

Faculty of Management Studies (FMS)
(An ISO 9001:2015 Certified)

Bachelor of Business Administration (B.B.A) –Honours
Four Year Undergraduate Program
Scheme and Syllabus
Session: 2022-23 Onwards
Semester (I- VIII)



Gurukula Kangri (Deemed to be University),
Haridwar, Uttarakhand- 249404.

NAAC Accredited Deemed to be University u/s 3 of UGC Act, 1956

Programme Structure:

The Semester system, Duration and other programme requirements are:

1. BBA (Honours) programme shall have eight semesters duration with every academic year comprising of odd and even semesters.
2. The BBA(Honours) Programme shall have multiple exit option at the end of Two/Four/Six semesters (One, Two, Or Three academic years respectively) with the award of Certificate, Diploma and General Degree respectively.
3. The candidate availing exit option shall re-enter the programme at the beginning of any academic year to complete the degree with the prevailing syllabi.
4. All candidates shall be awarded Bachelor's degree with Honours' on successful completion of eightsemesters (Four academic years) undergraduate programme.
5. BBA(Honours) programme shall have the following components:
 - a) Core Courses
 - b) Discipline Specific Core Elective (DSE) Courses/Generic Courses
 - c) Skill EnhancementCourse(SEC) (Skill based and Value based)
 - d) Ability Enhancement Course(AEC)(Compulsory and Elective)
 - e) Open Elective Course (OEC)
 - f) Research Ability Enhancement Course (RAEC)
 - g) Internship.
 - h) Dissertation/ Research Project
6. Medium of instruction: The medium of instruction shall be English. In courses of BBA-S105 Vedic Management, PMY-Q-101, PMY-Q-201 students will be provided with the option of writing examination in English, in addition to Hindi and Sanskrit.
7. There shall be a continuous assessment of the student. For this purpose, semester examination is divided into two components – Internal Examination and End- Semester Examination in the proportion of 40:60 respectively. Every paper/course will carry maximum marksof 100 (60 marks for semester examination and 40 marks for internal assessment, as per rules). Internal Assessment will consist of two components (i)ClassTest (25marks) (ii)TeacherAssessment (15 marks).The question paper shall consist of three sections (Sec.-A,Sec.-B and Sec.-C). Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the syllabus should be strictly followed while setting the question paper.
8. At the end of the Fourth semester students wishing to continue in the program shall have to undergo Summer Training for six to eight weeks and prepare a plagiarized free summer training report. A Viva shall be conducted at the end of semester by both internal and external examiners in the proportion of 40 marks and 60 marks respectively.
9. Students of Fifth and Sixth semester shall be required to choose one MOOC course of 3 credits (12 weeks) as per his/her preference from SWAYAM portal or any other online educational platform approved by UGC/University/Central Government/Regulatory body. Student shall have to provide the completion certificate at the end of fifth and sixth semester for claiming the credit. The course chosen by the student should be intimated to the MOOC coordinator of the institutions within 03 weeks from the start of each semester. MOOCs course fees shall be borne by the student. MOOCs course selected should be different from that being offered in the scheme.**DISCIPLINE SPECIFIC ELECTIVE COURSE:** A student can choose any THREE papers from ONE group in fifth, sixth and seventh semester from the disciplines of Finance, Marketing, Human Resource and Management of Global Business.
10. Discipline Specific Core Elective Courses will have the requirement of minimum 10 students in a particular discipline for the discipline to be offered in the semester by the department.
11. 11. Seventh semester students shall have to compulsorily participate in workshops based on contemporary topics related to research methodology conducted by the department at the end of semester. Students will be evaluated on the basis of performance in workshop assessment in the proportion of 40 marks and 60 marks respectively.

12. At the end of Eighth semester students shall have to submit original Research Project Report on a problem/topic (from the Specialization areas) assigned by the Department or undergo Vocational Training under the supervision of a faculty member of the department. The research project report will carry 200 marks. The report will contain the objectives, scope of the study, significance of study, research methodology, results, interpretation, conclusions and recommendations. It will contain relevant review literature, charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 60-80 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paperback) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty. Evaluation of report and Viva shall be conducted by both external and internal examiners with external evaluation of 140 marks (including 20 marks for participation in conference/seminar) and internal evaluation of 60 marks (including 10 marks for participation in conference/seminar). Evaluation of participation in Seminar/Conferences will be based on learning developed by participation in above mentioned events and subsequent impact on report.
13. Every order made under this scheme shall be subject to rectification by the Appropriate University Authorities as per the rules and regulations from regulatory bodies and Government notifications.

Structure of Bachelor of Business Administration (B.B.A.) Honours**First Semester B.B.A (Honours)**

Course Code	Title of the Course	Type	L	T/P	Credits
BBA –C 101	Fundamentals of Management and Organizational Behavior	Core	4	0	4
BBA –C 102	Financial Accounting	Core	4	0	4
BBA –C 103	Managerial Economics	Core	4	0	4
BBA –S 104	Employability Skills	Skill Enhancement	4	0	4
BBA –S 105	Vedic Management	Skill Enhancement (Value based)	4	0	4
BBA –A 106	Business Communication	Ability Enhancement(Compulsory)	3	1	4
PMY –Q 101	PanchMahayagyan	Ability Enhancement (Compulsory)	2	0	2
		Total	25	1	26

Second Semester B.B.A (Honours)

Course Code	Title of the Course	Type	L	T/P	Credits
BBA -C 201	Principles of Marketing	Core	4	0	4
BBA -C 202	Corporate Accounting	Core	4	0	4
BBA -C 203	Business Environment	Core	4	0	4
BBA -S 204	Entrepreneurship Development	Skill Enhancement	4	0	4
BBA -A 205	Personality Development and Communication Skills	Discipline Specific/Multidisciplinary	2	1	3
BBA -A 206	IT &E-Commerce	Skill Enhancement	3	1	4
PMY-Q-201	PanchMahayagya	Ability Enhancement(Compulsory)	2	0	2
		Total	23	2	25

A certificate in Business Administration shall be awarded if a student completes all the credit requirements of first and second semester (First Year) and wishes to exit at the end of First Year. Prior intimation to be given through application before end semester examination.

Third Semester B.B.A (Honours)

Course Code	Title of the Course	Type	L	T/P	Credits
BBA -C 301	Marketing Management	Core	4	0	4
BBA -C 302	Human Resource Management	Core	4	0	4
BBA -C 303	Management and Cost Accounting	Core	4	0	4
BBA -S 304	Soft Skills	Skill Enhancement	4	0	4
BBA -A 305	India's Diversity and Business	Ability Enhancement	4	0	4
BBA -I 306	Environment Studies	Interdisciplinary	3	0	3
		Total	23	0	23

Fourth Semester B.B.A (Honours)

Course Code	Title of the Course	Type	L	T/P	Credits
BBA -C 401	Financial Management	Core	4	0	4
BBA -C 402	Income Tax Laws and Practice	Core	3	1	4
BBA -C 403	Macro Economics	Core	4	0	4
BBA -S 404	Statistics for Business Decisions	Skill Enhancement	4	0	4
BBA -S 405	Company Law	Skill Enhancement	4	0	4
BBA -I 406	Ethics & Corporate Social Responsibility	Interdisciplinary	3	0	3
		Total	22	1	23

A Diploma in Business Administration shall be awarded if a student completes all the credit requirements till fourth semester (Second Year) and wishes to exit at the end of Second Year. Prior intimation to be given through application before end semester examination.

Fifth Semester B.B.A (Honours)

Course Code	Title of the Course	Type	L	T/P	Credits
BBA -C 501	Quantitative Techniques for Management	Core	4	0	4
BBA -C 502	Legal Aspects of Business	Core	4	0	4
BBA -O 503	MOOCs- I	Open Elective Course	3	0	3
BBA -E ----	Discipline Specific Elective - I	Discipline Specific Elective	4	0	4
BBA -I 505	Production and Operation Management	Interdisciplinary	4	0	4
BBA -T 506	Summer Training Report	Internship	-	-	4
		Total	19	0	23

Sixth Semester B.B.A (Honours)

Course Code	Title of the Course	Type	L	T/P	Credits
BBA -C 601	Business Policy and Strategy	Core	4	0	4
BBA -C 602	Financial Institutions and Markets	Core	4	0	4
BBA -C 603	Goods and Services Tax	Core	4	0	4
BBA -E ----	Discipline Specific Elective - II	Discipline Specific Elective	4	0	4
BBA -O 605	MOOCs- II	Open Elective Course	3	0	3
BBA -S 606	Indian Ethos and Human Quality Development (HQD)	Skill Enhancement	4	0	4
		Total	23	0	23

A Degree in Business Administration shall be awarded if a student completes all the credit requirements till sixth semester (Third Year) and wishes to exit at the end of Third Year. Prior intimation to be given through application before end semester examination.

Seventh Semester B.B.A (Honours)

Course Code	Title of the Course	Type	L	T/P	Credits
BBA -C 701	Management Science	Core	4	0	4
BBA -R 702	Research Methodology	Research Ability Enhancement Course	4	0	4
BBA -C 703	Risk Management and Insurance	Core	4	0	4
BBA -E ----	Discipline Specific Elective – III	Discipline Specific Elective	4	0	4
BBA -R 705	Statistical Software package (s)	Research Ability Enhancement Course	2	2	4
BBA -A 706	Workshop	Ability Enhancement	-	-	4
		Total	18	2	24

Eighth Semester B.B.A (Honours)

Course Code	Title of the Course	Type	L	T/P	Credits
BBA -D 801	Dissertation/Vocational Training	Research Project	-	-	24
		Total	0	0	24

A Degree in Bachelor of Business Administration (Honours) shall be awarded, if a student completes all the credit requirements till eighth semester and successfully submits an original research report (Fourth Year). Prior intimation to be given through application before end semester examination.

Finance	Marketing	Human Resource Management	Management of Global Business
BBA - E 111 International Finance	BBA - E 118 Consumer Behaviour	BBA - E 125 HRD System and Strategies	BBA - E 132 Transnational and Cross Culture Management
BBA - E 112 Investment Banking and Financial Services	BBA - E 119 Personal Selling and Sales Force Management	BBA - E 126 Training and Development	BBA - E 133 International Distribution and Supply Chain Management
BBA - E 113 Investment Analysis and Portfolio Management	BBA - E 120 Advertising and Brand Management	BBA - E 127 Management of Industrial Relations	BBA - E 134 International Accounting and Reporting System
BBA - E 114 Project Appraisal	BBA - E 121 Retail Management	BBA - E 128 Performance and Compensation Management	BBA - E 135 Multinational Business Finance
BBA - E 115 Business Analysis and Valuation	BBA - E 122 Distribution and Supply Chain Management	BBA - E 129 Counselling and Negotiation Skills for Managers	BBA - E 136 International Joint Venture, Merger, and Acquisition
BBA - E 116 Financial Modelling and Derivatives	BBA - E 123 Marketing of Services	BBA - E 130 Cross Culture HRM	BBA - E 137 International Trade: Policy and Strategies
BBA - E 117 Strategic Corporate Finance	BBA - E 124 International Marketing	BBA - E 131 Talent and Knowledge Management	BBA - E 138 Global Business Environment

Course Distribution BBA (Honours)

Type of Course	Number of Courses	Credits per Course	Sem. I Course	Sem. II Course	Sem. III Course	Sem. IV Course	Sem. V Course	Sem. VI Course	Sem. VII Course	Sem. VIII Course	Total Credits
Core	18	4	3	3	3	3	2	3	2	-	76
Skill Enhancement	06	4/3	1	1	1	2	-	1	-	-	23
Ability Enhancement	06	4/3	2	2	1	-	-	-	1	-	23
Discipline Specific Elective	03	4	-	-	-	-	1	1	1	-	12
Interdisciplinary	03	4/3	-	-	1	1	1	-	-	-	10
Internship Report	01	4	-	-	-	-	1	-	-	-	04
Research Project	01	24	-	-	-	-	-	-	-	1	24
Open Elective Course - MOOCs	02	3	-	-	-	-	1	1	-	-	06
Research Ability Enhancement Course	02	4	-	-	-	-	-	-	2	-	08
Total Credits			23	23	23	23	23	23	24	24	186

PROGRAM OUTCOMES (POs) – BBA Honours

- PO1** Gain in-depth knowledge of various management fundamentals, theories and principles related to functional areas of management.
- PO2** Identify, formulate, and analyze structured and unstructured decisions reaching substantiated conclusions applying various management- oriented skills.
- PO3** Apply research-oriented knowledge and modern tools and techniques to solve complex problems in the business context.
- PO4** Ability to communicate effectively with the management community and society at large to express ideas with clarity in both oral and written communication.
- PO5** Integrate individual values with organizational values and create a best fit without compromising ethical standards and understand the impact of professional management solutions in societal and environmental contexts.
- PO6** Understand group dynamics and function effectively as an individual, and as a member or leader in diverse teams in multidisciplinary settings.
- PO7** Acquire knowledge in the domains of HR, Marketing, Management of Global Business and Finance to develop innovative/entrepreneurial skills for becoming a successful manager/entrepreneur.
- PO8** Able to recognize the need for independent and life-long learning in the broadest context of technological change.

