group behavior in organizational setting. To understand and enhance the attitude, behaviour, perception and leadership style. To understand the concepts of individual differentiators like Personality, Attitude and perception. To understand the concepts of conflict and conflict management. To describe leadership quality and its importance.
<u>Course Outcomes:</u> The successful completion of this course shall enable the learner: To understand the theoretical development of organizational behaviour and its importance in managing people at the work place. To understand the foundation of group dynamics and the nature of conflict and its management. To distinguish between manager, boss and a leader and learn the theories of leadership. To understand different types of organizational structures, organizational climate and to know the importance of organizational culture apart from learning how to deal with change and stress.
Contents Module – I Focus and Purpose Definition, need and importance – Nature and scope – Frame work. Organizational behavior models, Organizational Theory, Organizational behavior modification. Misbehavior –Types. Hawthorne studies and human relations. Motivation: Concept and basic theories. Module – II Individual Behavior Personality – Types – Factors influencing personality – Theories. Learning – Types of learners – The learning process – Learning theories. Attitudes – Characteristics – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception. Module – III Group Behavior Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Interpersonal Communication. Team building - Interpersonal relations – Group decision making techniques. Meaning of conflict and its types, Conflict Redressal process. Module – IV Leadership and Power Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers. Sources of power – Power centers – Power and Politics. Motivation at work – importance, need, types and its effects on work behavior. Motivation Theories: Maslow's, Herzberg, etc. Module – V Dynamics of Organizational Behavior Organizational culture and climate – Factors affecting organizational climate – Importance. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.
<u>Readings:</u> • Greenberg, Baron (2010). Behaviour in Organisations: Understanding and Managing the Human Side of work. Pearson • Luthans, Fred. Organizational Behaviour, McGraw-Hill, Indian Edition. 12th Ed. • Pareek, U. & Khanna, S. Understanding Organizational Behaviour. Oxford University. • Robbins, Stephen P., TA Judge & Neharika Vohra (2013). Organisational Behaviour, Pearson.

BBA4.5DCCT14: Business Accounting
Objectives: To understand the concept and role of accounting in financial reporting in modern economy. To develop the understanding of basic accounting concepts and techniques of and accounting system. Principles and procedures underlying the accounting process. To provide an understanding, importance of accounting; preparation of final accounts for profit making organization. To understand the preparation of accounting for non-profit organization. To provide the knowledge of bills of exchange transaction and bank reconciliation statement.
Course Outcomes: The successful completion of this course shall enable the learner: Demonstrate the role of accounting in business in economic world. Explain the principles of accounting and book keeping. Apply accounting rules in determining financial results and preparation of financial statement. Develop and practice the maintenance of accounting books for non-profit making organization. Determine the processes of billing in business and banking transaction
Contents Module – I Accounting Basics of Accounting, Accounting Mechanics (Double Entry System, Classification, Golden Rules, Concepts and Conventions.) Journal: Meaning, Advantages, Ledger meaning, Posting and Balancing, Trial Balance Objectives, defects, locating errors and preparations of Trial Balance, Subdivision of journal- daybook. Module – II Trading Account, Profit and Loss Account, Balance sheet, Closing entries, Assets and their Classification, Liabilities and their Classification, Uses and Limitations of Balance sheet. Module – III Capital and Revenue Expenditure and Receipts: Rules for Determining Capital Expenditure and Revenue Expenditure, Deferred Revenue Expenditure, Capital and Revenue Receipts, Capital and Revenue Profit and Loss. Module – IV Accounting for Non-Profit Organization: Accounting Procedures, Receipts and Payments Accounts, Distinction between Receipts and Payments Accounts, Income and Expenditure Account problems. Module – V Parties to a Bills of Exchange, Types, Promissory Notes, Distinction between Promissory Notes and Bills of Exchange, Dishonor of Bills, preparation of Bank Reconciliation.
Readings: • Hanif and Mukherjee (2003), Modern Accountancy Volume 1, Tata McGraw Hill Publishing Company Limited, New Delhi, 2nd Edition. • Grewal, T.S (2003) Introduction to Accountancy: S. Chand & Company Ltd. • Tulsian P.C ,Financial Accounting, Pearson, Sixteenth impression, 2015 • Robert. N. Anthony, David F Hawkins ,Kenneth A Merchant(2004) ,Accounting Text and Cases, Tata Mc Graw Hill Publishing Company Ltd. ,New Delhi, 11th Edition • Frank Wood & Alan Sanger (2008), Business Accounting, Pearson Education Ltd., 11th Edition

BBA4.5DCCT15: Business Statistics
Objectives: To understand the importance of data and how to collect, organize and summarize data. To explain the merits and limitations of different statistical techniques. To impart the knowledge of interpreting the result of data analysis. To enable the students in terms of understanding the statistical aspects related to business thereby enhancing their skills in this regard.
Course Outcomes: The successful completion of this course shall enable the learner: Appraise the need for data analysis. Formulate the statistical problem and solve it. Interpret the results of statistical analysis for improved managerial decision making. Design and describe problems of inferential statistics. Apply analytical skills in both private and public business organizations in the country.
Contents Module – I Definition, Functions, scope, Importance, Limitations and distrust of Statistics. Data Collection and Analysis. Types of data, Methods of data collection, classification of data. Diagrammatic and Graphic Presentation of Data, Graphs of Frequency Distribution. Numerical exercises. Module – II Need, Meaning and Definition of measuring central tendency of data; Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, and Mode: their properties, merits and demerits. Comparative study of different Averages. Numerical Exercises. Module – III Need for measuring dispersion of data; Range, Mean, Absolute Deviation, Quartile Deviation, Standard deviation, Coefficient of Variation: Properties, merits and demerits. Numerical exercises. Module – IV Correlation Analysis (for ungrouped data): Need, types and methods of studying Correlation: Scatter Diagram, Karl Pearson's coefficient of correlation, Spearman's Rank Correlation. Numerical exercises. Module – V Regression Analysis (for ungrouped data): Method of least squares. Need for studying regression analysis, Two regression equations, Regression co-efficient and its properties. Numerical exercises. Note: The treatment of the subject matter is to be application oriented in the field of management. The proof of theorems and derivations of formulae is not required.
Readings: • Aczel, A. D., Sounder pandian, J. Saavanan, P. & Joshi, R. (2012). Complete Business Statistics. McGraw Hill Education (India) Pvt. Ltd.: New Delhi. • Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D. and Cochran, J. J. (2014) Statistics for Business & Economics, CENGAGE Learning Custom Publishing. • Black, K. (2012). Applied Business Statistics, 7ed. Wiley • Levin, R. I. & Rubin, D. S. (1997). Statistics for Management, Prentice-Hall of India.

BBA4.5DCCT16: Business Legislations
Objectives: To understand the role and importance of Indian Contract Act, 1872 and its implications. To understand laws of sales of goods and legal rights associated with purchasing of goods. To clarify the laws of partnership and its various kinds. To be familiarized with the Laws of negotiable instrument and its legal issues. To explain the concept of a company and distinguish among various types of companies.
Course Outcomes: The successful completion of this course shall enable the learner: To appraise the needs of better understanding about the need of Indian Contract Act, 1872 and its legal implications. To apply and practice the law of sales of goods in commercial business. To formulate a clear idea and expert view about law of partnership and legal aspects associated with it. To apply the ideas related to laws of negotiable instrument and its related fields in commercial businesses. To evaluate and analyze types formation and dissolution of companies and to relate various aspects of insurance, conciliation and arbitration etc.
Contents Module – I The Indian Contract Act, 1872 Definition of contract and essential elements of contract, kinds of contract, performance of contract, discharge of contract, breach of contract, remedies for breach of contract. Module – II Law of sales of goods – definition of contract of sales, essentials of contract of sale, sale and agreement to sell and its distinction, kinds of goods, conditions and warranties and its distinction, Effect of perishing of Goods, modes of delivery, definition of unpaid seller, Rights of an unpaid seller. Module – III Law of partnership – Definition of partnership, essential elements of partnership, rights and duties of a partner, procedure for registration of a firm, effect of notice to acting partner, modes of dissolution of a firm, definition between partnership and co- ownership, distinction between partnership and company. Module – IV Law of Negotiable Instruments Definition and characteristics of negotiable instrument, definition of Promissory Note, Bill of exchange and cheque and their differences, Holder in due course, Modes of Negotiation, Maturity of Negotiable Instrument, Dishonor of a negotiable instrument. Module – V Definition of company, kinds of companies, formation of a company, winding and dissolution of companies, definition of insurance company, IRDA Act 1999, Idea and Constitution of IRDA Fund, Conciliation and Arbitration Proceeding, Arbitral Tribunal
Readings: • Bare Acts • Elements of Mercantile Law. N.D. Kapoor, Sultan Chand & Sons • Business Law. N.D. Kapoor, Sultan Chand & Sons • Legal Aspects of Business. Akhileshwar Pathak, Tata McGraw Hill • Kuchchal M.C, Mercantile Law, Vikas Publishing House (P) Ltd. • Pathak Akhileshwar, Legal Aspects of Business, Tata McGraw Hill Pub. Company Ltd. • Sheth Tejpal, Business Law, Pearson Education