BBA I Year	BBA-C101		Semester-I		
	Fundamentals of Management and Organizational Behavior				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the nature of management and describe the functions of management.	PO.1, PO.2, PO.3, PO.7
CO.2	To develop understanding of different approaches to designing organizational structures.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.3	To discover and understand the concept of motivation, leadership, power and conflict.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.4	To explain students to describe how people behave under different conditions and understand why people behave as they do.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	2	2	2	2	2	1	2	1
CO4	2	2	2	2	2	1	2	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	1.75	1.75	1	2	1.25

- Evolution of Management Theory. Managerial functions and Roles. Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control. (8 hours)
- Principles of organizing: Common organizational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation. (8 hours)
- Importance of organizational Behaviour, Perception: Concept, Nature, Process, Personality, Learning: Concept and Theories of Learning, Motivation: Concepts and their application, Charismatic & Transformational Leadership. (8 hours)
- Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window. (8 hours)
- Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos. (8 hours)

SUGGESTED READINGS:

- 1) Robbins Stephen P (2019). *Essentials of Organization Behavior*: Pearson.
- 2) Robbins Stephen P and Judge T.A. (2017) *Organisational Behaviour*: Pearson.
- 3) Stephen P. Robbins & Mary Coulter (2017) *Management*: Pearson.
- 4) Newstrom J. W., & Davis, K. (2011). *Human behavior at work*. McGraw Hill.
- 5) Nelson, D, Quick, J.C., & Khandelwal, P., (2011). *ORGB*. Cengage Learning.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-C102				Semester-I		
		Financial Accounting						
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment		Marks Allotted for End Term Examination(ESE)		Maximum Marks (MM)	Total Credits	Maximum Hours	
2 Hrs.	40(25+15)		60		100	04	40	
	Course Outcomes:					Mapped Program Outcomes		
CO.1	Familiarity with different accounting concepts and conventions and recording of financial transactions.					PO.1, PO.2		
CO.2	Understanding the IFRS, ICAI accounting standards.					PO.1		
CO.3	Demonstrate an understanding of depreciation accounting and rectification of errors					PO.3, PO.4, PO.6		
CO.4	Preparation and analysis of financial statements and preparation of cash flow statement.					PO.1, PO.2, PO.3,PO.4		
CO.5	Understanding methods and tools of ratio analysis.					PO.1, PO.2, PO.3, PO.4, PO.6		
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	1	1	1	1	1	1	1
CO3	1	1	1	2	1	2	1	1
CO4	2	2	2	2	1	1	1	1
CO5	2	2	2	2	1	2	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.8	1.6	1.4	1.6	1	1.4	1	1

- to familiarize students with the mechanics of Business Accounting, Concepts, Importance and Scope. Recording of Financial Transactions/-Journal, ledger, subsidiary books and Cash Book. Accounting Equation, Preparation of Trial Balance. **(10 hours)**
- Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation—Straight-line Method and Written-down-value Method. Rectification of Errors. **(10 hours)**
- Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Preparation of Cash flow Statement as per AS-3 (revised). **(10 Hours)**
- Analyzing Financial Statements: Meaning, Interpretation, Objectives or Purpose and Importance of Financial Statement Analysis. Methods and tools for Financial Statement Analysis; Comparative and Common Size Financial Statements. Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis. **(10 hours)**

SUGGESTED READINGS:

- Ghosh, T.P. (2009). *Financial Accounting for Managers*. New Delhi: Taxman Allied services Pvt Ltd.
- Hornigren, C.T., Sundem, G.L., Elliott, J.A., & Philbrick, D. (2021). *Introduction to Financial accounting*. New Delhi: Pearson Higher Ed.
- Maheshwari, S.N., & Maheshwari, S.K. (2021). *An Introduction to Accountancy*. New Delhi: Vikas Publishing House Pvt. Ltd.
- Narayanawamy, R. (2017). *Financial Accounting: A Managerial Perspective*. New Delhi: PHI Learning Pvt. Ltd.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-C103				Semester-I		
		Managerial Economics						
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment		Marks Allotted for End Term Examination(ESE)		Maximum Marks (MM)	Total Credits	Maximum Hours	
2 Hrs.	40(25+15)		60		100	04	40	
	Course Outcomes:					Mapped Program Outcomes		
CO.1	To understand concepts of Economics and methods for business decision making.					PO.1, PO.2, PO.3		
CO.2	To apply economic theories to the demands of business.					PO.1, PO.2, PO.3, PO.7, PO.8		
CO.3	To develop an understanding of microeconomic tools and techniques.					PO.2, PO.3		
CO.4	To assimilate economic data and related information in business problems					PO.3, PO.4 , PO.5, PO.6		
CO.5	To describe the core concepts and techniques in economics.					PO.1, PO.2		
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	2	2	2	1	1
CO5	2	2	1	1	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.6	1.8	1.8	1.2	1.2	1.2	1.2	1.2

- Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behavior: cardinal utility theory, ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and Giffen goods), revealed preference theory. **(10 hours)**
- Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, ISO cost line, optimal combination of resources). Costs and scale: traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope. **(10 Hours)**
- Theory of firm and market organization: perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes); monopoly (basic features, short run equilibrium, long run equilibrium, comparison with perfect competition, price discrimination); monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium); oligopoly **(10 Hours)**
- Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium. **(10 Hours)**

SUGGESTED READINGS:

1. Keat, P., & Young, P.K. (2017). *Managerial Economics*. New Delhi: Prentice Hall.
2. Jefferey, P (2019). *Microeconomics*. New Delhi: Pearson.
3. Case, K, Fair Ray and Oster Sheron (2020). *Principles of Economics*. New Delhi: Pearson.
4. Glenn Hubbard and O'Brien Anthony, (2017). *Microeconomics*. New Delhi: Pearson
5. Samuelson and Marks (2013). *Managerial Economics*. New Delhi: Wiley

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year	BBA-A104		Semester-I		
	Employability Skills				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

Course Outcomes:						Mapped Program Outcomes		
CO.1	Discuss the importance of Employability Skills in meeting the Job Requirements.					PO.1, PO.2, PO.3		
CO.2	Display positive attitude, self – motivation, problem solving, time management skills and continuous learning mindset in different					PO.3, PO.4, PO.8		
CO.3	Discuss the significance of Communication Skills, Discuss how to search and register for apprenticeship opportunities.					PO.1, PO.3		
CO.4	Discuss the significance of Financial & Legal Literacy, and Entrepreneurship.					PO.2, PO.3		
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	1	1	2	2	1	1	1	2
CO3	2	1	2	1	1	1	1	1
CO4	1	2	2	1	1	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.5	1.5	2	1.25	1	1	1	1.25

- Introduction to Employability Skills to be competent, the individual must be able to understand the significance of employability skills in meeting the job requirements. Constitutional values - identify constitutional values, civic rights, duties, personal values and ethics and environmentally sustainable practices. **(8 Hours)**
- Becoming a Professional in the 21st Century, 21st Century Skills such as Self-Awareness, Behavior Skills, Positive attitude, self-motivation, problem-solving, creative thinking, time management, social and cultural awareness, emotional awareness, continuous learning mindset etc. Diversity & Inclusion, communicate and behave appropriately with all genders and PWD, report any issues related to sexual harassment. **(8 Hours)**
- Basic English Skills, speak with others using some basic English phrases or sentences, Communication Skills, follow good manners while communicating with others in a team, Getting ready for apprenticeship & Jobs, Create a basic biodata, search for suitable jobs and apply, Identify and register in apprenticeship opportunities as per requirement. **(8 Hours)**
- Financial and Legal Literacy, Use of various financial products and services safely and securely, calculate income, expenses, savings etc. Approach the concerned authorities for any exploitation as per legal rights and laws. Essential Digital Skills, Operate digital devices and use its features and applications securely and safely, Use internet and social media platforms securely and safely. Entrepreneurship, Identify and assess opportunities for potential business, Identify sources for arranging money and associated financial and legal challenges. Customer Service, Identify different types of customers, Identify customer needs and address them appropriately, follow appropriate hygiene and grooming standards. **(8 Hours)**

SUGGESTED READINGS:

1. Kamal. P. (2023). *Employability Skills* (As Per NEP) [English]. The Hospitality Press.
2. Prof. Rajni and Dr. Abhishek Kumar Singh (2023). *Financial Literacy* [UGCF based on NEP]. Second edition. New Delhi: JSR Publishing House LLP.
3. Dr. Meera Singh. (2023). *Legal Literacy*. New Delhi: Mahaveer Publication.
4. Gajendra S. Chauhan, Sangeeta Sharma (Year). *Soft Skills: an Integrated Approach to Maximize Personality*. New Delhi: Wiley India.
5. Kaul A (2018), *Effective Business Communication*. PHI, New Delhi.
6. Michael P. Peters Robert D. Hisrich Sabyasachi Sinha Dean A. Shepherd (2020). *Entrepreneurship 11th edition*. New Delhi: McGraw Hill Publisher.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-S105				Semester-I			
		Vedic Management							
Time Allotted for End Semester Examination		Marks Allotted for Internal Assessment		Marks Allotted for End Term Examination(ESE)		Maximum Marks (MM)	Total Credits	Maximum Hours	
2 Hrs.		40(25+15)		60		100	04	40	
	Course Outcome					Mapped Program Outcomes			
CO.1	Familiarity with Vedic management believe in scarifying ego, opinions and strongly held beliefs and achieve peace through selfishness and cooperative human behavior through dharma and yoga.					PO.1, PO.2, PO.3			
CO.2	Understandingvedic value, culture, code of conduct and leadership style in ancient era and applying it in modern era					PO.3, PO.4, PO.8			
CO.3	Apply ancient value systems and its implication with business field					PO.1, PO3			
CO.4	To understand technique of Vedic Philosophy and Geeta for self-motivation and its application modern business.					PO.2, PO.3			
Course Outcome		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1		2	2	2	1	1	1	1	1
CO2		1	1	2	2	1	1	1	2
CO3		2	1	2	1	1	1	1	1
CO4		1	2	2	1	1	1	1	1
CO5		-	-	-	-	-	-	-	-
CO6		-	-	-	-	-	-	-	-
Average		1.5	1.5	2	1.25	1	1	1	1.25

- Introduction to Vedas, ManuSmriti: Code of ideal human conduct, Management Practices from Kautilya'sArthashastra **(8 Hours)**
- Purusarthas (Absolute Attainments), The Role of a Manager, Leadership: an Indian vision–Qualities of a leader, Lessons taught by Indian Scriptures. **(8 Hours)**
- Self-management, Management of Men and Motivation-as viewed in Vedic Philosophy, Managerial and Corporate Excellence. **(8 Hours)**
- Business Ethics, Managing Ethics, Ethical Decision-Making, Indian Ethos for Management, Value-Oriented Holistic Management. Corporate Ethics. **(8 Hours)**
- Theory of Karma Siddhanta, Gita and the Art of Successful Management, Individual Discipline, Family and Social Discipline, National Discipline. **(8Hours)**

SUGGESTED READINGS:

1. Jha, G., Sengupta, S. &Sigh, B.R.(2017). Vedanta Anvishki. D.K. Print world private limited,
2. Prabhu, M.(2020). The Vedic management approach for leadership. www.amazon.com
3. Frawely, D.(2017). The art and science of Vedic Counseling Management. Amazon Asia Pacific holding Private ltd.
4. Murthy, C.S.V. (2018). *Business Ethics (Text and Cases)*. Himalaya Publishing House. New Delhi.
5. Ranganathananda, Swami.(2017). *Human Values in Management* (3rd ed.). BhartiyaVidyaBhawan. Mumbai.
6. Sharma, R. N. (2015). *Manusmriti*. ChaukhambaSanskritPratishthan, New Delhi.
7. Anubhavananda, S., & Kumar, A.(2017).*Ethics in Management (Insights from Ancient IndianWisdom)*.NewDelhi: Ane Books Pvt.Ltd.
8. Pandey, M., & Pandey, K. (2024). Vedic Management (1st ed.) [English]. BFCPublications, Lucknow.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year	BBA-A106		Semester-I		
	Business Communication				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:					Mapped Program Outcomes		
CO.1	To understand and recall the fundamentals of business communication					PO1, PO2		
CO.2	Apply key communication concepts to manage business.					PO1, PO2, PO3, PO4		
CO.3	Demonstrate professional speaking, reading, and writing skills required to communicate in a business.					PO1, PO2, PO4, PO7		
CO.4	Recall and apply modern business communication tools to be effective and efficient in business governance.					PO1, PO2, PO3, PO4 PO5 PO7		
CO.5	Design his authentic communication style to create impact in the business worlds.					PO4 PO5 PO7		
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	2	2	1	1	1	1
CO3	2	2	1	2	1	1	2	1
CO4	2	2	2	2	2	1	2	1
CO5	1	1	1	2	2	1	2	1
CO6	-	-	-	-	-	-	-	-
Average	1.8	1.8	1.4	1.8	1.4	1	1.6	1

- Basic forms of Communication, Communication models and processes, Audience analysis, Development of positive personal attitudes – SWOT analysis, Whole communication. **(8 Hours)**
- Principles of Effective Communication, formal and informal Communication, Grapevine, Miscommunication (Barriers), Group Discussions, Seminars, Effective listening. **(8Hours)**
- Writing Skills –Business letter format, Request and Reply letters; Good news and Bad newsletters; Persuasive letters, Office memorandum, Business report preparation. **(8 Hours)**
- Oral Presentation – Principles of Oral presentation, factors affecting presentation, Sales presentation, speeches to motivate, Effective presentation skills, Interviewing Skills – appearing in interviews, Conducting Interviews, Writing resume and letter of application. **(6 Hours)**

SUGGESTED READINGS:

1. Kaul A (2018), *Effective Business Communication*. PHI, New Delhi.
2. Baugh, Frrayer & Thomas, *how to write first class Business Correspondence*. McGraw Hills, New Delhi.
3. Borg J. (2009), *Body Language (7 easy lessons to master the silent language)*. Pearson Education, New Delhi.
4. Chaturvedi, P D & Chaturvedi, M. (2011) *Business Communication (Concepts, Cases and Applications)*, Pearson Education, New Delhi.
5. Chaturvedi, P D & Chaturvedi, M. (2018), *Art and Science of Business Communication*, Pearson Education, New Delhi.
6. Hudson, R.H. (2006) *Business Communication*; 5th Edition. Jaico Publishing House, Mumbai.
7. Kitty Locker & Kaczmarek (2013), *Business Communication, Building Critical Skills* McGraw Hill, New Delhi.
8. Krishna Mohan & Meera Banerji (2017), *Developing Communication Skills*. Macmillan India Ltd, New Delhi.
9. Quintanilla, K.M. and Wahl, S.T. (2021). *Business and Professional Communication: KEYS for Workplace Excellence*. USA: Sage.

**स्नातकस्तरीय पाठ्यक्रम (राष्ट्रीय शिक्षानीतिके अनुसार)
प्रथम सत्र**

**कौशल विकास पाठ्यक्रम
पेपर कोड PMY-Q101**

पञ्चमहायज्ञ-I

**पूर्णाङ्क -50
लिखित परीक्षा -30
सत्रीय मूल्यांकन -20
सकल-अर्जिताधिभार 02**

पाठ्यक्रम उद्देश्य -

इस पाठ्यक्रम का उद्देश्य छात्रों को समाज एवं पर्यावरण के प्रति जागरूक तथा संस्कारित करना है। एतर्था इस पाठ्यक्रम में पञ्चमहायज्ञ को स माविष्ट किया गया है।

पाठ्यक्रम अध्ययन परिणाम

- CO1 छात्र यज्ञ के यथार्थ स्वरूप से परिचित होंगे।
- CO2 छात्र संस्कार वाचन नेगे तथा व्यक्तित्व विकास होगा।
- CO3 छात्रों में नैतिक मूल्य विकसित होंगे।
- CO4 छात्र पर्यावरण संरक्षण के प्रति जागरूक होंगे।

प्रश्नपत्र मूल्यांकन विधि

प्रश्नपत्र का मूल्यांकन दो प्रकार से सम्पन्न होगा। प्रथम आन्तरिक मूल्यांकन 20, जिसमें 10 अंक सत्रीय मूल्यांकन परीक्षा, 05 अंक उपस्थिति तथा 05 असाइनमेंट के होंगे। 30 अंक सत्रान्त परीक्षा के होंगे। इस प्रश्नपत्र में 06 लघूत्तरीय प्रश्न पूछे जायेंगे, जिनमें से 05 प्रश्नों का उत्तर देना होगा। प्रत्येक प्रश्न 06 अंक का होगा।

इकाई:1 यज्ञ का स्वरूप एवं प्रकार

इकाई:2 यज्ञ का महत्त्व

- (क) भौतिक एवं आध्यात्मिक उन्नति
- (ख) पर्यावरण शुद्धि
- (ग) संगठन की भावना का विकास
- (घ) त्याग की भावना का विकास
- (ङ) कर्मशोधन
- (च) यज्ञ का अधिकारी

इकाई:3 ब्रह्मयज्ञ का स्वरूप

- (क) इन्द्रिय अनुष्ठान
- (ख) मानसिक अनुष्ठान
- (ग) बुद्धिगत अनुष्ठान
- (घ) चित्त का अनुष्ठान
- (ङ) अहंकार निवारण
- (च) जप एवं उपासना का स्वरूप

इकाई:4 ब्रह्मयज्ञ की विधि एवं महत्त्व

- (क) स्वाध्याय एवं सन्ध्या
- (ख) पुरुषार्थ चतुष्टय की सिद्धि
- (ग) व्यक्तित्व विकास
- (घ) आध्यात्मिक उन्नति

इकाई:5 प्रायोगिक एवं मौखिकी

संस्तुतग्रन्थ

1. पञ्चयज्ञमहाविधि, गोविन्दारामहासानन्द, नईसडक, पुरानीदिल्ली
2. पञ्चयज्ञप्रकाश, स्वामीसमर्पणानन्दसरस्वती, स्वामीसमर्पणानन्दवैदिकशोधसंस्थान, मेरठ
3. आर्योद्देश्यरत्नमाला
4. ऋग्वेदादिभाष्यभूमिका, स्वामीदयानन्दसरस्वती
5. सन्ध्यायोगब्रह्मसाक्षात्कार, पण्डितजगन्नाथपथिक
6. सन्ध्यापद्धतिमीमांसा, आचार्यविश्वश्रवा
7. सत्यार्थप्रकाश, स्वामीदयानन्दसरस्वती
8. गोकर्णानिधि, स्वामीदयानन्दसरस्वती

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year	BBA-C201		Semester-II		
	Principles of Marketing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand and recall the fundamentals of principles of marketing.	PO1, PO2
CO.2	Understand major marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.	PO1, PO2
CO.3	Apply contemporary marketing theories to the demands of business and management practice.	PO1, PO2, PO3, PO4
CO.4	Demonstrate how as a marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behaviour.	PO4 PO5 PO7
CO.5	To understand, analyze and evaluate product and their pricing decisions and promotional mix decisions.	PO4 PO5 PO7

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	2	2	2	2	1	1	1	1
CO4	1	1	1	2	2	2	1	1
CO5	1	1	1	2	2	2	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.6	1.6	1.2	1.6	1.4	1.4	1	1

- Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix.

(10 Hours)

- Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning.
- Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

(10 Hours)

- Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

(10 Hours)

SUGGESTED READINGS:

1. Kotler, P. & Keller, K.L. (2015). *Marketing Management (15th Global Edition)*. New Delhi: PHI.
2. Kotler, Philip & Armstrong, G. (2017). *Principles of Marketing*. New Delhi: PHI.
3. Palmer. (2015). *Introduction to Marketing*. London: Oxford University Press.
4. Paliwoda, S. & Andrews, T. (2013). *Marketing Management in Asia*. UK: Routledge.
5. Singh, V.K. & Sharma, N. (2015). *Mini Cases & Case lets for Would Be Managers*. Germany: Lambert Academic Publishing.
6. Winer, R. & Dhar, R. (2013). *Marketing Management*. New Delhi: Pearson.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year	BBA-C202		Semester-II		
	Corporate Accounting				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Students will be able to formulate the concepts of corporate structure, capital issue, forfeiture, re-issue and redemption of debentures and preference shares process by recognizing their entries and account formation with the help of practical problems.	PO1, PO2, PO3
CO.2	Students will be able to apply the concepts of Final a/cs of corporate entities and interpreting & classifying the financial statements of the companies as per accounting principles for knowing the financial position of the business.	PO1, PO2, PO3 PO4 PO5
CO.3	Students will be able to compare by applying the given information in the familiar situation with the help of calculation of Goodwill and Valuation of Shares by executing them in the case of merger, liquidation, partnership, etc. for knowing the value of the firm in the market.	PO1, PO2, PO3 PO4 PO5
CO.4	Students will be able to analyze the result of Amalgamation/Reconstruction of companies using financial tools and AS-14 concepts and evaluating the different type of companies and their structure with the help of Consolidation of Financial Statements of Holding & Subsidiary Companies.	PO1, PO2, PO3 PO4 PO5 PO7
CO.5	Students will be able to comparing the concept of Banking Companies accounting system with Non-Banking Companies accounting system.	PO1, PO2, PO3 PO4 PO5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	2	2	1	1	1
CO3	2	2	2	2	2	1	1	1
CO4	2	2	2	2	2	1	2	1
CO5	2	2	2	2	2	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	1.8	1.8	1	1.2	1

- Accounting for Share Capital & Debentures: Issue, forfeiture and reissue of forfeited shares- concept & process of book building. Issue of rights and bonus shares. Buy back of shares. Redemption of preference shares. Issue and Redemption of Debentures. **(8 Hours)**
- Final Accounts: Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration. Disposal of company profits. **(8 Hours)**
- Valuation of Goodwill and Valuation of Shares: Concepts and calculation - simple problem only. Unit IV: Amalgamation of Companies 12 Lectures Concepts and accounting treatment as per Accounting Standard: 14

(ICAI) (excluding intercompany holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction. **(8 Hours)**

- Accounts of Holding Companies/Parent Companies: Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI). **(8 Hours)**
- Banking Companies: Difference between balance sheet of banking and non-banking company; prudential norms. Asset structure of a commercial bank. Non-performing assets (NPA). **(8 Hours)**

SUGGESTED READINGS:

1. Monga, J.R. and Bhadur, R. (2022). *Fundamentals of Corporate Accounting*, 26th edition. Scholar Tech Press.
2. Shukla, M.C., Grewal, T.S. and Gupta, S.C. (2020). *Advanced Accounts. Vol.-II*. S. Chand & Co., New Delhi.
3. Ahmed, Naseem. (2007). *Corporate Accounting*, Ane Books Pvt. Ltd. New Delhi.
4. Jain, S.P. and Narang, K.L. (2015). *Corporate Accounting*. Kalyani Publishers, New Delhi.
5. Compendium of Statements and Standards of Accounting. *The Institute of Chartered Accountants of India*, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year	BBA-C203		Semester-II		
	Business Environment				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To enable students to evaluate business and its environment.	PO.1
CO.2	To enable students to understand business and society.	PO.1 PO.2 PO.3 PO.7 PO.8
CO.3	To enable students to discuss the contemporary issues in business.	PO.2 PO.3 PO.4 PO.7 PO.8
CO.4	To enable students to examine and evaluate business in International Environment.	PO.1 PO.2

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	2	2	2	1	1	2	2
CO4	2	2	1	1	1	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	2	1.75	1.5	1.25	1	1	1.5	1.5

- **Economic Systems:** Globalization of Indian Economy, Aspects of Human Development, Introduction to International Business, Modes of International Business, Absolute advantage, Comparative advantage, theory of Country size.
(8Hours)
- **The Business Environment:** The Economic and Political Environment, The Human and Cultural Environment, Trade and Investment—Governmental Influence on Trade and Investment, Determination of Trading Partner's Independence, Interdependence and Dependence, Country Evaluation and Selection, Scanning for Alternatives, Country Comparison Considerations, Tools for Comparing Countries, Diversification vs. Concentration Strategies, Investment Proposal Evaluation.
(8Hours)
- **Marketing:** Market size analysis, Product Policy, Pricing Promotion and Distribution, Finance: Internal Sources of Funds, Global Cash Management, Financing International Trade, Risk Management and Financial Aspects of the Investment Decisions, Multinational Accounting and Tax Functions: Factors Influencing the Development of Accounting, Transactions in Foreign Currency, Translating of Foreign Currency, Financial Statements, Taxation of Foreign, source income, Double. Tax Treaties
(8Hours)
- **Human Resource Management:** Management Qualifications and Characteristics, International Managerial Transfers, Management Recruitment and Selection, International Development of Managers, Training, Market Differences. Production: Production and Export Strategies, Forms of Foreign Involvement.
(8Hours)
- **Regional Blocks:** Cross – National Cooperation and Agreement, GATT and UNCTAD, Trading Blocks—

EC, NAFTA, East Asia, Special Trading Arrangements of Trading Blocks with Developing Countries, Monetary Block, International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection, Multilateral Settlements, Consortium Approaches, External Relations Approach. **(8Hours)**

SUGGESTED READINGS:

1. Shaikh Saleem. (2020). *Business Environment| Fourth Edition*. Pearson.
2. Bhalla, V.K. (1990). *World Economy in 90's; A Portfolio Approach*:Anmol Publications.New Delhi.
3. Daniel, J.D. &Radebangh. (2001). *International Business*.A.Wesley, NY,USA
4. Eiteman, D.K.,&Stonchill, A.I. (1992). *Multinational Business Finance*.A.Wesley, NY,USA
5. Kreinin, Mordechel, E.H. (1979). *International Economics*, Brace, USA.
6. Rugman, A. M. (1979). *International Diversification & the Multinational*. Lexington Books, Toronto.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year	BBA – S 204		Semester-I		
	Entrepreneurship Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

Course Outcomes:						Mapped Program Outcomes		
CO.1	To understand the nature and function of entrepreneurship.					PO.1		
CO.2	To articulate on the entrepreneurial business idea and innovations.					PO.1, PO.2		
CO.3	To identify the entrepreneurial opportunities and assessing the scope of development.					PO.2, PO.3, PO.4, PO.5, PO.6		
CO.4	To integrate the entrepreneurial leadership and management style.					PO.5, PO.6, PO.7, PO.8		
CO.5	To be able to employ entrepreneurial theories, family business concepts and schemes such as Mudra Yojna.					PO.2, PO.4		
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	2	2	2	2	2	1	1
CO4	1	1	1	1	2	2	2	2
CO5	1	2	1	2	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.6	1.6	1.2	1.4	1.4	1.4	1.2	1.2

- The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, identifying opportunities and Evaluation; Building the Team /Leadership, Prototype Building. Start-Up and Early-Stage Venture Issues in creating and Sustaining a Non-profits Organization, The Entrepreneur: Role, Opportunities and Challenges, MSME Act Small Scale Industries, The Small Industries Development Bank of India (SIDBI) **(8 Hours)**
- Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Seed Funding, Venture Capital, Khadi and Village Industries Commission (KVIC), Special Economic Zone (Meaning, features & examples) **(8 Hours)**
- Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity. **(8 Hours)**
- Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Women Entrepreneurship, Schemes for Entrepreneurship Development by State and Central Government, Edupreneurship, Health entrepreneurship, Tourism entrepreneurship **(8 Hours)**
- Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession planning in Family Business **(8 Hours)**

SUGGESTED READINGS:

7. Michael P. Peters Robert D. Hisrich Sabyasachi Sinha Dean A. Shepherd (2020). *Entrepreneurship 11th edition*. New Delhi: McGraw Hill Publisher.
8. Robert D Hisrich, Michael P Peters, Dean A Shepherd (2018). *Entrepreneurship*. New Delhi: McGraw Hill Publisher.

9. Poornima M., Charantimath (2018). Entrepreneurship Development and Small Business Enterprises (3rd Edition). New Delhi: Pearson.
10. Jeffrey R. CornwellNorman M. Scarborough (2016). Essentials of Entrepreneurship and Small Business Management. New Delhi: Pearson.
11. MohantySangramKeshari (2019). Fundamentals of Entrepreneurship. New Delhi: PHI.

NOTE:Thelistofcases,specificreferencesandbooksincludingrecentarticleswillbeannouncedintheclass by concerned teachers from time to time.