BBA4.5DCCT17: Business Environment
Objectives: This course aims to familiarize participants with business environment and evaluate its various components in business decision making. It will provide an analysis and examination of significant contemporary issues and challenges existing throughout business environment arena. Emphasis will be placed upon social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.
Course Outcomes: The successful completion of this course shall enable the learner: To comprehend the nature of business environment and its components. To demonstrate and develop conceptual framework of business environment and outline how an entity operates in a business environment. To understand and analyze various political, technological, socio-cultural and economic environmental factors affecting business.
Contents Module – I Overview of Business Environment Business Environment – Meaning – Characteristics – Scope - Macro and Micro Dimensions of Business Environment - Environmental Analysis. Module – II Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning. Structure of Economy – Economic Policies & Planning the Economic Condition – NITI Ayog – National Development Council – Five Year Plans. Module – III Economic Policies Economic Reforms and New Economic Policy – New Industrial Policy – Competition Law – Fiscal Policy – Objectives and Limitations – Monetary Policy and RBI Module – IV Social, Political and Legal Environment Concept of Social Responsibility of Business towards Stakeholders. Demonetization, GST and their Impact - Political Stability - Legal Changes. Module – V Global Environment Globalization – Meaning – Role of WTO – WTO Functions - IBRD– Trade Blocks, BRICS, SAARC, ASEAN in Globalization.
Readings: • Sinha, V.C, and Sinha Ritika, Business Environment, Sahitya Bhawan Publishers & Distributors, Agra • Cherunilam, Francis Business Environment, Himalaya Publishing House, New Delhi • Aswathappa, K. Essentials of Business Environment Himalaya Publishing House, New Delhi • S.K. Mishra, V.K. Puri, Economic Environment of Business, HPH • Rosy Joshi and Sangam, Kapoor Business Environment, Kalyanai Publications. • A C Fernando, Business Environment, Pearson.

Semester II: Ability Enhancement Compulsory Course

BBA4.5AECCT21: Environment Studies
Common Curriculum for all Under Graduate Students

Semester II: Discipline Centric Courses

BBA4.5DCCT22: Business Economics I
Objectives: The objective of this course is to provide the students with a basic understanding of the principles of microeconomics. At its core, the study of economics deals with the choices and decisions that have to be made in order to manage scarce resources available to the world. This course pertains to decisions made at the individual level, i.e., by individual consumers or individual firms after evaluating resources, costs, and tradeoffs. Students will also understand the different kinds of markets and how they function.
Course Outcomes: The successful completion of this course shall enable the learner: To understand how and why the above mentioned decisions are made and how they affect one another in the economy. To have a strong grasp on the major issues of microeconomics including consumer and producer behaviour, the nature of supply and demand and the Cost and Revenue. To understand basic microeconomic terminology and applying it to current microeconomic events.
Contents
Module – I Introduction Importance and Scope of Economics. Micro and Macro Analysis. Approaches to Economic Analysis. Partial Equilibrium vs. General Equilibrium, Comparative Static and Dynamic analysis, Positive and Normative Approaches. Module – II Theory of Consumer Behavior Utility Analysis: Cardinal Utility Theory, Law of Diminishing Marginal Utility, Law of Equi Marginal Utility, Consumer Equilibrium. Ordinal Utility Theory: Indifference Curve Analysis, Consumer's Equilibrium. Price, Income and Substitution Effects. Types of Goods: Normal, Inferior and Giffen Goods. Derivation of Individual Demand Curve and Market Demand Curve with the help of Indifference Curve. Module – III Supply and Demand Analysis: Law of Demand, Movements and Shifts in Demand Curve. Elasticity of Demand, Price, Income and Cross Elasticity. Degree of Elasticity. Methods of Measuring Elasticity are of Demand: Point, Arc and Outlay Methods. Law of Supply, Movement and Shifts in Supply Curves. Elasticity of Supply, Determinants of Supply. Derivation of Supply curve. Module – IV Perfect Competition and Monopoly Classification of Market. Perfect Competition, Short Run and Long Run Analysis. Equilibrium of the Firm and Industry. Monopoly Features, Equilibrium. Discriminatory Pricing. Differences between Perfect Competition and Monopoly. Module – V Monopolistic Competition and Oligopoly Markets Monopolistic Competition. Product Differentiation, Selling Costs. Oligopoly: Homogeneous and Heterogeneous Oligopoly, Price Rigidity in Oligopoly. Kinky Demand Curve.
Readings: • Mote V L. & Gupta G. S. Managerial Economics. Tata Mc Graw Hill, New Delhi. • Varshney R. L. & Maheshwari K. L.: Managerial Economics, S Chand & Sons, New Delhi. • Dominick Salvatore. Micro Economics Theory and Application. 4th Ed. New Delhi: Oxford University Press. • Koutsyiannis, A. Modern Microeconomics. Macmillan Press Ltd.

BBA4.5DCCT23: Financial Management
Objectives: To provide the basic concepts and understanding of financial management. To understand financial statement analysis through the different analysis tool. To state and explain the concepts and types of working capital. To give the concept of time value of money and application in decision making process. To explain the meaning of capital structure and capitalization theory and management of earnings.
Course Outcomes: The successful completion of this course shall enable the learner: Appraise the area of financial management and its scope. Analyze how funds are determined and explain the different techniques of financial statement analysis. Calculate and solve the required fund of working capital. Illustrate the time value of money concept and can apply in decision making process. Handle the problems related to finance and solve the problem of management.
Contents Module – I Nature of Financial Management: Scope of Finance & Financial Management, Finance Functions, Financial Manager's Role, Objective of Financial Management, Organization Chart of Finance Department. Module – II Analysis of Financial Statements: Significance of their Preparation, Fund Flow Statement and Cash Flow Statement, Ratio Analysis (purpose of preparation, types of ratios and their implications for business, simple numerical exercises) Module – III Working Capital Management: Concept of Working Capital, Characteristics of Current Assets, Factors Influencing Working Capital Requirements, Level of Current Assets (Permanent & Variable Working Capital), Financing of Current Assets, Operating Cycle/ Cash Conversion Cycle. Module – IV Concept of Value & Return and Capital Budgeting Decisions: Future Value & Present Value of Single Amount, Annuity. Meaning and Importance of Investment Decisions, Types of Investment Decisions, Techniques for Evaluating Investment Proposals (Discounted Cash Flow Methods- NPV, PI, IRR; Non-Discounted Cash Flow Methods- Payback Period, ARR) Module – V Financing Decisions: Meaning & Importance of Capital Structure, Factors affecting Capital Structure Capitalization (Meaning, Theories of Capitalization, Over & under Capitalization), Dividend Policy Decision: Reason for Paying Dividends, Considerations of Dividend Policy, Stability of Dividends and Forms of Dividends.
Readings: • Chandra, P Financial Management-Theory and Practices, Tata McGraw Hill :New Delhi • Pandey, I.M. Financial Management, Vikas : New Delhi • Khan, M.Y. Financial Management, Tata McGraw Hill : New Delhi • Reddy, G. Sudarsana Financial Management- Principles and Practice, Himalaya Publishing House • Van Horne, Financial Management & Policy, Pearson Education, Asia.

BBA4.5DCCT24: Principles of Marketing - I	
Objectives:	To develop understanding of the conceptual framework of marketing and its environment. To gain an insight into the concept of market segmentation, targeting and positioning. To develop understanding towards product mix and branding. To examine the relevance of Pricing and distribution in product mix. To develop an understanding of the various promotion mix used.
Course Outcomes:	The successful completion of this course shall enable the learner: To apply the basic concepts of marketing and Marketing environment. Analyze and identify market segments and explore targeting and positioning. Distinguish the product mix of various companies and identify the relevance of branding. Enumerate the significance of pricing and distribution decisions of a firm. Analyze the importance of promotion and identify various vehicles used in promotion of products.
Contents	
Module – I Introduction Meaning and Concept of Market and Marketing, Core Marketing Concepts, Marketing and Selling (concepts and differences), Introduction to Marketing Mix, Elements of Company's Macro and Micro Environment, Responding to Company's marketing environment. Module – II STP Market Segmentation, Targeting and Positioning: Concept, Needs, bases/ variables for segmenting consumer market, Attributes of Effective Segmentation, Challenges in segmentation, Concept of Target Market, Selection of Target Market, Market positioning. Module – III Product Management Definition of Product, Classification and Levels of Product, Concept of Product Line, Product Line Decision, Product Mix , Definition of Brand and Brand Equity, Selection of Brand Name Module – IV Pricing Decisions and Channel Management Concept of Price, Factors Influencing Pricing, Methods of Pricing, Concept and Importance of Distribution Channels, Functions of Marketing Channels, Types of Marketing Intermediaries, Channel Design Decision, Wholesaling and retailing. Module – V Marketing Communication Definition, Concept of Integrated Marketing Communication, and Relevance of Integrated marketing Concept. Introduction to Elements of Promotion Mix, Advertising, Sales promotion, Personal selling, Events and Experiences, online marketing, social marketing, mobile marketing, direct marketing.	
Readings:	- Kotler, P. and Armstrong G. Principles of Marketing; Pearson Prentice Hall: New Delhi, 12th edition. - Ramaswamy, V.S. and Namakumari, S. (2010), Marketing Management; Macmillan: Publishers India Ltd, 4th edition. - Keegan W.J (2009) Global Marketing Management; Pearson Prentice Hall: New Delhi, 7th edition. - Neelamegaham .S. (2006) Marketing in India; Vikas publishing house Pvt. Ltd. 3rd edition - Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.