BBA I Year	BBA-A205		Semester-II		
	Personality Development and Communication Skills				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Remember, understand and recall the fundamentals techniques in personality development	PO.1, PO.2, PO.3
CO.2	Understand and apply key writing rules to make writing effective.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Understand and apply key presentation rules to make presentation effective.	PO.3, PO.4, PO.5, PO.6
CO.4	Understand and apply key public speaking rules to make public speaking effective.	PO.3, PO.5, PO.6
CO.5	To develop student's personality into a more confident and business-oriented professional.	PO.5, PO.6, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	2
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	2	2	2
CO6	-	-	-	-	-	-	-	-
Average	1.4	1.4	1.8	1.2	1.6	1.6	1.4	1.6

- Techniques in Personality development a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning **(8 Hours)**
- Written communication: Grammar usage and style in professional writing, Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing. **(6 Hours)**
- Oral communication: principles of successful oral communication, necessary guidelines, barriers. Important aspects of oral communication, oral communication and electronic media. **(8 Hours)**
- Communication skills and Personality Development a) Intrapersonal communication and Body Language b) Interpersonal Communication and Relationships c) Leadership Skills d) Team Building e) public speaking f) Negotiation skills g) Business etiquettes. **(8 Hours)**

SUGGESTED READINGS:

1. Borg J, (2022). *Body Language (7 easy lessons to master the silent language)*. NewDelhi: Pearson Education.
2. Chaturvedi, P D & Chaturvedi, M (2019). *Business Communication (Concepts, Cases and Applications)*. New Delhi: Pearson Education.
3. Hudson, R.H., (2016). *Business Communication; 5th Edition*. Mumbai: Jaico Publishing House.
4. Kitty, L. & Kaczmarek (2019). *Business Communication, Building Critical Skills*. New Delhi: McGraw Hill.
5. Lesikar, R.V., Flatley, M.E., Rentz, K. and Pande, N. (2018). *Business Communication: Making Connections in a Digital World; 11th Edition*. New Delhi: McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-A206				Semester-II		
		Information Technology (IT) and E-Commerce						
Time Allotted for End Semester Examination		Marks Allotted for Internal Assessment		Marks Allotted for End Term Examination (ESE)		Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.		40(25+15)		60		100	04	40
	Course Outcomes:					Mapped Program Outcomes		
CO.1	Understand and use Information Technology in Business					PO.1, PO.2, PO.3		
CO.2	Understand and use E-Commerce as business					PO.1, PO.2, PO.3, PO.7		
CO.3	Implementation and uses of E-Commerce.					PO.3, PO.4, PO.5, PO.6		
CO.4	Uses of essential tools and Implementation of Word, Power point and Excel					PO.3, PO.5, PO.6		
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	1
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.5	1.5	2	1.25	1.5	1.5	1.25	1

- Overview of Information Technology: Definition, Importance, and Evolution, Components of Information Technology: Hardware, Software, and Networks, Role of IT in Business: Enhancing Efficiency and Competitiveness, Introduction to Information Systems: Types and Uses. **(8 Hours)**
- Introduction to E-Commerce: Definition, History, and Types, E-Commerce Business Models: B2B, B2C, C2C, and B2G, Technology Infrastructure for E-Commerce: Internet, Intranets, and Extranets, Security Issues in E-Commerce: Threats, Solutions, and Best Practices, Payment Systems in E-Commerce: Online Payment Methods, Payment Gateways, and Digital Wallets, Ethical and Legal Issues in IT and E-Commerce. **(9 Hours)**
- E-Commerce Strategy: Planning, Implementation, and Evaluation, Online Marketing and Advertising: SEO, SEM, Social Media Marketing, E-Commerce Customer Relationship Management: Tools and Techniques, Supply Chain Management in E-Commerce: Logistics, Inventory, and Distribution. **(8 Hours)**
- Introduction to essential tools: Introduction to facilities & commonly used features of:
 - a) Microsoft Word- Working with documents, Inserting, formatting, and filling tables, Mail Merge with Access Database, Creating Macros for automation, Importing/exporting files, converting documents to web and PDF formats, adding hyperlinks, OLE Security features, Document protection and password usage, checking for, viruses in macros, Referencing, bibliography, and citations management, Reviewing documents.
 - b) Microsoft PowerPoint- Creating presentations, slides, handouts, and speaker notes, using outlines and media clips, incorporating charts, graphs, and special effects, adding transitions and setting slide timings.
 - c) Microsoft Excel- Creating workbooks and rearranging worksheets Organizing and creating charts and graphs, using functions and formulas (mathematical, statistical, financial), Auto Calculate and formula editing, Data, consolidation and analysis techniques, Sorting, filtering, and data validation, protecting data with passwords, Creating dependent lists with validation, Pivot table and Pivot chart reports. **(15 Hours)**

SUGGESTED READINGS:

1. Laudon, K.C., & Traver, C.G. (2020). *E-Commerce 2020: Business, Technology, Society*. Pearson.
2. Turban, E., King, D., Lee, J.K., Liang, T.P., & Turban, D.C. (2018). *Electronic Commerce 2018: A Managerial and Social Networks Perspective*. Springer.
3. Schneider, G. (2017). *Electronic Commerce*. Cengage Learning.
4. Chaffey, D. (2015). *Digital Business and E-Commerce Management*. Pearson.
5. O'Brien, J.A., & Marakas, G.M. (2010). *Management Information Systems*. McGraw-Hill.
6. Kalakota, R., & Whinston, A.B. (1997). *Electronic Commerce: A Manager's Guide*. Addison-Wesley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

स्नातकस्तरीयपाठ्यक्रम (राष्ट्रीयशिक्षानीतिकेअनुसार) द्वितीयसत्र

कौशलविकासपाठ्यक्रम
पेपरकोडPMY-Q201

पञ्चमहायज्ञ-II

पूर्णाङ्क -50
लिखितपरीक्षा -30
सत्रीयमूल्यांकन-20
सकल-अर्जिताधिभार 02

पाठ्यक्रमउद्देश्य -

इसपाठ्यक्रमकाउद्देश्यछात्रोंकोधार्मिकक्रियाओंसेपरिचितकरानातथाआडम्बरकेप्रतिजागरूककरनाहै।एतर्थाइसपाठ्यक्रममेंपञ्चमहायज्ञकोसमाविष्टकियागयाहै।

पाठ्यक्रमअध्ययनपरिणाम

- CO1 पञ्चमहायज्ञकेस्वरूपसेपरिचितहोंगे।
- CO2 छात्रोंमेंसामाजिकसद्भावनाएवंसामनस्यकाविकासहोगा।
- CO3 छात्रोंमेंवरिष्ठजनोंकेप्रतिआदर, सम्मानकेभावविकसितहोंगे।
- CO4 छात्रयज्ञकेयथार्थस्वरूपकोजानेंगे।
- CO4 छात्रोंमेंजीवजन्तुओंकेप्रतिस्नेह, दयाएवंसंरक्षणकीभावनाविकसितहोसकेगी।

प्रश्नपत्रमूल्यांकनविधि

प्रश्नपत्रकामूल्यांकनदोप्रकारसेसम्पन्नहोगा।प्रथमआन्तरिकमूल्यांकन20, जिसमें10अंकसत्रीयमूल्यांकनपरीक्षा, 05अंकउपस्थितितथा 05 असाइनमेण्टकेहोंगे।30 अंकसत्रान्तपरीक्षाकेहोंगे।इसप्रश्नपत्रमें 06 लघूत्तरीयप्रश्नपूछेजायेंगे, जिनमेंसे 05 प्रश्नोंकाउत्तरदेनाहोगा।प्रत्येकप्रश्न 06 अंककाहोगा।

इकाई:1 देवयज्ञकास्वरूप, विधिएवंमहत्त्व

- (क) देवताओंकायथार्थस्वरूप
- (ख) देवाहुतिस्वरूप
- (ग) पर्यावरणशुद्धि
- (घ) यज्ञीयसामग्री

इकाई:2 पितृयज्ञकास्वरूपविधिएवंमहत्त्व

- (क) श्राद्धएवंतर्पण

इकाई:3 बलिवैश्यदेवयज्ञकास्वरूप, विधिएवंमहत्त्व

- (क) जीवरक्षा

इकाई:4 अतिथियज्ञस्वरूप, विधिएवंमहत्त्व

- (क) आचार्य, गुरु, संन्यासीएवंविद्वान्कास्वरूपएवंसेवा

इकाई:5 प्रायोगिकएवंमौखिकी

संस्तुतग्रन्थ

1. पञ्चयज्ञमहाविधि, गोविन्दारामहासानन्द, नईसडक, पुरानीदिल्ली
2. पञ्चयज्ञप्रकाश, स्वामीसमर्पणानन्दसरस्वती, स्वामीसमर्पणानन्दवैदिकशोधसंस्थान, मेरठ
3. आर्योद्देश्यरत्नमाला
4. ऋग्वेदादिभाष्यभूमिका, स्वामीदयानन्दसरस्वती
5. सन्ध्यायोगब्रह्मसाक्षात्कार, पण्डितजगन्नाथपथिक
6. सन्ध्यापद्धतिमीमांसा, आचार्यविश्वश्रवा

7. सत्यार्थप्रकाश, स्वामीदयानन्दसरस्वती
8. गोकर्णानिधि, स्वामीदयानन्दसरस्वती

BBA II Year	BBA-C301		Semester-III		
	Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand major marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.	PO.1, PO.2, PO.3
CO.2	Apply contemporary marketing theories to the demands of business and management practice.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Demonstrate how as a marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behaviour.	PO.3, PO.4, PO.5, PO.6
CO.4	Organise information and data to reveal patterns and themes and manage teams and implementing marketing programs.	PO.3, PO.5, PO.6
CO.5	Understand the process of consumer protection, accounting for ethical, social and cultural (ESC) issues.	PO.5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	1	1	1
CO5	1	1	1	1	2	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.4	1.4	1.8	1.2	1.6	1.2	1.2	1.2

- Nature and scope of marketing, Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions, critical role of marketing in organization/Society, Marketing planning and research, Customer Value, Holistic Marketing. **(8 Hours)**
- Understanding Consumer and Industrial Markets: Demand measurement and Forecasting, Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision. Making Process in Buying segmentation, Bases of Segmenting Consumer Markets; Market Selection Strategies; Targeting and positioning Consumer and Industrial Market. **(8 Hours)**
- Product Decisions: Product mix, Product life cycle, New product development, Branding and Packaging decisions, Pricing methods and strategies, Promotion decisions—Promotion mix, Advertising and Personal selling, Channel management—selection, cooperation and conflict management, Vertical marketing systems, Organizing and implementing marketing in the Organization, Gandola management. **(8 Hours)**
- Evaluation and Control of Marketing Efforts: Scope, Steps, Designing, Tools and Techniques of marketing controller, The marketing controller concept, Organizing & Implementing marketing program. **(8 Hours)**
- New Issues in Marketing: Globalization, Consumerism, Green marketing, Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India, Rural marketing, eMarketing, retailing. **(8Hours)**

SUGGESTED READINGS:

1. Kotler, P. & Keller, K.L. (2021). *Marketing Management (15th Global Edition)*. New Delhi: PHI.
2. Kotler, Philip & Armstrong, G. (2016). *Principles of Marketing*. New Delhi: PHI.
3. Palmer. (2015). *Introduction to Marketing*. London: Oxford University Press.
4. Paliwoda, S. & Andrews, T. (2020). *Marketing Management in Asia*. UK: Routledge.
5. Singh, V.K. & Sharma, N. (2015). *Mini Cases & Caselets for Would Be Managers*. Germany: Lambert Academic Publishing.
6. Philip T Kotler & Gary Armstrong. (2019) *Principles of Marketing (18th ed.)* New Delhi: Pearson.
7. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14th ed.). New Delhi: Tata McGraw-Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-C302		Semester-III		
	Human Resource Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Outline and explain basic concept of Human Resource management.	PO1, PO2
CO.2	Understand Recent Developments that pose threat towards management of Manpower.	PO3, PO4, PO6
CO.3	Highlight how HR Manager contributes towards strategic directions and success of an organization.	PO2, PO3, PO5, PO7
CO.4	Identify the issues and strategies required to select effective Manpower.	PO1, PO2, PO4, PO8
CO.5	Develop skills related to various HR concepts so that Students can take correct business decisions in future.	PO3, PO8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	1	1	2	2	1	2	1	1
CO3	1	2	2	1	2	1	2	1
CO4	2	2	1	2	1	1	1	2
CO5	1	1	2	1	1	1	1	2
CO6	-	-	-	-	-	-	-	-
Average	1.4	1.6	1.6	1.4	1.2	1.2	1.2	1.4

- Introduction: History & Evolution of HRM, Concept, Scope, Characteristics, Objectives & Importance of HRM, Personnel Management vs. HRM. **(08 Hours)**
- Acquisition of Human Resources: Concept of Human resource Planning, Objectives, Need and importance, Process of Human Resource planning, Problems in Human Resource Planning, Requisites for successful Human Resource Planning. Job Analysis: Introduction, Uses of Job Analysis, Process of Job Analysis, Job Description and Job Specification. Recruitment: Introduction to recruitment, Factors governing Recruitment, Process & Sources of recruitment. Selection: Meaning of Selection, Steps in selection process, Selection Tests & Interviews. **(12 Hours)**
- Placement, Induction & Job Changes: Concept of Placement, Concept of Induction, Concept of Transfer, types of transfer, Concept of Promotion, Promotion Policy. Training: Concept and importance of training; types of training; methods of training; designing of a training programme; evaluation of training effectiveness. Executive Development: Concept, process and techniques. Career planning and development: Concept, objectives and process. **(12 Hours)**
- Job evaluation: Concept & Essentials of Job Evaluation, Methods of Job evaluation. Performance Appraisal: Concept, importance, process of performance Appraisal, methods of Performance Appraisal, Job evaluation Vs. Performance Appraisal. Compensation: Introduction to Compensation Management, Objectives & Components of Compensation. **(08 Hours)**

SUGGESTED READINGS:

1. Dessler, G. (2020). *Human Resource Management*: Prentice Hall.
2. Banfield, P., & Kay, R. (2012). *Introduction to Human Resource Management*. NY: Oxford University Press.
3. Bhardwaj, R. (2012). *Human Resource Management*. New Delhi: D.P.S, Publishing House.
4. Susan L. V& David A. D. (2022). *Human Resource Management* (13th Edition): Wiley, India
5. Mathis, L. R., & Jackson, H.J. (2011). *Human Resource Management: Essential Perspective*. USA: South Western Cengage Learning.

6. Price, A. (2011). *Human Resource Management*. USA: Southwestern Cengage Learning.
7. Patnayak & Biswajeet. (2014). *Human Resources Management*. New Delhi: Prentice Hall of India.
8. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
9. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). *Fundamentals of human resource management*. John Wiley & Sons.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-C303		Semester-III		
	Management and Cost Accounting				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To learn the concept & role of cost and management accounting in the management of management and non-manufacturing companies.	PO.1, PO.2
CO.2	Critically analyze and provide recommendations to improve the operation of organizations through the application of cost and management techniques.	PO.1, PO.2, PO.3
CO.3	Student can calculate and evaluate various costs such as prime cost, factory cost, total cost. Student will be able to understand Transfer Pricing and Responsibility centres.	PO.3, PO.4,
CO.4	Able to evaluate the various techniques of material control.	PO.1, PO.2, PO.3, PO.4
CO.5	Understanding the various methods of wage payment	PO.1, PO.2, PO.3, PO.4, PO.6

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	2	2	1	1	1	1
CO4	2	2	2	2	1	1	1	1
CO5	2	2	2	2	1	2	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.8	1.8	1.8	1.6	1	1.2	1	1

- Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Breakeven Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. **(10 hours)**
- Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing. **(10 hours)**
- Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Preparation of Cost Sheet. Classification of Costs: Fixed, Variable and Semi variable costs, Period Costs; Direct, and Indirect Costs; Cost Ascertainment: Cost Unit and Cost Centre. **(10 hours)**
- Accounting for material: Material control; concept and techniques; Pricing of material issues; Treatment of material losses. Accounting for Labour: Labour cost control procedure; Labour turnover; Ideal time and over time; Methods of wage payment- time and piece rates; Incentive schemes. **(10 hours)**

SUGGESTED READINGS:

1. Bhattacharyya, D. (2011). *Management Accounting*. New Delhi: Pearson.
2. Jain S.P. and Narang K.L. (2016). *Cost Accounting*; Kalyani New Delhi.
3. Braun K. (2015). *Managerial Accounting*; Pearson education
4. Khan M.Y and Jain P.K (2021): *Management Accounting*; McGraw Hill.
5. Datar S. and Rajan M. (2022): *Hornsgren's Cost Accounting*. Pearson.

6. Maheshwari S.N.(2008): *Advanced Problems and Solutions in Cost Accounting*; Sultan Chand, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA-S304					Semester-III		
		Soft Skills							
Time Allotted for End Semester Examination		Marks Allotted for Internal Assessment		Marks Allotted for End Term Examination (ESE)			Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.		40(25+15)		60			100	04	40
	Course Outcomes:						Mapped Program Outcomes		
CO.1	To know about various aspects of soft skills and learn ways to develop personality						PO.1		
CO.2	Understand the importance and type of communication in personal and professional environment.						PO.1, PO.2		
CO.3	To provide insight in too much need ed-technical and non-technical qualities in career planning.						PO.2, PO.3, PO.4		
CO.4	Learn about Leadership, team building,decision making and stress management						PO.2, PO.4		
Course Outcome		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1		2	2	1	1	1	1	1	1
CO2		2	2	2	2	1	1	1	1
CO3		2	2	1	2	1	1	2	1
CO4		2	2	2	2	2	1	2	1
CO5		-	-	-	-	-	-	-	-
CO6		-	-	-	-	-	-	-	-
Average		2	2	1.5	1.75	1.25	1	1.5	1

- Introduction to Soft Skills and Hard Skills; Personality Development: Knowing Yourself, Positive Thinking, Johari's Window, Communication Skills, Non-verbal Communication, Physical Fitness, Emotional Intelligence: Meaning and Definition, Need for Emotional Intelligence, Intelligence Quotient versus Emotional, Intelligence Quotient, Components of, Emotional Intelligence, Competencies of Emotional Intelligence, Skills to Develop, Emotional Intelligence, Etiquette and Mannerism: Introduction, Professional Etiquette, Technology Etiquette, Communication Today: Significance of Communication, GSC's 3M Model of, Communication, Vitality of the Communication Process, Virtues of Listening, Fundamentals of Good Listening, Nature of Non-Verbal Communication, Need for, Intercultural Communication,CommunicatingDigitalWorld **(10 hours)**
- Academic Skills; Employment Communication: Introduction, Resume, Curriculum Vitae, Scannable Resume,Developing an Impressive Resume, Formats of Resume, Job Application or Cover Letter Professional Presentation: Nature of Oral Presentation, Planning a Presentation, Preparing the Presentation, Delivering the Presentation Job Interviews: Introduction, Importance of Resume, Definition of Interview, Background Information, Types of Interviews, Preparatory Steps for Job Interviews, InterviewSkillTips,ChangesintheInterview Process, FAQ During Interviews Group Discussion: Introduction, Ambience/Seating Arrangement for Group Discussion,ImportanceofGroupDiscussions,Difference between Group Discussion, Panel Discussion and Debate, Traits, Types of Group Discussions, topic based and Case based Group Discussion, Individual Traits **(10 hours)**
- Professional Skills; Creativity at Workplace: Introduction, Current Workplaces, Creativity, Motivation, Nurturing Hobbies at Work, The Six Thinking Hat Method Ethical Values: Ethics and Society, Theories ofEthics,Correlation betweenValues and Behavior, Nurturing Ethics, Importance of Work Ethics, Problems in the Absence of Work Ethics **(10 hours)**
- Capacity Building: Learn, Unlearn and Relearn: Capacity Building, Elements of Capacity Building, Zones of Learning, Ideas for Learning, Strategies for Capacity BuildingLeadership and Team Building: Leader and Leadership, Leadership Traits, Culture and Leadership,LeadershipStylesandTrends, Team Building, Types of Teams, Decision Making and Negotiation: Introduction to Decision Making, Steps for Decision Making, Decision Making Techniques, Negotiation Fundamentals, Negotiation Styles, Major Negotiation Concepts Stress and TimeManagement:Stress,SourcesofStress, WaystoCopewithStress **(10 hours)**

SUGGESTED READINGS:

1. Soft Skills: an Integrated Approach to Maximize Personality, Gajendra S. Chauhan, Sangeeta Sharma, Wiley India
2. Personality Development and Soft Skills, Barun K. Mitra, Oxford Press
3. Business Communication, Shalini Kalia,Shailja Agrawal, Wiley India
4. Soft Skills- Enhancing Employability, M. S. Rao, I. K. International

5. Cornerstone: Developing Soft Skills, Sherfield, Pearson India

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-A305		Semester-III		
	India's Diversity and Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand socio cultural dimensions of diversity in India and globally	PO.2
CO.2	Apply framework of cultural diversity to understand issues in intercultural context	PO.2, PO.3
CO.3	Learn to manage cross cultural diversity	PO.1
CO.4	Analyze cultural differences and their impact on the business environment and argue in support of cultural value, sensitivity in intercultural interactions.	PO.3

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	3	1	1	1	1	1	1
CO2	1	2	2	1	1	1	1	1
CO3	3	1	1	1	1	1	1	1
CO4	1	1	3	1	1	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.5	1.75	1.75	1	1	1	1	1

- Recognizing, Accommodating and valuing diversity. Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements• Social diversity in India: Peopling , demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions **(10 Hours)**
- People, Livelihood and Occupational Diversity• Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment. **(10 Hours)**
- Linkages between Diversity and India's Socio-economic challenges• Regional variations in terms of geographic and socio-economic factors- trends and emerging options; Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development; **(10 Hours)**
- Diversity and Business, Indian Consumers and marketing; Rural and Urban context, Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management. **(10 Hours)**

SUGGESTED READINGS:

1. Martin-Alcazar,F.,Romero-Fernandez,P. M. &SanchezGardey, G.(2015). *Transforming Human Resource Management Systems to Cope with Diversity* (pp 511-531). Journal of Business Ethics.
2. Gadgil Guha (2017). *Ecology and Equity: The use and abuse of nature in contemporary India*. Penguin.
3. Majid Hussain (2016) *Geography of India*,McGraw Hill: New Delhi
4. Rao C.N.S. (2018) *Sociology*, S.Chand: New Delhi

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-I306		Semester-III		
	Environment Studies				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Facilitate students' understanding of complex environmental issues from a problem-oriented, interdisciplinary perspective.	PO.1
CO.2	To increase public awareness about environmental issues, explore possible solutions, and to lay the foundations for a fully informed and active participation of individual in the protection of environment and the prudent and rational use of natural resources.	PO.1 PO.2 PO.5
CO.3	Understand the transnational character of environmental problems and ways of addressing them, including interactions across local to global scales.	PO.1
CO.4	To inculcate knowledge, skills, attitudes, motivations and commitment to students to work individually and collectively towards solutions of current environmental problems.	PO.2 PO.8
CO.5	Understanding concepts such as biodiversity and the impact of human population on the environment.	PO.1

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	2	2	1	1	2	1	1	1
CO3	3	1	1	1	1	1	1	1
CO4	1	2	1	1	1	1	1	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	2.25	1.5	1	1	1.25	1	1	1.25

- Environmental studies: Concept, nature and scope; Ecosystem: Concept, structure and functions; Energy flow in ecosystem, food chain, food web, ecological pyramids; Introduction, types, characteristic features, structure, function and study of forest, grassland, desert and aquatic ecosystems; Need for public awareness; Major environmental issues: Global warming, ozone depletion and acid rain; Human rights; Value education **(10 Hours)**
- Natural resources: Renewable and non-renewable resources; Natural resources and associated problems: a) Forest resources: Deforestation, case studies, mining, dams and their effects on forest and tribal people; b) Water resources: Use and over-utilization of water, dams- benefits and problems; c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies; d) Food resources: Effect of modern agriculture, fertilizer-pesticide problems, case studies; e) Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, case studies; f) Land resources: Soil erosion and desertification; Role of an individual in conservation of natural resources. **(10 Hours)**
- Environmental pollution: Definition, causes, effects and control measures of: Air pollution, Water pollution, Soil pollution, Noise pollution, Nuclear hazards; Pollution case studies; Solid waste management; Role of an individual in prevention of pollution; Disaster management: floods, earthquakes and landslides; Salient features of following acts: Environment protection act, Air (prevention and control

of pollution) act, Water (prevention and control of pollution) act, Wildlife (protection) act, Forest (conservation) act.

(10 Hours)

- Biodiversity: Definition, types and values; Bio-geographical classification of India; India as a mega diversity nation; Hotspots of biodiversity and threats to biodiversity; Endangered and endemic species of India; Common plants and birds of India; Conservation of biodiversity: *In-situ* and *Ex-situ* conservation approaches; Sustainable development; Rain water harvesting; Resettlement and rehabilitation of people; Environmental ethics: Issues and possible solutions; Wasteland reclamation; Environment and human health; HIV/AIDS; Role of information technology in environment and human health. Human population growth: Impacts on environment, human health and welfare. Environmental movements: Chipko, silent valley, Bishnois of Rajasthan. Environmental ethics: Role of Indian and other religions and cultures in environmental conservation. **(10 Hours)**

SUGGESTED READINGS:

1. Harley, Nick (2016). *Environmental Economics*. Delhi: MacMillan India Ltd.
2. Kolstad, Charles, D. (2000). *Environmental Economic*. USA: Oxford University Press.
3. Kormondy E. J. (2012). *Concepts of ecology*. New Delhi: Printice Hall of India Pvt. Ltd.
4. Cunningham, W. P. and Cunningham, M. A. (2020). *Principles of environmental science: Inquiry and applications*. McGraw-Hill Publishing Company Limited.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-C401		Semester-IV		
	Financial Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Demonstrate an understanding of fundamental financial concepts especially time value of Money.	PO.1, PO.2, PO.7, PO.8
CO.2	Develop knowledge on the traditional and modern approach of financial management.	PO.1, PO.2, PO.3, PO.5, PO.7, PO.8
CO.3	Understanding capital budgeting and evaluation techniques in capital budgeting.	PO.1, PO.2, PO.4, PO.5, PO.7
CO.4	Familiarity with the Dividend policy decision-making concept along with the understanding of Walter Model, Gordon Model, MM Model and leverage analysis.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.8
CO.5	Understanding the concept of Working Capital Management, Cash Budget, Receivable Management and Inventory Management.	PO.1, PO.2, PO.4, PO.5,

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	2	2	2	2	2	2	1	2
CO5	2	2	1	2	2	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.4	1.6	1.8	1.2	1.6	1.6

- Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Time Value of Money. **(10 hours)**
- Capital Budgeting- Meaning and significance of Capital Budgeting. Evaluation Techniques. Cost of capital, cost of different sources of capital. Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, and Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory. **(10 hours)**
- Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage. **(10 hours)**
- Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital. **(10 hours)**

SUGGESTED READINGS:

1. Brigham E.F. & Ehrhardt C.M. (2016). Financial Management. USA: Cengage Learning, Mason USA.
2. Chandra P. (2019). Financial Management: Theory and Practice . New Delhi: McGraw Hill, New Delhi.
3. Horne V. & James C. (2018). Financial Management and Policy. New Delhi: Prentice Hall Inc.