BBA4.5DCCT25: Business Communication
Objectives: To develop inter personal skills and create an effective goal-oriented team player within an individual. To enhance communication and problem-solving skills. To develop professionals with practical attributes along with moral values. To re-engineer attitude and understand its influence on behaviour.
Course Outcomes: The successful completion of this course shall enable the learner: Explain the significance of Communication skills for a manager. Communicate effectively as a member of a work group. Design and make effective presentations. To frame appropriate answers to typical interview questions. Design resume, Job applications and prepare documents required for effectively communicating with Financial institutions.
Contents Module – I Self Analysis and Group Presentation Who am I, Importance of Self Confidence, Self Esteem. Significance of GD, Methodology and Guidelines. Different skill set required for GD, Debates. Module – II Presentation and Specific Purpose Public Speaking Understanding meeting and conference, purpose and traits of a seminar or presentation, personality traits enhancement for public speaking (inner and outer traits) Interviews: Fundamentals of Facing Interviews, tips before going down for an interview, while waiting for your turn to come, different rounds of interview and Frequently Asked Questions. Module – III Business Correspondence: Meaning, Objectives, Importance, Essential qualities of a good business letter, Parts of business letter, Types of business letters (enquiry and reply, sales, quotation, order, complaint, recovery letter), 7C's of effective business correspondence. Module – IV Office and Email Correspondence: Notices, agendas and minutes, Memorandums, Circulars, Office orders, Learn to draft email (importance, structure, procedure, style, jargons and acronyms, security and precautions) Module – V Job Related Correspondence: Preparing bio - data, Covering letter, Profile writing etc. Correspondence: Answering customer's enquiries. Messages: Writing Goodwill Messages, Persuasive Messages and Negative Messages.
Readings: • Bovee, C. and Thill, J.V., "Business Communication Today", 11th edition, 2011, Prentice Hall. • Francis Soundararaj, "Speaking and Writing for Effective Business Communication", 2008, Macmillan. • RK Madhukar, "Business Communication", 2010, Vikas Publishing House Pvt. Ltd. • Mallika Nawal, "Business Communication", 2012, Cengage Learning India. • Rai, Urmila and S.M. Rai (2000). Business Communication. New Delhi: Himalaya Publishing House. • Meenakshi Raman & Prakash Singh, "Business Communication", 2012, OUP

BBA4.5DCCT26: Production and Operations Management	
Objectives:	To understand the importance and approach to Production Management. To comprehend appropriate decision making concepts about facility location and facility layout. To understand concepts of inventory control etc. To explore the knowledge and understand various concepts of production planning.
Course Outcomes:	The successful completion of this course shall enable the learner: Appraise the basics of production management. Design suitable strategy of inventory control by applying concepts of EOQ and Quantity Discount etc. Forecast production and make facility layout decisions.
Contents	
Module – I Introduction to Production Management: Introduction; History of Production and Operations Management; Definitions of Production Management; Production Process; Production: The Heart of an Organization; Objectives of Production Management; Scope of Production Management. location and layout. Module – II Forecasting: Qualitative and Quantitative Techniques of Forecasting. Aggregate Planning. Master Production Schedule (MPS); MRP-I and MRP-II. Line balancing. Module – III Classification, role of inventory in supply chain, inventory costs, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model. ABC analysis. Module – IV Project Analysis: PERT/CPM: Program Evaluation Research Task (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project to minimum duration (and not optimal duration) with its cost. Module – V Work Study: Work Study as a Science, Work Study and Productivity, Importance of Work Study; Method Study; Work Measurement: Objectives of Work Measurement, Techniques of Work Measurement, Time Study, Work Sampling.	
Readings:	- Alan Mulemann, John Oakland, Keith Locker, 'Production and Operations Management' Macmillan India Ltd. - S.A. Shunwalla & Patel, Production and Operations Management, Himalaya Publishing. R. Panneerselvam, Production and Operations Management, Prentice Hall of India. - Gopalakrishna, P. and Sunderasan, M., Materials Management: An Integrated Approach, PHI: New Delhi. - Adam, Ebert, Production and Operational Management, PHI (EEE Edition) - Khandelwal, Gupta, Production and Operations Management, Ajmera Book , Jaipur

BBA4.5DCCT27: Research Methodology	
Objectives:	To get a thorough grounding in introductory research concepts. To understand the concepts of Research Design in real world studies. To gain skills in conducting data gathering activities for research studies through various tools. To get a clear concept of sampling methods in tune with the primary data requirements of any given study. To gain proficiency in writing up research reports for respective purposes as an outcome of a study conducted.
Course Outcomes:	The successful completion of this course shall enable the learner: To Identify the need and importance of Research in context of different situations and Environments. To designs Pilot Studies and subsequently replicate it for studies on a larger scale. To prepare questionnaires, interview schedules and implement them for primary data collection in context of any given study. To decide and implement the most appropriate probability/ non-probability sampling techniques for a given study. To communicate research findings clearly and in a user friendly manner through customized tables and other related tools of data.
Contents	
Module – I Meaning, Characteristics and Importance, Types of Research, The Research process (Overview and Steps), The Research problem (Definition, need, importance, steps, formulation etc.)	
Module – II Meaning, Characteristics and Components of a Good Research Design. Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs; Quantitative vs qualitative research.	
Module – III Primary Data (Method – questionnaire development), Secondary Data (Sources and Precautions in the Use of Secondary Data) Survey Design: Census and survey methods. Designing sample survey – Defining universe; Determining sampling frame, sampling unit, sampling method and sample size determination.	
Module – IV Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them. Meaning, Steps and Types (simple, random, stratified random, systematic and cluster samplings), Survey and Observation Methods.	
Module – V Parametric and Non Parametric Test: z-test, t-test, ANOVA, Chi Squared test. Report writing – forms of report – fundamentals of a good report, Footnotes, Bibliography and Referencing.	
Readings:	- Cooper, D. R. & Schindler, P. S. (2003). Business Research Methods. Boston. McGraw-Hill/Irwin - J.K. Sachdeva, Business Research Methodology, Himalaya Publishing House, New Delhi C. R. Kothari, Research Methodology, Methods & Techniques, New Age International. - Gupta, Santosh, Research Methodology, Deep and Deep Publications: New Delhi)

III Semester

BBA5SDCT31 – Elementary Computer

Common Curriculum for all Under Graduate Students

BBA5DCCT32 - Entrepreneurship and Small Business Management

Objectives: To help improve understanding the role of entrepreneurship in the economy. To understand the dynamic role of entrepreneurship and small businesses. To sharpen the problem-solving skills and Increase alertness towards opportunities. To help students develop one or more entrepreneurial ideas of their own. To develop appropriate skills in the students to make them competent and self- employed.

Course Outcomes:

1. Understand the concept of entrepreneurship and its importance in the economy.
2. Apply methods for generating and evaluating business ideas, and identifying entrepreneurial opportunities.
3. Demonstrate knowledge of effective team building and leadership skills essential for entrepreneurial ventures.
4. Develop a strategic business plan incorporating the steps and considerations of strategic planning.
5. Compare and contrast various forms of ownership including sole proprietorship, partnership, limited liability partnership, and corporation, and analyze their advantages and disadvantages.
6. Evaluate the advantages, disadvantages, and different types of franchise arrangements.
7. Explain the concept and types of small scale industries, and outline the steps involved in setting up a small industry.

Module 1

Concept of entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; Franchising; arrangements.

Module 2

Concept, Types of small scale industry, Setting up a small industry – An overview of the steps involved, Role of small scale industry in National economy, Challenges to the growth of small scale industry in the country, problem of sick industry, Revival plan.

Module 3

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing, Risks and Business Strategies.

Module 4

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships.

Module 5

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Reference Books

1. Entrepreneurship Development: Small Business Enterprises, Poornima M. Charantimath, Pearson Education, 2nd Edition, 2013
2. Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 6th Edition, 2011

3. Entrepreneurship: New Venture Creation, David H. Holt, Prentice-Hall of India, 1st Edition, 2008
4. Entrepreneurship and Small Business Management, C.B. Gupta and N.P. Srinivasan, Sultan Chand & Sons, 4th Edition, 2002
5. Reference Books (Non-Indian Authors)
6. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, McGraw-Hill Education, 10th Edition, 2016
7. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Eric Ries, Crown Publishing Group, 1st Edition, 2011
8. Social Entrepreneurship: What Everyone Needs to Know, David Bornstein, Susan Davis, Oxford University Press, 1st Edition, 2010

BBA5DCCT33 - Principles of Marketing – II

Objectives: To understand strategic marketing planning for any business. To outline the role of product positioning and competitive advantage in business. To be able to describe product life cycle for different products. To explain digital marketing and its benefits. To understand how to develop retail marketing strategy.

Course Outcomes:

1. Understand the concept and process of marketing planning, including strategic business units and strategic planning tools like BCG and GE Matrix.
2. Analyze the concept of product positioning and its role in achieving competitive advantage.
3. Evaluate the stages of the product life cycle and formulate appropriate marketing strategies for each stage.
4. Explain the concept and benefits of a Marketing Information System (MIS) in decision-making.
5. Differentiate between digital marketing and traditional marketing, and justify the relevance of digital marketing in contemporary business environments.
6. Explore techniques in digital marketing and direct marketing for enhancing visibility, engagement, traffic, and lead generation.
7. Discuss the fundamentals of retail management, including its nature, scope, and the retail scenario in India.
8. Identify different types of retail businesses, their locations, and understand the need and benefits of retailing.

Module 1

Marketing planning: Concept of Strategic Plan, Strategic Planning Process, Concept of Strategic Business Unit, BCG and GE Matrix

Module 2

Product positioning and competitive advantage: Concept of Product Positioning, different steps in Product positioning, Important Aspects in product positioning, Concept of Competitive Advantage.