4. Khan, J. (2012). Basic Financial Management. New Delhi: McGraw Hill.

5. Richard A B. (2012), Principles of Corporate Finance. New Delhi: McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-C402		Semester-IV		
	Income Tax Laws and Practice				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Acquire in-depth knowledge of taxation terminology, methods and tools which are essential for the calculation of income tax.	PO.1, PO.2, PO.7, PO.8
CO.2	Demonstrate the concept of exempted incomes and agricultural Income for solving the income tax problem.	PO.1, PO.2, PO.3, PO.5, PO.7, PO.8
CO.3	Identify and comply with the relevant provisions of the Income Tax Act as it relates to the income tax of individuals	PO.1, PO.2, PO.4, PO.5, PO.7
CO.4	Assess the taxation appeal & revision, tax penalties, offences and prosecutions for solving the problem.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.8
CO.5	Develop skills of analyzing various taxes and return filling online such as TDS return, Income Tax return and compulsory provisions of an individual assesses and corporate as well.	PO.1, PO.2, PO.4, PO.5,

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	2	2	2	2	2	2	1	2
CO5	2	2	1	2	2	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.4	1.6	1.8	1.2	1.6	1.6

- Basic concept: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, Maximum marginal rate of tax. Permanent Account Number (PAN) Residential status; Scope of total income on the basis of residential Status Exempted income under section 10. **(8 hours)**
- Computation of income under different heads - Salaries - Income from house property **(8 hours)**
- Computation of income under different heads - Profits and gains of business or profession - Capital gains - Income from other sources **(8 hours)**
- Total income and tax computation - Income of other persons included in assessee's total income - Aggregation of income and set-off and carry forward of losses - Deductions from gross total income - Rebates and reliefs - Computation of total income of individuals and firms - Tax liability of an individual and firm **(8 hours)**
- Preparation of return of income: - Manually - On-line filing of Returns of Income & TDS. - Provision & Procedures of Compulsory On-Line filing of returns for specified assesses. **(8 hours)**

SUGGESTED READINGS:

1. Singhania, Vinod K. and Monica Singhania. (2021) *Students' Guide to Income Tax*, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. (2020) *Systematic Approach to Income Tax*. Bharat Law House, Delhi.
3. Pagare, Dinkar. (2021) *Law and Practice of Income Tax*. Sultan Chand and Sons, New Delhi.

4. Lal, B.B. (2013) *Income Tax Law and Practice*. Konark Publications, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-C403		Semester-IV		
	Macro Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Applying macroeconomics concepts and technique in evaluating business decision problems taken by firms.	PO.1, PO4, PO8
CO.2	Understanding the role and objective of Monetary and fiscal policy in economic decision problems.	PO.1, PO.2, PO.3
CO.3	To describe how markets and other governance structure organize core economic activities such production, distribution, consumption and growth of productive resources.	PO.2, PO.3
CO.4	To apply the various types of investments technique and understand concepts of demand and supply, real GDP and price levels.	PO.3, PO.5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.5	1.5	1.75	1.25	1.25	1	1	1.25

- Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, effect of fiscal and monetary policy. **(10 hours)**
- Keynesian theory of Income and employment: simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; **(10 hours)**
- Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, Phillips curve (short run and long run) **(10 hours)**
- Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate. **(10 hours)**

SUGESSTED READINGS:

1. Blanchard,O. (2022). *Macroeconomics* (5th Ed). New Delhi: Pearson education
2. Dornbusch., &Fischer. (2018). *Macroeconomics* (9th Ed.). New Delhi: Tata McGraw Hill.
3. Froyen, R.P. (2021). *Macroeconomics-theories and policies* (8th Ed.). New Delhi: Pearson education.
4. Mankiw,N.G.(2020). *Macroeconomics* (7th Ed.). New York: Worth Publishers

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-S404		Semester-IV		
	Statistics for Business Decisions				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the basics of statistics and its application in Business problems.	PO.1, PO.2
CO.2	Develop an understanding of univariate, bivariate and multivariate statistical methods.	PO.1
CO.3	Employ the tools related to statistics in solving complex business problems.	PO.6, PO.7, PO.8
CO.4	Recognise, formulate and apply the solutions after diagnosing statistical problems.	PO.1, PO.2, PO.5, PO.6, PO.7
CO.5	To visualize and validate data through statistical tools and effectively communicate the output.	PO.3, PO.4, PO.5, PO.6.

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	1	1	1	1	1	1	1
CO3	1	1	1	1	1	2	2	2
CO4	2	2	1	1	2	2	2	1
CO5	1	1	2	2	2	2	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.6	1.4	1.2	1.2	1.4	1.6	1.4	1.2

- Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency -mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages **(8 hours)**
- Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis. **(8 hours)**
- Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. **(8 hours)**
- Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend **(8 Hours)**
- Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. **(8 Hours)**

SUGGESTED READINGS:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Cochran, J.J., Fry, M.J., & Ohlmann, J.W., (2013). *Quantitative Methods for Business*. Cengage Learning, New Delhi.
2. Brandimarte, P., (2012). *Quantitative Methods: An Introduction for Business Management*. John Wiley & Sons, USA.

3. Levine, D.M, Kribbeil,T. C, Berenson.M and Vishawanath, P.K.(2011). *Basic Statistics: A First Course*. Pearson Education. New Delhi.
4. Levin R.I. and Rubin, D.S. (2013). *Statistics for Management*; 9th ed.Pearson Education. New Delhi.
5. Lind Douglas A.Marchal William G.Wathen Samuel A. (2021), *Statistical Techniques in Business and Economics* 17th Edition McGraw Hill Publishers.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-S405		Semester-IV		
	Company Law				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To demonstrate the knowledge of corporate law according to companies act 2013 and relate this to real life situation using technological platforms for competitive advantage	PO.1
CO.2	Make the student understand the process of formation of company and concept of shares. The students need to be aware of company's online registration process for acquiring entrepreneurial skills.	PO.4, PO.5, PO.7
CO.3	To acquire the knowledge of company directors, and its classification of directors and also applying updates through IT interaction. Select and apply suitable techniques for developing innovative methods to recommend the technological changes when required.	PO.1, PO.2, PO.4, PO.7
CO.4	Able to recognize the need for independent and life-long learning to apply company laws in developing successful entrepreneurs and develop their minds to think out of box	PO.2, PO.3, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	1	2	1	1	2	1
CO4	1	2	2	1	1	1	2	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.75	1.5	1.25	1.5	1.25	1	1.75	1.25

- Introduction Meaning and characteristics of a company; Lifting of corporate veil; Administration of Company Law [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts]; Types of companies including private and public company, government company, foreign company, one person company, small company, associate company, dormant company and producer company; Association not for profit; Illegal association; Formation of company, promoters, their legal position and pre incorporation contracts; Online registration of a company. **(10 hours)**
- Documents and shares Memorandum of Association and its alteration, Articles of Association and its alteration, doctrine of constructive notice, doctrine of ultra vires and indoor management; Prospectus, Shelf and Red herring prospectus, misstatement in prospectus; book building; Allotment and Forfeiture of share, Sweat Equity, ESOPs, Bonus issue, and Further issue of shares, buyback and provisions regarding buyback; Membership of company. **(10 hours)**
- Management and Meetings classification of directors-Additional, Alternate and Casual directors, Women directors, Independent director, Small shareholder's director; Director Identity Number (DIN); Appointment, Disqualifications, Removal of directors; Legal positions, Powers and Duties; Key managerial personnel, Managing director, Manager and Whole Time Director; Board Meetings: meeting through video conferencing; Shareholder meetings: AGM and EGM. Convening and Conduct of meetings: Requisites of a valid meeting; Resolutions; Postal ballot; e-voting. **(10 hours)**
- Dividends, Audit and Winding up Provisions relating to payment of Dividend, Company Audit-auditor's qualification and disqualifications, Auditor's appointment, Rotation of auditors, Auditor's removal, Auditors' report and Auditor's powers. Winding Up: Concept and Modes of Winding Up; Provisions of winding up under Insolvency and Bankruptcy Code 2016. **(10 hours)**

SUGGESTED READINGS:

1. Bhushan, Bharat. Kapoor, N.D., Abbi, Rajni.(2018).*Elements of Company Law*. Sultan Chand & Sons Pvt. Ltd.
2. Chadha R. & Chadha, S.(2018). *Company Laws*. Scholar Tech Press, Delhi.
3. Hicks, Andrew & Goo S.H., (2017) *Cases and Material on Company Law*, Oxford University Press.
4. Kumar, A., (2019)*Corporate Laws*, TaxmannPvt Ltd
5. Sharma, J.P.(2018). *An Easy Approach to Corporate Laws*, Ane Books Pvt. Ltd., New Delhi

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year	BBA-I406		Semester-IV		
	Ethics & Corporate Social Responsibility				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To develop basic understanding clearly about the importance of ethics in business and practices of good corporate governance.	PO.1, PO4, PO8
CO.2	Familiarity with corporate social responsibility for corporate governance in India applying Indian moral value systems.	PO.1, PO.2, PO.3
CO.3	To create understanding the Role of auditors in enhancing corporate governance	PO.2, PO.3
CO.4	Applying corporate social responsibility for good Governance.	PO.3, PO.5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.5	1.5	1.75	1.25	1.25	1	1	1.25

- Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. Social responsibility. **(10 hours)**
- Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading. The Board–Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board of directors, CEO Duality. **(10 hours)**
- Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring **(10 hours)**
- Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report. **(10 hours)**

SUGGESTED READINGS:

1. Bhanumurthy, K. V. (2020). *Ethics and Social Responsibility of Business*. New Delhi: Pearson Education.

2. Davies, A. (2018). *Strategic approach to corporate governance*. USA: Gower Pub Co.
3. Fernando, A. C. (2019). *Business Ethics and Corporate Governance*. New Delhi: Pearson Education.
4. Fernando, A. C. (2021). *Corporate Governance*. New Delhi: Pearson Education.
5. Gopalswamy, N. (2016). *Corporate Governance a New Paradigm*. New Delhi: Wheeler Publishing Co Ltd.
6. Gibson, K. (2021). *Ethics and Business- An Introduction Cambridge Applied Ethics*. UK: Cambridge University Press.
7. Jennings, M.M. (2016). *Cases in Business Ethics Indian*. South-Western College Publishing.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time

BBA III Year	BBA-C501		Semester-V		
	Quantitative Techniques for Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To develop the student's ability to deal with numerical and quantitative issues in business.	PO.1, PO.3, PO.4, PO.5
CO.2	To enable the use of statistical, graphical, and algebraic techniques wherever relevant.	PO.1, PO.2, PO.3, PO.4, PO.5
CO.3	To understand the importance of correlation and regression analysis and application of non-parametric tests in hypothesis testing.	PO.2, PO.3
CO.4	To apply the decision-making process under uncertainty using statistical tools.	PO.1, PO.3, PO.4

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	2	2	1	1	1
CO2	2	2	2	2	2	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	2	1	2	2	1	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.75	1.5	2	1.75	1.5	1	1	1

- Matrix Algebra: Definition, Matrix Operations- Addition, Subtraction, and Multiplication of matrices, Types of matrices- Square, Diagonal, null, Transpose of a matrix, Determinant of a Square matrix. Co-factor matrix, ad-joint of a matrix, Inverse of a matrix. Solution of simultaneous equation by using matrices. **(10 hours)**
- Regression Analysis: Meaning, Properties of Regression Coefficient, Methods of regression coefficients, multiple correlation and regression Analysis and significance, Linear Regression, Regression lines (X on Y, Y on X). Chi-square test. **(10 hours)**
- Association of Attributes: meaning, characteristics, Methods of determining associations: comparison of observed and Expected frequency, Methods of comparison of proportion and Yule's coefficients of associations, General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. **(10 hours)**
- Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem. **(10 hours)**

SUGGESTED READINGS:

- Barry, Render, Ralph, M. & Michael, E., Hanna (2016). *Quantitative analysis for Management* (12th edi). Pearsons India

2. Budnik, Frank, S., Dennis, Mcleavey & Richard, Mojena (2018). *Principles of Operations Research*. New
3. Jain. K.C. Pandey, M. & Srivastwa, N. (2019). *Quantitative Technique for Management*. New age international publication
4. Sharma, J. K. (2017). *Operations Research. Theories and Applications*. New Delhi: Macmillian India Ltd.
5. Taha, H. A. (2018). *Operation Research. An Introduction*. NY: Mc.Millan.
6. Vohra, N. D. (2017). *Quantitative Management*. New Delhi: Tata McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year	BBA-C502		Semester-V		
	Legal Aspects of Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Appraise law in general and real-life situation to apply the acquired knowledge and skills in their functional areas	PO.1
CO.2	To explain the concept and prevailing laws 'sales of goods act' in the country. Propose ways to interconnect the different functional areas of management	PO.4, PO.5, PO.7
CO.3	To develop and equip the students with proper knowledge of Negotiable Instruments Act to suggest the organization relevant changes for ethical practices with the help of acquired knowledge	PO.1, PO.2, PO.4, PO.7
CO.4	Able to recognize the need for independent and life-long learning to apply company laws in developing successful entrepreneurs and develop their minds to think out of box	PO.2, PO.3, PO7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	1	2	1	1	2	1
CO4	1	2	2	1	1	1	2	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.75	1.5	1.25	1.5	1.25	1	1.75	1.25

- The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency. **(10 hours)**
- Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque. **(10 hours)**
- The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability. **(10 hours)**
- Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. **(10 hours)**

SUGGESTED READINGS:

1. Aggarwal, R. (2012). *Mercantile & Commercial Law*. New Delhi: Taxmann.

2. Kapoor, G. (2018). *Business Law*, New Delhi: New Age International Pvt Ltd Publishers.
3. Kapoor, G. K. &Dhamija, S. (2021). *Company Law and Practice-A comprehensive textbook on Companies Act 2013*, NewDelhi:Taxmann.
4. Singh, A. (2008). *Principle of Mercantile Law*. India: Eastern Book Company.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year	BBA-O-503	Semester-V
	MOOC Course	3 Credit