Module 3

Product life cycle and Marketing information system: Concept of product life cycle, Stages in PLC, Strategies for Managing Different Stages of product life cycle. Concept of Marketing Information System, Benefits of Marketing Information.

Module 4

Defining Digital marketing, how is it different from traditional marketing and why is it relevant now. Digital Marketing and Direct Marketing: Increasing Visibility, Visitor's Engagement, Bringing Targeted Traffic and Lead Generation

Module 5

Retail management: Introduction to Retail management, Nature & Scope of Retailing, Retail scenario in India. Retail Business: Types and location, Need and benefits of retailing.

Reference Books

1. "Marketing Management: Planning, Implementation and Control," Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Education India, 15th Edition, 2015
2. "Marketing Research: An Applied Orientation," Naresh K. Malhotra, Sunil Mithas, Peter J. Lenk, Pearson Education India, 6th Edition, 2015
3. "Retail Management: A Strategic Approach," Badiuddin Ahmed, Excel Books, 1st Edition, 2013
4. "Digital Marketing: Strategy, Implementation and Practice," Dave Chaffey, Fiona Ellis-Chadwick, Pearson Education Limited, 6th Edition, 2020
5. "Strategic Marketing Management: Theory and Practice," Alexander Chernev, Cerebellum Press, 6th Edition, 2021
6. "Marketing Metrics: The Definitive Guide to Measuring Marketing Performance," Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein, Pearson Education, 4th Edition, 2021
7. "Retailing Management," Michael Levy, Barton A. Weitz, Dhruv Grewal, McGraw-Hill Education, 10th Edition, 2020

BBA5DCCT34 - Human Resource Management

Objectives: To introduce the concepts of Human Resource Management (HRM) and highlight the importance of human factors in organizations. To understand the functions, objectives, and qualities required of an HR manager.

Course Outcomes:

1. Define HRM and explain its importance in organizational success.
2. Identify and describe the functions of HRM.
3. Evaluate the role and qualities of an effective human resource manager.
4. Understand organizational structures within HR departments and the process of human resource planning.
5. Demonstrate knowledge of job analysis, job description, and job specification.
6. Explain the processes of recruitment, selection, placement, induction, and employee exit including exit interviews.
7. Discuss concepts, purposes, methods, and responsibilities in training and development.
8. Evaluate performance appraisal methods, promotions, and transfer processes.
9. Analyse concepts, principles, and factors affecting wage systems, incentives, and fringe benefits.

Module 1

HRM: Concepts, importance of human factor, functions of HRM, objectives, Qualities of human resource Manager.

Module 2

Organisation structures of H.R. Department. Process of human resources planning: job analysis, job description, and job specification

Module 3

HR Planning, Recruitment, Selections, Placements, Induction. Employee Exit and Exit Interview.

Module 4

Training and Development Concepts: purpose, process, method, responsibility for training and development. Performance appraisal, Promotions and transfers.

Module 5

Compensation: Concepts, principles of good wage, Factors affecting wage system, Incentives and fringe benefits. Monetary and non-monetary incentives.

Reference Books

1. "Human Resource Management" by V.S.P. Rao, Excel Books, 5th edition, 2023
2. "Human Resource Management" by T.N. Chhabra, Dhanpat Rai Publications, 7th edition, 2022
3. "Human Resource Management: Text and Cases" by K. Aswathappa, Tata McGraw-Hill Education, 7th edition, 2021
4. "Human Resource Management" by C.B. Mamoria and S.V. Gankar, Himalaya Publishing House, 8th edition, 2023
5. "Human Resource Management" by Gary Dessler, Pearson, 16th Global edition, 2024
6. "Human Resource Management: Gaining a Competitive Advantage" by Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, McGraw-Hill Education, 12th edition, 2023
7. "Managing Human Resources" by Scott A. Snell and Shad S. Morris, Cengage Learning, 19th edition, 2022

IV Semester

BBA5VACT41 – Indian Knowledge System

Common Curriculum for all Under Graduate Students

BBA5DCCT42 - Cost Control and Accounting

Objectives: To understand the basics of cost accounting. To understand the Treatments of Costs Under Different Situations. To understand how methods of costing and types of costing are used together. To develop expertise on the calculation of cost of production. To apply the cost accounting in the field of management.

Course Outcomes

1. Understand the fundamental concepts and objectives of cost accounting.
2. Develop knowledge of material and labor management, including procurement, storage, and control.
3. Analyze and classify overhead costs, and understand their distribution and absorption in cost accounting.
4. Apply various costing methods such as job costing, process costing, and marginal costing in practical scenarios.
5. Utilize standard costing and budgetary control techniques for effective cost management and control.

Module 1

Definition of costing, Cost accounting and Cost accountancy, Objectives of cost accounting, Evolution of cost accounting, Essential factors for installing a cost accounting system, Essentials of good cost accounting system.

Module 2

Various reports provided by cost accounting department, Relationship between cost accounting, financial accounting, management accounting and financial management, Cost concepts & terms, classification of cost methods & types of costing

Module 3

Material - Material procurement procedures, Material storage-store record, Materials issue procedure, Material control Labour - Time keeping, Payroll procedure, Idle time, Overtime, Labour turnover.

Module 4

Definition and classification of overheads, Distribution of overheads-primary distribution and secondary distribution, Absorption of overheads, Treatment of under-over absorption of overheads, Accounting of administration and selling and distribution overheads, Treatment of certain items in costing- finance cost, depreciation etc.

Module 5

Job costing, Contract costing, Batch costing, Operating costing, Process costing, Operation costing, Joint products & by- products, Marginal costing and absorption costing, difference, CVP analysis, B.E.P analysis

Reference Books

1. "Cost Accounting: Principles & Practice," M.N. Arora, Vikas Publishing House, 13th Edition, 2018.
2. "Cost Accounting," Jawahar Lal, McGraw Hill Education, 5th Edition, 2019.
3. "Cost and Management Accounting," S.P. Jain & K.L. Narang, Kalyani Publishers, 10th Edition, 2020.
4. "Advanced Cost Accounting," J.K. Mitra, Pearson India, 2nd Edition, 2017.

5. "Cost Accounting: A Managerial Emphasis," Charles T. Horngren, Srikant M. Datar, George Foster, Prentice Hall, 16th Edition, 2014.
6. "Introduction to Management Accounting," Charles T. Horngren, Gary L. Sundem, Jeff Schatzberg, Prentice Hall, 16th Edition, 2013.
7. "Cost Accounting: Foundations and Evolutions," Kinney, Prather, Raiborn, South-Western College Pub, 9th Edition, 2012.

BBA5DCCT43 - Business Economics – II

Objectives: To familiarize students with macroeconomics, national income measurement, classical and Keynesian theories of employment, and consumption function. To explore theories of inflation, unemployment, and business cycles, along with their measurement methods and control policies.

Course Outcomes

1. Define and explain the various components of national income and their importance.
2. Evaluate the classical and Keynesian theories of employment and their relevance in today's context.
3. Analyze the causes and consequences of inflation and unemployment and evaluate policies to control them.
4. Identify and describe the phases of business cycles and the tools of monetary and fiscal policies.
5. Explain the concept of the multiplier effect and its implications in an open economy.

Module 1

National Income: Meaning, Definition and importance of Macro Economics – National Income: Meaning, Definitions: National Income, GNP & NNP, GDP & NDP, Personal Income (PI), Disposable Income (Di), Per Capita Income (PCI). Methods of measuring national income.

Module 2

Theories of Employment: Classical theory of employment – Say's law of markers – Keynesian theory of employment – Consumption function – APC, MPC, factors influencing consumption function.

Module 3

Theories of Inflation and Unemployment: Meaning, Types and Theories of Inflation, Measurement of Inflation in India, Policies to Control Inflation Meaning and Types of Unemployment. –

Module 4

Cost of Unemployment and Oakun's Law Measurement of Unemployment in India: Concept of Stagflation, Concept of Philips Curve.

Module 5

Business Cycle: Meaning, Types and Phases. Monetary and Fiscal policies of government, Objectives, tools and policy measures in developing countries.

Reference Books

1. "Macroeconomics: Theory and Policy," H.L. Ahuja, S. Chand Publishing, 20th Edition, 2022.
2. "Macro Economics," D.N. Dwivedi, McGraw Hill Education, 4th Edition, 2019.
3. "Modern Economic Theory," K.K. Dewett, S. Chand Publishing, Revised Edition, 2018.
4. "Indian Economy: Performance and Policies," Uma Kapila, Academic Foundation, 20th Edition, 2019.
5. "Macroeconomics," N. Gregory Mankiw, Worth Publishers, 10th Edition, 2018.
6. "Macroeconomics: Principles, Problems, and Policies," Campbell McConnell, Stanley Brue, Sean Flynn, McGraw-Hill Education, 21st Edition, 2020.
7. "Macroeconomics," Paul Samuelson, William Nordhaus, McGraw-Hill Education, 19th Edition, 2010.

BBA5DCCT44 - Business Ethics and Corporate Governance

Objectives: This course is designed for the students to understand Business Ethics and to raise students' general awareness of ethical dilemmas at work. They are expected to learn corporate governance and values and implement it in their careers to become a good manager and better understand differing perceptions of interests in business-related situations.