BBA III Year	BBA-I505		Semester-V		
	Production and Operation Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understanding of Production and Operations functions in different types of Orgnaizations.	PO1, PO2, PO7
CO.2	Introduction to different types of Layouts and factors that determine Capacity and location of a manufacturing plant	PO1, PO2, PO3
CO.3	Design of Production systems and Processes	PO6, PO8
CO.4	Preparing Material Requirement Pland and Drawing Inventory Models	PO3, PO4, PO7, PO8
CO.5	Learning Quality Concepts, Tools and Techniques to develop Products and Services with Zero defect	PO3, PO4, PO7, PO8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	1	2	1	2
CO4	1	1	2	2	1	1	2	2
CO5	1	1	2	2	1	1	2	2
CO6	-	-	-	-	-	-	-	-
Average	1.4	1.4	1.6	1.4	1	1.2	1.6	1.6

- Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies- Definition, relevance, strategy formulation process. Product and service design basics. Role of forecasting in operations management. **(10 Hours)**
- Capacity and facility planning: Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Location Decisions and Models: Facility Location –Objective, factors that influence location decision, location evaluation methods- factor rating method. **(10 Hours)**
- Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), and computer integrated manufacturing (CIM). Lean production system. **(10 Hours)**
- Inventory and Production Control: Concept of Inventory management, Inventory control system and techniques (ABC analysis, EOC, Quantity Discount, Reorder Point), MRP and ERP for resource planning, Aggregate planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average

inventory). Quality Management: Concept of quality, quality tools (process flowchart, cause and effect diagram, Check sheets, Histogram, Pareto analysis, scatter diagram, SPC), Concept of Six Sigma, Introduction to 9001:2015. **(10 Hours)**

SUGGESTED READINGS:

1. Adam, Ebert, & Ronald J. (1992). *Production and Operation Management. Concepts, Models & Behaviour*. PHI, New Delhi
2. Aswathappa, K., & Bhat, Shridhara K. (2011). *Production and Operations Management*. TMH, Delhi.
3. Chary, S.N. (2017). *Production and Operation Management*. TMH, New Delhi.
4. Chase, R.B., Richard, Shankar, R., Jacobs, F.R. (2018). *Operations and Supply Management*. TMH, Delhi.
5. Garg, Ajay (2011). *Production and Operations Management*. TMH, Delhi.
6. Madan, Pankaj. (2010). *Production and Operation Management*. New Delhi.
7. Mahadevan, B. (2015). *Operations Management: Theory and Practices (3rd ed.)*. Pearson Education, Delhi.
8. Martinich, J.S. (1997). *Production and Operations Management*. John Wiley and Sons, New York.
9. Panneerselvam, R. (2012). *Production and Operations Management (3rd ed.)*. PHI, Delhi.
10. Russell, R. S., & Taylor, B. W. (2014). *Operations and Supply Chain Management (8th ed.)*. John Wiley and Sons. William J. S. (2009). *Operation Management*. TMH, New Delhi

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year	BBA-C601		Semester-VI		
	Business Policy and Strategy				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand and recall the fundamentals of strategic formulation and implementation.	PO.1, PO.2, PO.3
CO.2	Explain key strategic management concepts used to improve organization profitability through improving competitive advantage.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Analyse and demonstrate understanding of contemporary strategic management tools and techniques	PO.3, PO.4, PO.5, PO.6
CO.4	Remember and recall contemporary strategic management tools and techniques to improve business performance.	PO.3, PO.5, PO.6
CO.5	Analyse key decisions taken in the past by organizations to improve their profitability through competitive advantage creation.	PO.5, PO7

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	2	1
CO6	-	-	-	-	-	-	-	-
Average	1.4	1.4	1.8	1.2	1.6	1.4	1.4	1.2

- Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement- Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement. **(10 Hours)**
- Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis. **(10 Hours)**
- Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions. **(10 Hours)**
- Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix,

grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance. **(10 Hours)**

SUGGESTED READINGS:

1. Arthur A., Thompson Jr. & Strickland, A.J.(2017).*Crafting and executing strategy*. New Delhi:McGraw Hill.
2. Johnson, G. & Scholes, K. (2017). *Exploring corporate strategies*. New Delhi.PHI.
3. Jauch, L.R. &Glueck, W. (2016). *Business Policy and Strategic Management*. New Delhi: McGraw Hill.
4. Kachru, U. (2017). *Strategic Management*. New Delhi: Excel books.
5. Pearce, J.A. & Robinson, R.B. (2017). *Strategic Management formulation implementation and control*. New Delhi: McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year	BBA-C602		Semester-VI		
	Financial Institutions and Markets				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the role and function of the financial system with reference to the macro economy.	PO.2, PO.3
CO.2	Analyze Financial Markets and evaluate the issues in the context of Indian Financial Institutions.	PO.1, PO.2, PO.3, PO.4, PO.5
CO.3	Apply the roles of financial intermediaries within financial markets.	PO.2, PO.3
CO.4	Understand internationalization of financial markets and their investment opportunities	PO.1, PO.2, PO.3

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	1	1	1	1	1
CO2	2	2	2	2	2	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.5	2	2	1.25	1.25	1	1	1

- Savings – Meaning – Need – Emergence – Investment – Meaning — Savings v/s Investment – Objectives of Investment – Role of Savings Financial System- Meaning – Structure – Functions –Development of Financial system in India – Financial system & Economic Development – Weakness of Indian Financial System. Meaning, importance and classification of financial instruments. Meaning, Functions and Role of Financial Institutions. Indian Financial Institutions. **(10 hours)**
- Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages between Economy and Financial Markets, Primary & Secondary market, Currency Market, Crypto Currency Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India, Cryptocurrency and Bitcoin. **(10 hours)**
- Introduction, stock exchange, stock exchanges in India, stock trading, products in the secondary, equity investment, debt investment, Commodity Investment, Derivatives – types, options, commodity derivatives and financial derivatives., Mutual Funds and type of Mutual funds in India, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE. **(10 Hours)**
- Money Market: Emerging Structure of Indian Money Market; Instruments of Money Market, Credit Rating in India, Market for Government/Debt Securities in India, Corporate debt market, foreign exchange market and commodity market in India, Startup funding from financial institutions in India: *Venture Capital* and *Private Equity* etc, Micro Finance institutions in India. **(10 hours)**

SUGGESTED READINGS:

1. Sharma, S.C. (2021). *Financial Markets, Institutions & services*. SBPD Publications.
2. Anthony, S. and Conett, M. M (2018). *Financial Markets and Institutions* (6th edition). McGraw Hill.
3. Khan, M Y. (2017). *Financial Services (5th ed.)*. New Delhi: McGraw Hill Higher Education.
4. Mishkin, F. S. & Eakins, S. (2017). *Financial Markets and Institutions* (8th edition). Pearson India

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year	BBA-C603		Semester-VI		
	Goods and Services Tax				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand and acquire in depth knowledge about various concepts related to Goods and services tax.	PO.1, PO.2, PO.7, PO.8
CO.2	Explain the importance of (GST) in the Indian and global economy and its contribution to the economic development.	PO.1, PO.2, PO.3, PO.5, PO.7, PO.8
CO.3	Outline the provisions concerned with payment of Tax, interest, IDS, TCS, Refund and returns and find probable solutions to problems in an ethical manner.	PO.1, PO.2, PO.4, PO.5, PO.7
CO.4	Apply the principles of taxations, objectives of taxes and its impact, shifting and incidence process of taxes in the market-oriented economy	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	2	2	2	2	2	2	1	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.5	1.5	1.75	1.25	1.75	1.75

- Introduction Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration. **(8 hours)**
- Levy and collection of GST Taxable event- “Supply” of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies. **(8 hours)**
- Input Tax Credit Eligible and Ineligible Input Tax Credit; Apportionments of Credit and Blocked Credits; Tax Credit in respect of Capital Goods; Recovery of Excess Tax Credit; Availability of Tax Credit in special circumstances; Transfer of Input Credit (Input Service Distribution); Payment of Taxes; Refund; Doctrine of unjust enrichment; TDS, TCS. Reverse Charge Mechanism, Job work. **(8 hours)**

- Procedures Tax Invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment: Self-Assessment, Summary and Scrutiny. **(8 hours)**
- Special Provisions Taxability of E-Commerce, Anti-Profitteering, Avoidance of dual control, E-way bills, zero-rated supply, Offences and Penalties, Appeals **(8 hours)**

SUGGESTED READINGS

1. The Central Goods and Services Tax, 2017
2. The Integrated Goods and Services Tax, 2017
3. The Union Territory Goods and Services Tax, 2017
4. The Goods and Services Tax (Compensation to States), 2017
5. The Constitution (One hundred and First Amendment) Act, 2016
6. Gupta, S.S., GST- *How to meet your obligations* (2022), Taxmann Publications.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year	BBA-O-605	Semester-VI
	MOOC Course	3 Credit



BBA III Year	BBA-S606		Semester-VI		
	Indian Ethos and Human Quality Development (HQD)				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand scopes of Indian heritage using ethics and morality in business development.	PO.1, PO4, PO8
CO.2	Familiarity with corporate social responsibility for corporate governance in India applying Indian moral value systems.	PO.1, PO.2, PO.3
CO.3	Understand Indian ethos for management of business model.	PO.2, PO.3
CO.4	Apply of Bhagwat Geeta as a lesson for maintaining good governance culture IN Indian Industries.	PO.3, PO.5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.5	1.5	2	1	1.25	1	1	1.25

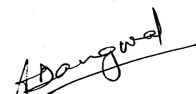
- Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations; Management lessons from Vedas, Mahabharata, Kautilya's Arthashastra, Ethics Vs Ethos, (8 Hours)
- Environment Protection Act 1986 and Ethical aspects related to use of Natural Resources. (8 Hours)
- Factors affecting the business ethics: Economics, Law, Environment, Technology, Finance, Human Resource, Consumers, Caste and Gender. (8Hours)
- Approaches: Consequentialist theories, Deontological theories, and Virtue ethics approach, Gandhian Approach in Management and Trusteeship; Social Values and Political Environment. (8Hours)
- Role of organizational culture in ethics and structure of ethics management, Ethical Leadership, Leadership decisions and ethical lessons, Consequences of Unethical Leadership, Leadership Incivility (8 Hours)

SUGGESTED READINGS:




1. Bhatta, S.K. (2006). *Business Ethics & Managerial Values*. New Delhi: Deep and Deep Publication Pvt. Ltd.
2. Dave, N. V. (2002). *Vedanta and Management*. New Delhi: Deep and Deep Publication Pvt. Ltd.
3. Pradip Sinha, Nitin Zaware, Vikas Barbate, Ajit Hite (2021). *Indian Ethos & Business Ethics*. Nirali Publications.
4. Simpson, Ace(2019). *Leadership Lessons from the Bhagavad Gita*. Sage Publications India.
5. Vasishth, N., & Rajput, N. (2020). *Business Ethics and Values*. New Delhi: Taxman Publications (P.) Ltd.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA IV Year	BBA-C701		Semester-VII		
	Management Science				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the basic concepts of management science and its application in decision making and business model building.	PO.1, PO.2, PO.3
CO.2	Familiarity with model basic concept of model building for solving business problems and its uses in daily life.	PO.1, PO.2, PO.3, PO.4
CO.3	To help students aware and learn inventory management skills knowledge and technique and its practical implication in business filed	PO.1, PO.2, PO.3, PO.8
CO.4	To make understand the decision model development skills and analysis for decision making skills in adverse situation of life.	PO.1, PO.2, PO.3

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	2	1	1	1	1
CO3	2	2	2	1	1	1	1	2
CO4	2	2	2	1	1	1	1	1
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	1.25	1	1	1	1.25

- Management Science: Basic Concepts and its role in decision making, Applications of Management Science in Business Organizations, Introduction to Linear Programming, Non-Linear Programming, Graphical and Simplex Method. **Case Study1:** Kiwanis Pancake Day– a service operations management. **(8Hours)**
- Assignment Models: Mathematical Formulation of Assignment Fundamental theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem. **(8Hours)**
- Mathematical Formulation, Metric form Transportation Problem, Feasible Solution, Basic Feasible Solution and Optimum Solution, Moving towards Optimum Solution. Solution by N.W. Corner Rule, Least Cost Method & Vogel's Approximation Method. **Case Study2:** BharatTobacco: vendors election and vendor rating. **(8Hours)**
- Simulation: Definition, Types, Uses, Limitations & Phases of Simulation, Even Type, Monte Carlo Simulation, Application of Simulation, Decision Theory: Types, Components of

Decision Making, Decision Models, Decision Making under Uncertainty, Decision Tree Analysis. **Case Study3:** Customer asset management at DHL in Asia. (8Hours)

- Queuing Theory: Waiting Line Models, Inventory Management, Job Sequencing, Project Management by PERT and CPM. Game theory: Characteristic of Game Theory, Minimax Criterion & Optimal Strategy. Theoretical Introduction to Gamification. (8Hours)

SUGGESTED READINGS:

1. Barry, Render, Ralph, M. & Michael, E., Hanna (2016). *Quantitative analysis for Management* (12th edi). Pearson's India
2. Budnik, Frank, S., Dennis, Mcleavey & Richard, Mojena (2018). *Principles of Operations Research*. New
3. Jain. K.C. Panddey, M. & Srivastwa, N. (2019). *Quantitative Technique for Management*. New age international publication
4. Sharma, J. K. (2017). *Operations Research. Theories and Applications*. New Delhi: Macmillian India Ltd.
5. Taha, H. A. (2018). *Operation Research. An Introduction*. NY: Mc.Millan.
6. Vohra, N. D. (2017). *Quantitative Management*. New Delhi: Tata McGraw Hill.
7. **Case Study1:** Kiwanis Pancake Day – a service operations management
8. **Case Study2:** Bharat Tobacco: vendor selection and vendor rating.
9. **Case Study3:** Customer asset management at DHL in Asia