Course Outcomes

1. Understand the concept and importance of business ethics and its application in various business practices.
2. Analyze the relationship between corporate social responsibility and business ethics.
3. Evaluate corporate governance practices in India and abroad, including the roles and functions of various board committees.
4. Identify and assess voluntary and induced unethical practices and their consequences.
5. Discuss the influence of morals, values, beliefs, and spirituality on business ethics.
6. Examine the role of business ethics in building a good society and the importance of whistleblowing in corporate governance.

Module 1

Business Ethics: Concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; the concept of corporate ethics; meaning, nature and benefits of adopting ethics in business. Role and functions of Ethical Leadership in Business.

Module 2

Meaning of corporate social responsibility, Relation between corporate responsibility and Business Ethics. Conceptual Framework of Corporate Governance.

Module 3

Voluntary Unethical and Induced Unethical practices and their consequences. Corporate Governance Practices: In India and abroad, Independent Directors, Nomination Committee,

Module 4

Concept of Morals, Values, Beliefs; Moral issues in business, Spirituality and Ethics; Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism. Influence of spirituality on ethics.

Module 5

Relationship between Business, Business Ethics and Business Development, Role of Business ethics in building a good society. Whistleblowing and Corporate Governance: The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle- Blower Legislation and development in India.

Reference Books

1. Business Ethics and Corporate Governance, A.C. Fernando, Pearson, 2nd Edition, 2021
2. Corporate Governance: Principles, Policies, and Practices, A. C. Fernando, Pearson, 2nd Edition, 2012
3. Business Ethics: An Indian Perspective, A.C. Fernando, Pearson, 1st Edition, 2009
4. Ethics in Management and Indian Ethos, Biswanath Ghosh, Vikas Publishing, 2nd Ed., 2014
5. Business Ethics: Ethical Decision Making & Cases, O.C. Ferrell, John Fraedrich, and Linda Ferrell, Cengage Learning, 12th Edition, 2020
6. Business Ethics: Concepts and Cases, Manuel G. Velasquez, Pearson, 7th Edition, 2011
7. Ethics in Business: A Philosophical Approach, Thomas Donaldson and Patricia Werhane, Pearson, 8th Edition, 2012

V Semester

BBA5.5SDCT51 – Communication Skills

Common Curriculum for all Under Graduate Students

BBA5.5DCCP52 – Internship Project Report

Objectives: This course is designed to synthesize the knowledge and skills developed in previous courses and apply them to this course. To give adequate exposure to the operational environment in the field of Business Management. This course will enable students to develop understanding and obtain practical experience of the research process and research skills required to undertake a supervised primary data-based research project. This course intends to provide skills to the learners discover and provide a framework within which research is conducted so that student's answers are fact based and backed-up by solid information.

Course Outcomes:

1. To evaluate business problems in complex contexts using social, ethical, economic, regulatory and global perspectives.
2. To Integrate advanced theoretical and technical knowledge in business which includes a selection of issues related to Business and related disciplines.
3. To appraise and appreciate strategic implications of local and global changes /developments in the subject area.
4. To develop key personal and inter-personal globally-relevant skills for academic and professional enhancement.
5. To establish links between theory and methods within field of study.
6. To present findings in an appropriate written format.

The Internship Project is a practical, in-depth study of a primary data-based problem related to contemporary business management issues. Guiding principle behind Internship Project work is improvement in knowledge/skills, employability and development of research aptitude in the students.

A 45 day mandatory Summer Internship is required to equip the students with practical knowledge and provide them exposure to real time industrial environments. This Training / Internships option can be availed at any Government Agency/ Public or Private Limited Company / Skill Center/ Social Sector Organization/Government initiated social schemes/NGOs etc. Students will enroll for the Summer Training after completion of IV Semester Exams and complete it before the commencement of V Semester Classes.

The Industry where the Student joins training will assign an assign a topic based on Primary Data Collection, Analysis and Reporting. The topics assigned must help in creating conditions conducive to the quest for knowledge and its applicability in business management and must reflect requirement of an in-depth analysis and interpretation of any Business Management or related discipline problem.

Every student will also have regular consultation with his/her assigned College Teacher to identify objectives of study, prepare a research plan and complete the allocated task. Each student has to maintain a diary in which he/she will record the details of work/ activity progress, the diary has to be checked by the concerned Faculty Guide.

At the end, the Student is expected to prepare a hand written comprehensive report of the work done not exceeding 50 pages. The Final report needs to be submitted to the College / Department for evaluation.

A Semester – End Internship Project Report Viva-Voce of 150 Marks will be conducted for evaluation and there shall be no theory/written (internal/external) examination for this course.

The Internship Project Report Viva-Voce will be evaluated by two Examiners, one internal and one external (selected from the panel of Examiners allotted by the University).

This Viva-Voce, will include questions on the basis of the Internship Project Study. Overall Project Report may be evaluated under the following heads:

- Project design
- Methodology and Content depth
- Presentation – Style, Comprehensiveness, Table presentation, Graphs, Charts, etc.
- Results and Discussion
- Future Scope and References
- Viva-Voce

BBM5.5DCET53 - Marketing of Services

Objectives: To introduce the concept of services marketing and differentiate between services and goods. To understand the characteristics and classification of services, and the role of marketing in service organizations.

Course Outcomes:

1. Differentiate between services and goods and analyse the unique characteristics of services.
2. Explain the role of marketing in service organizations and its impact on business strategies.
3. Analyse consumer behaviour in services, including purchase behaviour, alternatives evaluation, satisfaction, and post-purchase evaluation.
4. Apply segmentation, targeting, and positioning strategies specific to services.
5. Discuss the traditional marketing mix elements (product, place, promotion, pricing) in the context of services marketing.
6. Describe the extended marketing mix elements (process, people, and physical evidence) and their significance in services marketing.
7. Identify quality gaps in service delivery and understand the principles of ISO 9004 in service management.
8. Explore management practices in various service sectors such as banking, tourism, healthcare, financial services, and education.

Module 1

Introduction: Services v/s goods, characteristics of services, classification of services. The role of marketing in service organizations.

Module 2

Consumer behaviour in Services: consumer purchase behaviour, service alternatives, satisfaction and post purchase evaluation.

Module 3

Segmenting, targeting and positioning of Services. Traditional Marketing Mix: Product; Place, Promotion and Pricing.

Module 4

Elements of Extended Marketing Mix: Process, People, Physical evidence. Quality gaps, ISO 9004(2).

Module 5

Management of Services: Banks, tourism, health care, financial services education etc. Trends in services marketing. Analysis, cases and current developments.

Reference Books

1. "Services Marketing: People, Technology, Strategy" by Christopher H. Lovelock and Jochen Wirtz, Pearson Education India, 8th edition, 2023
2. "Services Marketing: Integrating Customer Focus Across the Firm" by Valarie Zeithaml, Mary Jo Bitner, and Dwayne Gremler, McGraw-Hill Education, 7th edition, 2022

3. "Services Marketing: Concepts, Strategies & Cases" by K. Jayavelu, Himalaya Publishing House, 3rd edition, 2021
4. "Services Marketing: Text and Cases" by Rajendra Nargundkar, Tata McGraw-Hill Education, 6th edition, 2023
5. "Services Marketing: Integrating Customer Focus Across the Firm" by Valarie Zeithaml, Mary Jo Bitner, and Dwayne Gremler, McGraw-Hill Education, 7th edition, 2022
6. "Services Marketing: People, Technology, Strategy" by Christopher H. Lovelock and Jochen Wirtz, Pearson, 8th Global edition, 2024
7. "Services Marketing: Concepts, Strategies & Cases" by K. Douglas Hoffman and John E.G. Bateson, Cengage Learning, 5th edition, 2023

BBM5.5DCET54 - Product and Brand Management

Objectives: To introduce the concepts and strategies related to product and brand management. To understand the development of new products, differentiation, positioning, brand equity, brand loyalty, brand awareness, and brand associations. To analyse brand strategy including brand elements, extensions, revitalization, and global branding.

Course Outcomes:

1. Explain the classifications of products and their implications for marketing strategies.
2. Analyse the process and strategies involved in developing new products and managing product lines effectively.
3. Differentiate and position market offers based on consumer needs and competitive landscape.
4. Discuss the importance of managing product support services and their impact on brand perception.
5. Evaluate the concept of brand equity, including brand loyalty, brand awareness, and perceived quality.
6. Analyse brand associations and their role in positioning decisions.
7. Apply methods to measure brand associations and assess their effectiveness.
8. Formulate brand strategies including brand elements (name, symbol, slogan) and extensions.
9. Discuss strategies for revitalizing brands and managing global branding challenges.
10. Analyse case studies and participate in seminars to understand current developments in product and brand management.

Module 1

Products, classifications and implications. Development of new products, managing product lines.

Module 2

Differentiating and positioning the market offer, managing product support services.

Module 3

Managing Brand Equity and Concept of brand equity, brand loyalty, brand awareness, perceived quality of brands.

Module 4

Brand associations, positioning decision of brands, measurement of brand associations.

Module 5

Brand Strategy: The name, symbol and slogan; Brand extensions. Revitalizing the brand and Global branding. Analysis of cases and seminar on current developments.

Reference Books

1. "Product Management" by Donald R. Lehmann and Russell S. Winer, McGraw-Hill Education, 5th edition, 2023
2. "Brand Management: Text and Cases" by Kevin Lane Keller, Pearson Education India, 5th edition, 2022

3. "Marketing Management: Indian Cases" by V.S. Ramaswamy and S. Namakumari, Macmillan Publishers India Ltd, 7th edition, 2023
4. "Brand Management" by K.P. Seethapathy, Himalaya Publishing House, 4th edition, 2021
5. "Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller, Pearson, 5th Global edition, 2024
6. "Product Management" by Donald R. Lehmann and Russell S. Winer, McGraw-Hill Education, 5th edition, 2023
7. "Brand Leadership" by David A. Aaker, Free Press, 2nd edition, 2022

BBH5.5DCET53 - Organisational Development

Objectives: To introduce the concept of Organizational Development (OD), its objectives, characteristics, and models. To understand mechanistic and organic systems, contingency approaches, and various OD interventions. To explore career planning, role analysis techniques, survey feedback, Management by Objectives (MBO), Grid OD, third-party peace-making, confrontation meetings, organizational mirroring, Quality of Work Life (QWL), process consultation, and team building in OD. To discuss the roles and functions of change agents, the consultant-client relationship, and consulting styles in India.

Course Outcomes:

1. Define Organizational Development (OD) and explain its objectives and characteristics.
2. Analyse different models and approaches used in OD interventions.
3. Compare mechanistic and organic systems and apply contingency approaches in organizational settings.
4. Apply career planning and role analysis techniques to enhance organizational effectiveness.
5. Evaluate various OD interventions including survey feedback, Management by Objectives (MBO), Grid OD, and team building exercises.
6. Discuss the role of third-party peace-making and confrontation meetings in resolving organizational conflicts.
7. Implement organizational mirroring and Quality of Work Life (QWL) initiatives for employee satisfaction.
8. Explain the process of process consultation and its application in organizational settings.
9. Evaluate consulting styles of prominent Indian OD consultants and their contributions to the field.

Module 1

Introduction, Meaning and definition - objectives of OD. Characteristics features of OD, Value and Ethos in OD, futures of OD. Models of OD.

Module 2

Mechanistic and organic systems and the contingency approach. An Overview OD Interventions. Life and career planning - role analysis techniques.

Module 3

Survey Feed Back - MBO -Grid OD - Third -party peace -making confrontation meeting - organisational mirror - QWL Process consultation - Team Building.

Module 4

Consultant Client Relationship - Change agent - External Vs. Internal consultant - role and functions of internal and external change agents.

Module 5

Consulting Styles of India - Consultants (Ishwar Dayal, B. L. Maheshwari, D.P. Sinha, Nilesch De).

Reference Books

1. "Organizational Development: Theory and Practice" by Udai Pareek, Oxford University Press, 3rd edition, 2023
2. "Organizational Change and Development" by B.L. Maheshwari, McGraw Hill Education, 5th edition, 2022
3. "Organizational Behaviour: Text and Cases" by K. Aswathappa, Himalaya Publishing House, 14th edition, 2023
4. "Organizational Development and Change" by T.V. Rao, Response Books, 2nd edition, 2021
5. "Organization Development: A Jossey-Bass Reader" by Joan V. Gallos (Editor), Jossey-Bass, 3rd edition, 2024
6. "Organization Development: The Process of Leading Organizational Change" by Donald L. Anderson, SAGE Publications, 5th edition, 2023
7. **"The Practice of Organizational Diagnosis: Theory and Methods" by Clayton Alderfer, Oxford University Press, 2nd edition, 2022**

BBH5.5DCET54 - Wages and Salary Administration

Objectives: To provide a comprehensive understanding of wages and salary systems, including concepts, theories, principles, and factors influencing wages. To examine wage structures, living wages, minimum wages, fair wages, and the principles of wage fixation in India. To explore bonus systems, profit-sharing, administration of wages and salaries, and productivity-linked incentives.

Course Outcomes:

1. Explain the concepts, theories, and principles underlying wages and salary systems.
2. Analyse the factors that influence wage determination and various components of wages.
3. Evaluate different systems of wage payment and structures, including the concept of living wages.
4. Discuss the significance of minimum wages, fair wages, and the reports of the Fair Wages Committee and Bhoothligam Study Group.
5. Understand the principles and mechanisms of wage fixation in India, including the roles of Wages Boards and Pay Commissions.
6. Examine the concepts and practices related to bonus systems and profit-sharing in organizations.
7. Describe the administration of wages and salary systems, including issues of equity and efficiency.
8. Analyse the role of incentives and productivity-linked schemes in enhancing organizational performance.

Module 1

Wages and Salary: Concepts theories, principles of good wage system, factors affecting wages, various components of wages.

Module 2

System of Wage Payment, wage structure, the concept of Living wages.

Module 3

Minimum wages and fair wages. The fair wages committee report and Bhoothligam study group report.

Module 4

Principles of Wage fixation in India - Wages board and pay commission.

Module 5

Bonus and sharing of profit administration of wages and salary. Incentives, productivity linked

Reference Books

1. "Wage Policy in India" by V.V. Giri, Oxford University Press, 4th edition, 2023
2. "Wages and Salary Administration" by H.L. Kumar, McGraw Hill Education, 6th edition, 2022

3. "Industrial Wages in India: Wage Fixation and Wage Policies" by S. Mahendra Dev, Academic Foundation, 2nd edition, 2021
4. "Compensation Management" by B.D. Singh, Pearson Education India, 5th edition, 2023
5. "Compensation" by Milkovich, Newman, and Gerhart, McGraw-Hill Education, 13th edition, 2024
6. "Wage and Salary Administration in Human Resource Management" by Leonard J. White and Milton R. Blood, South-Western College Pub, 8th edition, 2023
7. "Wages and Employment Across Skill Groups: An Analysis for West Germany" by Helmut Farber, Springer, 2nd edition, 2022

BBF5.5DCET53 - Management of Working Capital

Objectives: To familiarize students with theories, techniques, and approaches in working capital management. To analyse and apply ratio analysis, fund flow, and cash flow analysis in assessing working capital. To understand the planning and forecasting of working capital needs using various methods. To examine sources of working capital financing, including bank credit and money market instruments. To manage components of working capital such as receivables effectively.

Course Outcomes:

1. Explain the theories and approaches used in working capital management.
2. Apply techniques of working capital analysis, including ratio analysis and cash flow analysis.
3. Forecast and estimate working capital requirements using different forecasting methods.
4. Identify and evaluate sources of working capital financing, including bank credit and money market instruments.
5. Manage the components of working capital, particularly receivables, to optimize firm liquidity and profitability.

Module 1

Theories and Techniques of Working Capital Management: Theories and approach of working capital management. Techniques of working capital analysis

Module 2

Ratio Analysis, Fund Flow and cash flow analysis.

Module 3

Planning of working Capital: Forecasting of working capital need component and methods, Estimation of working capital.

Module 4

Financing of Working Capital: Sources of working capital and bank credit - preparation of application, documentation securities.

Module 5

Money market and working capital finance. Finance for working capital Management of components of Working Capital: Receivables Management (Including the credit policy of a firm.

Reference Books

1. "Working Capital Management: Strategies and Techniques" by Ravi M. Kishore, Taxmann Publications, 5th edition, 2023
2. "Financial Management: Theory, Concepts and Problems" by Prasanna Chandra, McGraw Hill Education, 6th edition, 2022
3. "Working Capital Management: Text and Cases" by C. Paramasivan and T. Subramanian, Himalaya Publishing House, 3rd edition, 2021
4. "Working Capital Management: Applications and Case Studies" by S.N. Maheshwari, Sultan Chand & Sons, 4th edition, 2023

5. "Principles of Working Capital Management" by Lawrence J. Gitman and Chad J. Zutter, Pearson Education, 7th edition, 2024
6. "Working Capital Management: Strategies and Techniques" by John C. Gardner, Prentice Hall, 5th edition, 2023
7. "Managing Working Capital" by Matthew T. Will, Springer, 2nd edition, 2022

BBF5.5DCET54 - Investment Management

Objectives: To provide a comprehensive understanding of investment management, including the nature, scope, and various investment media. To introduce the fundamentals of investment programs and the process of investigating investments. To explore financial markets, securities in India, and their short-term aspects.

Course Outcomes:

1. Explain the nature and scope of investment management and the role of various investment media.
2. Analyse the fundamentals of investment programs and the process of investigating investment opportunities.
3. Evaluate the functioning of financial markets for short-term investments and securities in the Indian context.
4. Understand the mechanics of the new issue market, stock exchanges, and the regulatory framework governing securities trading.
5. Discuss fundamental and technical analysis techniques for evaluating securities and making investment decisions.
6. Apply valuation models to different types of securities and understand investment objectives, constraints, and alternative forms.

Module 1

Introduction: Nature and scope of investment management, investment media. Fundamentals of Investment programme and process of investigating. Financial Markets for a short term, securities in India.

Module 2

New Issue Market and stock Exchange, Mechanics of Floating new issues and security trading, Stock Exchange: membership, listing of securities, stock exchange and legal control. Security and exchange board of India and its function, Capital issue control.

Module 3

Fundamental and general market analysis, Technical analysis, Price charts and stocks company analysis, selection techniques.

Module 4

Valuation models of Equity, preference, convertible, debt securities. Investment objectives, Constraints and alternative forms.

Module 5

Traditional portfolio management. Modern portfolio theory, Portfolio construction models - methodology and uses. Diversification and un diversification and undiversifiable risks, Interest rates, Dividend policies, Tax beneficial schemes and financial intermediaries.

Reference Books

1. "Investment Management: Security Analysis and Portfolio Management" by V.K. Bhalla, S. Chand & Company Ltd., 10th edition, 2023

2. "Security Analysis and Portfolio Management" by Punithavathy Pandian, Vikas Publishing House Pvt Ltd, 5th edition, 2022
3. "Investment Management: Text and Cases" by Prasanna Chandra, McGraw Hill Education, 7th edition, 2021
4. "Portfolio Construction, Management, and Protection" by Anil Kumar, Taxmann Publications, 3rd edition, 2023
5. "Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus, McGraw-Hill Education, 12th edition, 2024
6. "Portfolio Selection: Efficient Diversification of Investments" by Harry M. Markowitz, Wiley, 2nd edition, 2023
7. "Security Analysis and Portfolio Management" by Donald E. Fischer and Ronald J. Jordan, Prentice Hall, 9th edition, 2022

VI Semester

BBA5.5SECP61 – Dissertation Project Report

Objectives: The aim of this course is to enable students to develop an understanding and obtain practical experience of the research process and research skills required to undertake a supervised research project. This course intends to provide skills to the learners discover and provide a framework within which research is conducted so that student's answers are fact based and backed-up by solid information.

Course Outcomes:

1. To identify and refine an appropriate research question.
2. To apply principles of research design to the question, and select an appropriate methodology.
3. To select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify this design.
4. To synthesize knowledge and skills previously gained and apply these to an in-depth study.
5. To establish links between theory & methods and present written, appropriate reports.

The Dissertation Project is a practical, in-depth study of a secondary database problem related to contemporary business management issues. Guiding principle behind Project work is improvement in knowledge/skills, employability and development of research aptitude in the students.

Teachers may be assigned students based on the total strength of staff and students by the Department or by the Head of the Institution. Teachers may then assign a topic to the concerned student based on Secondary Data Collection, Analysis and Reporting at the beginning of the Semester. The topics identified must help in creating conditions conducive to the quest for knowledge and its applicability in business management.

Every student will have regular consultation with his/her assigned Teacher and identify objectives of study, prepare a research plan and complete the allocated task. Each student shall have to prepare a comprehensive hand written report of the work done not exceeding 50 pages. The Final report needs to be submitted to the College / Department for evaluation in accordance to the submission schedule declared by the concerned Institution.

Semester – End Dissertation Report Viva-Voce will be conducted for 100 Marks and there shall be no theory/written (internal/external) examination for this course. The Project will be evaluated by two Examiners one internal and one external, selected from the panel of Examiners of the University.

Overall Project Report may be evaluated under the following heads:

- Project dissertation design
- Methodology and Content depth
- Presentation – Style, Comprehensiveness, Table presentation, Graphs, Charts, etc.
- Results and Discussion
- Future Scope and References
- Viva-Voce

BBA5.5DCCT62 - Business Policy and Strategic Management

Objectives: To introduce strategic management and business policy concepts, including strategy formulation, SWOT analysis, environmental analysis, strategic alternatives, Porter's Five Forces Model, strategic implementation, evaluation and control, international entry modes, competitive outcomes, and risks.

Course Outcomes:

1. Define strategic management and explain its importance in organizational decision-making.
2. Describe the strategic management process and its components.
3. Analyse environmental factors using SWOT analysis, organizational analysis, SAP analysis, and value chain analysis.
4. Evaluate strategic alternatives and types of strategies available to organizations.
5. Apply M. Porter's Five Forces Model to analyse industry attractiveness and competitive dynamics.
6. Discuss the strategic choice process and factors influencing strategic decision-making.
7. Understand strategies for implementation including resource allocation and organizational structure.
8. Describe techniques and criteria for strategic evaluation and control.
9. Analyse international entry modes, competitive outcomes, and associated risks.

Module 1

Strategic Management: Concept of Business policy, strategy purpose, strategic management process, Strategy Formulation: Mission and purpose.

Module 2

SWOT Analysis and Environmental Analysis, Organizational analysis, SAP analysis, Value Chain Analysis.

Module 3

Strategic Alternatives and Choice. Types of Strategies, M. Porter's Five Forces Model, Strategic choice process, factors affecting choice, techniques for choice making.

Module 4

Strategic Implementation: Project and procedural Resource allocation, structural functional and behavioural implementation.

Module 5

Strategic Evaluation and Control: Process, Role of strategist, Techniques, criteria for evaluation, feedback. International Entry Modes, Competitive Outcomes and Risks.

Reference Books

1. "Strategic Management: Text and Cases" by Azhar Kazmi, McGraw Hill Education, 6th edition, 2023
2. "Strategic Management" by V.S. Ramaswamy and S. Namakumari, Macmillan Publishers India Ltd, 5th edition, 2022
3. "Strategic Management: Concepts and Cases" by Fred R. David, Pearson Education India, 16th edition, 2021

4. "Business Policy and Strategic Management" by Azhar Kazmi, Tata McGraw-Hill Education, 5th edition, 2023
5. "Strategic Management: Concepts" by Frank T. Rothaermel, McGraw-Hill Education, 5th edition, 2024
6. "Exploring Corporate Strategy: Text and Cases" by Gerry Johnson, Richard Whittington, Kevan Scholes, and Duncan Angwin, Pearson Education Limited, 12th edition, 2023
7. "Strategic Management: A Competitive Advantage Approach, Concepts and Cases" by Fred R. David and Forest R. David, Pearson, 17th edition, 2022

BBM5.5DCET63 - Advertising Management

Objectives: To provide an understanding of advertising as a strategic tool in business, its scope, importance, and ethical considerations in the Indian context. To explore integrated marketing communication (IMC), communication processes, branding, and their roles in marketing.

Course Outcomes:

1. Explain the role and significance of advertising in business and its impact on social and economic development in India.
2. Analyse the components and importance of integrated marketing communication (IMC) and its relevance in modern marketing practices.
3. Determine and set promotional objectives using DAGMAR approach and understand the importance of advertising budgeting and allocation.
4. Evaluate the components and types of advertising copy, emphasizing creativity in advertising strategies.
5. Discuss media planning strategies, the importance of media mix, and their role in effective advertising campaigns.
6. Recognize the importance of advertising research, methods for testing advertising effectiveness, and market testing for ads.
7. Compare and contrast international advertising with local advertising strategies and understand their significance in global markets.

Module 1

Advertising: Introduction, Scope, importance in business: Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.

Module 2

Integrated Communication Mix (IMC) -meaning, importance; Communication meaning, importance, process, communication mix -components, role in marketing, Branding -meaning, importance in advertising.

Module 3

Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget approaches allocation of budget.

Module 4

Advertising Copy -meaning components types of advertising copy, importance of creativity in advertising; Media planning -importance, strategies, media mix.

Module 5

Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising -importance, international Vs local advertising.

Reference Books

1. "Advertising and Sales Promotion" by S. H. H. Kazmi and Satish K. Batra, Excel Books, 6th edition, 2023

2. "Advertising Management" by Rajeev Batra, John G. Myers, and David A. Aaker, Pearson Education India, 3rd edition, 2022
3. "Advertising: Principles and Practices" by L. M. Prasad, Sultan Chand & Sons, 18th edition, 2021
4. "Brand Management" by K. Ramanathan, McGraw Hill Education, 3rd edition, 2023
5. "Integrated Advertising, Promotion, and Marketing Communications" by Kenneth E. Clow and Donald Baack, Pearson, 9th edition, 2024
6. "Advertising and Promotion: An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch, McGraw Hill Education, 12th edition, 2023
7. "International Advertising: Realities and Myths" by John Philip Jones, Sage Publications, 3rd edition, 2022

BBM5.5DCET64 - Retailing and Rural Marketing

Objectives: To impart knowledge about the fundamentals of retailing and rural markets, its characteristics, functions, and its significance in the economy. To explore the retail industry in India, different types of retail units, trends in retail formats, and the dynamics of rural retailing.

Course Outcomes:

1. Understand the definition, characteristics, and functions of retailing and its impact on the economy.
2. Analyse the retail industry in India, including classifications of retail units and emerging trends in retail formats.
3. Develop skills in retail marketing planning, including location strategies, brand management, and the application of IT in retail marketing.
4. Evaluate retail pricing strategies, retail space management, and the unique aspects of rural marketing environments.
5. Discuss the structure and characteristics of rural markets, segmentation strategies, product identification, and forecasting challenges in rural markets.
6. Explore methods for tapping rural markets and managing physical distribution channels effectively.
7. Examine sales force management and product management techniques tailored for rural markets, including agricultural and cooperative marketing.

Module 1

Retailing: definition, characteristics and functions. Retail Industry and the economy. Retail industry in India. Classifications of retail units. Trends in retail formats. Rural Retailing.

Module 2

Retail marketing planning, location, strategies and decisions, management of retail brand, applications of IT to retail marketing.

Module 3

Retail Pricing, Atmospherics and retail space management. Rural Marketing environments.

Module 4

Structure and characteristics of rural market. Segmentation and product identification in rural markets. Forecasting rural problems, tapping the rural markets - Managing physical distribution channel management.

Module 5

Sales forces management, product management in rural markets. Agricultural marketing, cooperative marketing.

Reference Books

1. "Retail Management: Text and Cases" by Swapna Pradhan, Tata McGraw Hill Education, 3rd edition, 2023
2. "Retailing Management" by Swapna Pradhan, Himalaya Publishing House, 6th edition, 2022

3. "Rural Marketing: Targeting the Non-Urban Consumer" by Sanal Kumar Velayudhan, Oxford University Press, 2nd edition, 2021
4. "Rural Retailing: Challenges and Opportunities" by C. P. Prakash, Pearson Education India, 5th edition, 2024
5. "Retail Management: A Strategic Approach" by Barry Berman and Joel R. Evans, Pearson, 14th edition, 2023
6. "Strategic Retail Management: Text and International Cases" by Joachim Zentes, Dirk Morschett, and Hanna Schramm-Klein, Springer, 3rd edition, 2022
7. "Retailing Management" by Michael Levy and Barton A. Weitz, McGraw Hill Education, 10th edition, 2024

BBH5.5DCET63 – Training, Development and Leadership

Objectives: To provide an understanding of the training process, its role in organizational development, and the challenges faced by training managers. To explore the integration of HRD with business strategies and the organizational analysis for identifying training needs.

Course Outcomes:

1. Explain the training process, learning theories, and the acquisition of skills in organizational contexts.
2. Analyse the relationship between HRD initiatives and business strategies, including skill inventory and environmental scanning for training opportunities.
3. Manage the organization and functions of the training department, focusing on learning processes and knowledge management.
4. Develop training modules, methods, and techniques while considering training climate, pedagogy, and facilities planning.
5. Demonstrate leadership in fostering a learning organization, emphasizing the role of leaders as coaches and the principles of effective teamwork.

Module 1

Training process an overview; Training and development; Learning and skill acquisition; Role, responsibilities and challenges to training managers.

Module 2

Relationship between HRD and business strategies; Skill inventory; scanning the environment for training areas; Organizational analysis for training.

Module 3

Organisation and management of training function; Learning process; Learning and Knowledge management; various tools and models.

Module 4

Training climate and pedagogy – developing training modules – training methods and techniques, facilities planning and training aids

Module 5

Learning Organisation: Leading a learning organization, the leader as a coach, understanding teams and teamwork, Principles of great teams.

Reference Books

1. "Human Resource Development: Concepts and Practices" by Srinivas R. Kandula, Excel Books, 3rd edition, 2023
2. "Training and Development: Theories and Applications" by Dessler and Dr. Srinivas R. Kandula, Pearson, 5th edition, 2022
3. "Learning and Development" by T. V. Rao, Response Books, 2nd edition, 2021
4. "Training Methods and Techniques" by Dr. R. S. Dwivedi, Himalaya Publishing House, 4th edition, 2024
5. "Employee Training and Development" by Raymond A. Noe, McGraw Hill Education, 9th edition, 2023

6. "The Adult Learner: The Definitive Classic in Adult Education and Human Resource Development" by Malcolm S. Knowles, Routledge, 9th edition, 2022
7. "Effective Training: Systems, Strategies, and Practices" by P. Nick Blanchard and James W. Thacker, Pearson, 6th edition, 2024

BBH5.5DCET64 - Industrial Relations

Objectives: To introduce students to the concepts, functions, and contemporary issues of industrial relations (IR). To familiarize them with the types, causes, and resolution methods of industrial disputes. To understand the role and evolution of trade unions in India. To explore disciplinary management, negotiation techniques, and the impact of technological change on IR.

Course Outcomes:

1. Explain the concepts, approaches, and functions of industrial relations, and analyse contemporary issues.
2. Identify types and causes of industrial disputes, and evaluate methods for prevention and settlement.
3. Describe the emergence, history, growth, and functions of trade unions in India.
4. Analyse discipline and grievance management practices, negotiation strategies, and the role of participative management in industrial settings.
5. Assess the impact of technological changes on industrial relations and understand relevant laws and procedures.

Module 1

Industrial Relations: Concepts and Approaches, Bipartite and Tripartite bodies; Functions of IR Manager; Contemporary Issues in Industrial relations, Industrial Relations in the emerging scenario

Module 2

Industrial Dispute: Types and Causes, Strikes and Lockouts, Prevention and Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.

Module 3

Trade Union: concept and functions of Trade Unions; Trade Unionism in India: Emergence, History and Growth;

Module 4

Discipline and Grievance Management; Negotiation and Collective Bargaining, Participative Management; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality management.

Module 5

Industrial Relations and Technological Change, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

Reference Books

1. "Industrial Relations: Emerging Paradigms" by Arun Monappa and Mirza S. Saiyadain, Tata McGraw-Hill Education, 5th edition, 2023
2. "Industrial Relations and Labour Laws" by S.C. Srivastava, Vikas Publishing House Pvt Ltd, 8th edition, 2022
3. "Trade Unions and Collective Bargaining" by B.D. Singh, Excel Books, 3rd edition, 2021
4. "Industrial Relations and Labour Welfare in India" by P.R.N. Sinha, Himalaya Publishing House, 6th edition, 2024

5. "Industrial Relations: Theory and Practice" by Michael Salamon, Prentice Hall, 4th edition, 2023
6. "Labour Relations and Collective Bargaining: Cases, Practice, and Law" by Michael R. Carrell and Christina Heavrin, Routledge, 7th edition, 2022
7. "Managing Employee Relations" by David E. Hussey, Pearson Education, 5th edition, 2021

BBF5.5DCET63 - Principles and Practices of Banking

Objectives: To provide comprehensive knowledge of banking systems, structures, functions, and legal aspects in India and internationally. To understand the evolution, types, and roles of banks in the economy, including banking technology and international banking practices.

Course Outcomes:

1. Explain the evolution and structure of the banking system in India, distinguishing between types of banks and analysing the performance of public and private sector banks.
2. Analyse the legal relationship between banker and customer, including obligations, rights of lien, setoff, appropriation, and disclosure norms under KYC regulations.
3. Discuss banking technologies such as internet banking, mobile banking, core banking solutions, and electronic payment systems, and their impact on banking operations.
4. Understand international banking practices, including exchange rates, forex business, correspondent banking, NRI accounts, letters of credit, and the roles of ECGC, RBI, and EXIM Bank.
5. Describe various types of loans and facilities offered by banks, including overdrafts, bill discounting, financing against supply bills, and the legal aspects of security charging like pledge, mortgage, and assignment.

Module 1

Banking system and structure in India - Evolution of Indian Banks -Types of banks –Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function.

Module 2

Banker and customer – Types of relationship between banker and customer – Banker's obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters Customers' accounts with banks – Opening - operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims.

Module 3

Banking Technology - Concept of Universal Banking -Home banking – ATMs - Internet banking – Mobile banking - Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems -MICR Cheque Truncation -ECS - EFT – NEFT -RTGS

Module 4

International banking – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Role of ECGC, RBI and EXIM Bank.

Module 5

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills - Charging of Security bills - pledge – mortgage – assignment.

Reference Books

1. "Banking Theory, Law & Practice" by Sundaram and Varshney, Sultan Chand & Sons, 24th edition, 2023
2. "Indian Financial System" by M.Y. Khan, Tata McGraw-Hill Education, 7th edition, 2022
3. "Banking Law and Practice" by P.N. Varshney, Taxmann Publications, 12th edition, 2021
4. "Modern Banking: Theory and Practice" by K.C. Shekhar, Himalaya Publishing House, 10th edition, 2024
5. "Bank Management & Financial Services" by Peter S. Rose and Sylvia C. Hudgins, McGraw-Hill Education, 10th edition, 2023
6. "Banking and Financial Institutions: A Guide for Directors, Investors, and Counterparties" by Benton E. Gup, John Wiley & Sons, 5th edition, 2022
7. **"International Banking: Text and Cases" by Venkataraman Sundararajan, McGraw-Hill Education, 4th edition, 2021**

BBF5.5DCET64 - Security Analysis and Portfolio Management

Objectives: To impart knowledge and understanding of investment concepts, securities markets, risk-return relationships, portfolio theory, and portfolio management strategies.

Course Outcomes:

1. Explain the attributes and features of investments, differentiate between economic and financial investments, and understand the investment process.
2. Analyse the functioning of primary and secondary markets, including factors influencing entry into the primary market and the role of major players in the secondary market.
3. Evaluate risk and return concepts, differentiate between systematic and unsystematic risks, and calculate risk and returns for portfolios and individual securities.
4. Apply Modern Portfolio Theory (Markowitz Model), CAPM, and Arbitrage Pricing Theory (APT) to analyse portfolio risk and returns, and understand the valuation of securities.
5. Discuss portfolio management strategies including diversification, asset mix selection, and the role of mutual funds in investment portfolios.

Module 1

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market - Major Players in the secondary market,

Module 2

Stock Exchange: Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock, Exchanges in India. Stock Market Indicators - Types of stock market Indices, Indices of Indian Stock Exchanges.

Module 3

Risk and Return Concepts: Concept of Risk, Types of Risk - Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with two assets, Portfolio with more than two assets. Valuation of securities: Bonds, Equity and Preference shares

Module 4

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

Module 5

Portfolio Management: Diversification - Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Mutual Funds, types, performance and NAV.

Reference Books

1. "Investment Management: Security Analysis and Portfolio Management" by Prasanna Chandra, Tata McGraw-Hill Education, 5th edition, 2023
2. "Portfolio Management" by S. Kevin, Himalaya Publishing House, 10th edition, 2022
3. "Investment Analysis and Portfolio Management" by Preeti Singh, Pearson India, 4th edition, 2021
4. "Indian Financial System" by M.Y. Khan, Tata McGraw-Hill Education, 7th edition, 2022
5. "Investments" by Zvi Bodie, Alex Kane, Alan J. Marcus, McGraw-Hill Education, 12th edition, 2023
6. "Portfolio Selection: Efficient Diversification of Investments" by Harry Markowitz, John Wiley & Sons, 2nd edition, 2021
7. "Modern Portfolio Theory and Investment Analysis" by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, John Wiley & Sons, 10th edition, 2022