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA IV Year	BBA-R702		Semester-VII		
	Research Methodology				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To develop understanding on various kinds of research, research process and research designs.	PO.1, PO.2, PO.3.
CO.2	To understand the theories and assertions of sampling methods.	PO.1, PO.2, PO.3
CO.3	To apply the concepts of various qualitative and quantitative research techniques.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.4	To formulate tools for data collection, data analysis and interpretation of results.	PO.4, PO.5, PO.6, PO.7, PO.8
CO.5	To validate the various univariate, bivariate and multivariate techniques through mathematical understanding.	PO.4, PO.5, PO.6, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	2	2	2	1	1	1	2	2
CO4	1	1	1	2	2	2	2	2
CO5	1	1	1	2	2	2	2	2
CO6	-	-	-	-	-	-	-	-
Average	1.6	1.6	1.6	1.4	1.4	1.4	1.6	1.6


- Research in Management: Definitions, Meaning, Scope and Objectives of Research, Different Approaches to Research – Scientific Methods and Nonscientific Methods; Types of Business Research; the Research Process; Ethics in Business Research. **(4 Hours)**
- Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation). **(8Hours)**
- The Sampling Design Process; Types of Sample Design – Probability and Nonprobability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques. **CaseStudy1:** Attitudes Towards Technology and Lifestyle. **(8Hours)**
- Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through Observations, Semi. Structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data Editing, Coding, Classification and Tabulation. **Case Study 2:** Telephonic Survey in South India **(10 Hours)**

- Basic Data Analysis – Overview of Univariate, Bivariate and Multivariate analysis, Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis, Importance of the Report & Presentation; Business Report Format; Report Writing. **(10 Hours)**

SUGGESTED READINGS:

1. Pamela, Schindler (2021). *Business Research Methods*. McGraw Hill, New Delhi.
2. Malhotra, N.K. (2020). *Marketing Research*. Pearson Education, New Delhi
3. Cooper Donald (2019). *Business Research Methods* 9/e. McGraw Hill, New Delhi.
4. Saunders, Lewis & Thornhill (2018). *Research Methods for Business Students*. Pearson Education.
5. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A. & Griffin, M. (2017). *Business Research Methods: A South-Asian Perspective*. Cengage Learning India Pvt. Ltd, New Delhi.
6. CaseStudy1: Attitudes Towards Technology and Lifestyle.
7. CaseStudy2: Telephonic Survey in South India

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA IV Year	BBA-C703		Semester-VII		
	Risk Management and Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the principles and regulations of risk management and insurance.	PO.1, PO.2, PO.3, PO.4 PO.7, PO.8
CO.2	Identification and analysis of risk involved in investment in various assets.	PO.1, PO.2, PO.3, PO.5, PO.7, PO.8
CO.3	Integrate the methods of risk management through risk control and risk financing techniques.	PO.1, PO.2, PO.4, PO.5, PO.7
CO.4	Develop critical thinking in understanding Insurance, the principles of Insurance, history, reforms and structure of Insurance organizations.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.8
CO.5	Acquire in-depth knowledge of Legal framework of business in India and taxation aspects of Insurance.	PO.1, PO.2, PO.4, PO.5,

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	2	2	2	2	2	2	1	2
CO5	2	2	1	2	2	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.6	1.8	1.8	1.2	1.6	1.6

- Risk Management and Insurance: Risk vs. Uncertainty, Types of Risks, Methods of Handling ,Risk Management Process, Mathematical Basis of Insurance, Theory of Probability and Law of Large numbers. **Case Study1:** Consecro SeniorHealthInsurance: AStrategicProblemofReputationandRegulation **(8Hours)**
- Concept of Insurance: Definition, Functions, Cost and Benefits of Insurance, Nature of Insurance Contracts, Classification of Insurance Business, Life and Non-Life Insurance, Alternative Classification of insurance, Role of Insurance in Economic Development. **(8 Hours)**
- Principles of Insurance: Utmost Good Faith, Insurable Interest, Indemnity, Subrogation, Contribution, Proximate Cause and Arbitration. **Case Study2:** Insurance Company", Darden Business Publishing Cases **(8 Hours)**
- Legal framework of Insurance Business in India: The Insurance Act 1938, The Insurance Regulatory Development Authority Act 1999, The Indian Contract Act 1872, Tariff Advisory Committee. **(8 Hours)**





- Insurance Industry: History of Insurance Industry, Global Picture of Insurance, Industry in India, Insurance Sector Reforms, Insurance Players in India, Life Insurance in India, Non-Life Insurance in India, Types and Organizational Structure of Insurance Organizations, Insurance Intermediaries and Bancassurance, Reinsurance. **(8 Hours)**

SUGGESTED READINGS:

1. Harrington, S. E & Niehaus, G. E. (2017), *Risk Management & Insurance*, McGraw Hill, New Delhi.
2. Rejda, G. E. (2021). *Principles of Risk Management & Insurance*. Pearson Education, New Delhi.
3. Skipper, H.D & Kwon, W.J. (2010), *Risk Management & Insurance Perspective in a Global Economy*, Blackwell Publishing Wiley India Edition., New Delhi.
4. Trieschmann, J. & Gustauson, S. G. (2010), *Risk Management & Insurance*, South Western, USA.
5. Vaughan, E.J & Vaughan, T.M. (2013), *Essentials of Risk Management & Insurance*, Wiley, USA
6. **Case Study 1:** Nicola Persico, C. James Prieur, "Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation", Kellogg School of Management Cases, (2017), <https://doi.org/10.1108/case.kellogg.2016.000076>
7. **Case Study 2:** Mark E. Haskins, Kristy Lilly, Liz Smith, "Gibson Insurance Company", Darden Business Publishing Cases, (2017), <https://doi.org/10.1108/case.darden.2016.000134>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA IV Year	BBA-R705		Semester-VII		
	Statistical Software Package (s)				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the basic computer terminology	PO.1, PO.2
CO.2	To understand the elementary roles data input methods.	PO.1
CO.3	To make the use of the applications and locate and use sufficient and appropriate resources to learn how to apply computer application software features specially using the software's help facility and online tutorials and reference.	PO.6, PO.7, PO.8
CO.4	To effectively utilize software tools to perform basic arithmetic, statistical, and financial functions.	PO.1, PO.2, PO.5, PO.6, PO.7
CO.5	To demonstrate competence with a wide variety of software tools.	PO.3, PO.4, PO.5, PO.6.

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	3	1	1	1	1	1	1	1
CO3	1	1	1	1	1	2	2	2
CO4	2	2	1	1	2	2	2	1
CO5	1	1	2	2	2	2	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.8	1.4	1.2	1.2	1.4	1.6	1.4	1.2

- Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables
- Running Statistical Procedures – Data entry and interpretation of the output Descriptive Statistics
- T-tests,
- Chi Square test,
- One way ANOVA,
- Correlation,
- Linear regression including multiple regressions,
- Cluster analysis,
- Discriminant Analysis,




- Factor analysis/Principal Components Analysis

SUGGESTED READINGS:

1. J.P. Verma (2015). *Data Analysis in Management with SPSS Software*, Springer.
2. Py Cheng(2015). *How to Find Inter-Groups Differences Using SPSS/Excel/Web Tools in Common Experimental Designs*.Xlibris.
3. Martin Lee Abbott (2018). *Understanding Educational Statistics Using Microsoft Excel and SPSS*. Wiley.
4. Julie Pallant (2020). *SPSS Survival Manual: A Step-by-Step Guide to Data Analysis using IBM SPSS*. Open University Press.
5. Field, Andy (2019). *Discovering Statistics using IBM SPSS Statistics*. SAGE Publications India Pvt Ltd

NOTE1: Objective of the course is to familiarize students with a statistical package for data analysis related to the Statistics and Market Research papers and which will also help in the Research Project. Any user-friendly statistical package depending on resources available at each institution can be used. For example, SPSS, PSPP (open source)/ or any other equivalent. Some of the statistical analysis functions are also available in add in tools in Excel.

NOTE2: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.




Semester VIII

BBA D 801 Research Project

Credits 24

	Course Outcomes:	Mapped Program Outcomes
CO.1	Acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.	PO.1
CO.2	Get actual supervised professional experiences.	PO.1, PO.2, PO.3,
CO.3	Get insight into the working of the real organizations	PO.3, PO.4
CO.4	Develop perspective about business organizations in their totality.	PO.3
CO.5	Explore career opportunities in their areas of interest.	PO.5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	2	2	1	1	1	1
CO4	1	1	3	1	1	1	1	1
CO5	1	1	1	1	3	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.6	1.2	1.8	1.2	1.4	1	1	1

DISCIPLINE SPECIFIC ELECTIVE COURSE

DSE - I (Finance)

BBA III/IV Year	BBA-E111		Semester-V/VI/VII/VIII		
	International Finance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes	Mapped Program Outcomes
CO.1	To explain conceptually the organization of foreign exchange markets.	PO.1, PO.2, PO.3, PO.4, PO.7, PO.8
CO.2	To apply simple models of current account dynamics and exchange rates determination.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.3	To analyze the causes of historical exchange rate movements with reference to the models covered in class.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.4	To apply the models covered in class to analyse a range of current issues in international finance	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	1	1	2	2
CO2	2	2	2	2	2	1	2	2
CO3	2	2	2	2	2	1	2	2
CO4	2	2	2	2	2	1	2	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	2	1.75	1	2	2

- Introduction: concept of International trade, types of international trade, International Finance and differences among them. Theories of International trade, Balance of payments (of India) Characteristics of international Foreign Markets. **(10 Hours)**
- Foreign Exchange Management: Forex market – Wholesale and Domestic market, Market makers-, Market segments Quotations direct, indirect and cross Rates; various kinds of transactions and their settlement dates, Arbitrage- two point arbitrage, triangular arbitrage, Forward Rates and Future Spot Rates; Early delivery, extension or cancellation of Forward contracts, power parity and Interest rate parity. **(10 Hours)**
- Foreign Exchange Exposures and Risk: Foreign Exchange exposure, foreign risk, types of exposure, Operating Exposure, Product and market strategy, translation or

accounting Exposure, Translation Methods: Current/noncurrent methods, monetary/nonmonetary methods, temporal method, Transaction Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Transfer Pricing and Tax Evasion, Issue of GDR, ADR Euro bonds and foreign bonds, The Hedge ratio: types of Hedging. **(10 Hours)**

- Foreign Investment: Foreign Direct investment, Foreign investment in India, Indian depository receipts, Foreign investment by Indian Companies International Portfolio Theory- The Markowitz Portfolio Model, The Capital Asset Pricing Model, International Portfolio Diversification, International Bond Investing, International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post- expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management. **(10 Hours)**

SUGGESTED READINGS:

1. Viz, M. (2021). *International Financial Management*: McGraw Hill.
2. Siddaiah, T. (2021). *International Financial Management: An Analytical Framework*: Pearson.
3. Khan, M Y. (2019). *Financial Services*. New Delhi: McGraw Hill.
4. Steil. B. (2018). *International Finance*: Willey.
5. Agrawal, A., Joshi, M., Ansari, N., Tyagi, S. and Agrawal, V. (2018). *Case Study In Management: The Indian Context*. Delhi: Misha Books.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time



BBA III/IV Year	BBA-E112		Semester-V/VI/VII/VIII		
	Investment Banking and Financial Services				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes	Mapped Program Outcomes
CO.1	To understand the different aspects of Investment banking, mergers and Acquisition	PO.1, PO.2, PO.4, PO.7, PO.8
CO.2	To explain about SEBI guidelines on issue management	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.3	To analyze operational, business, financial and traditional risk.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.4	To plan funding options for new ventures in India according to business strategies.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	2	2
CO2	2	2	2	2	2	1	2	2
CO3	2	2	2	2	2	1	2	2
CO4	2	2	2	2	2	1	2	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.75	2	1.75	1	2	2

- Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment /Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and Responsibilities of Lead Managers, Regulations regarding Continuance of association of lead Manager with an issue. **(10 Hours)**
- Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements. **(10 Hours)**
- Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Instalment, difference between Hire Purchase & Leasing, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate. **(10 Hours)**




- Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, international credit rating practices. Securitization: concept, securitization as a funding mechanism. **(10 Hours)**

SUGGESTED READINGS:

1. Khan, M Y. (2019). *Financial Services*. New Delhi: McGraw Hill.
2. Giri. S.P. (2017). *Investment Banking: Concepts, Analyses and Cases*: McGraw Hill.
3. Rosenbaum (2013). *Investment Banking: Valuation, Leveraged Buyouts, And Mergers & Acquisitions*: Wiley.
4. Gurusamy, S (2013). *Merchant Banking and Financial Services*: McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E113		Semester-V/VI/VII/VIII		
	Investment Analysis and Portfolio Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To develop a basic understanding of the investments field and investment environment	PO.1, PO.2, PO.3, PO.7
CO.2	To analyze, value and forecast the securities performance using various models	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7
CO.3	To apply cost-effectiveness analysis in situations where project benefits are not measurable.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7
CO.4	To apply knowledge gained to perform analysis of various securities	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8
CO.5	To construct optimal portfolios and evaluate them using investment models and theories.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	1
CO3	2	2	2	2	2	1	2	1
CO4	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	1.8	1.8	1.4	2	1.4

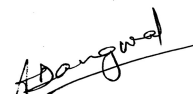
- Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis. **(10 Hours)**
- Risk and Return Analysis, Fundamental analysis: EIC (Economy Analysis, Industry Analysis and Company Analysis) Framework, stages of business life cycle, Porter's five forces model, SWOT analysis, Economic Moat in evaluating stocks. Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line. **(10 Hours)**
- EMH (Efficient Market Hypothesis) and its implications for investment decision, CAPM (Capital Asset Pricing Model), Valuation of Equity Discounted Cash-flow techniques, Relative Valuation of Stocks, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates. **(10 Hours)**
- Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry **(10 Hours)**




SUGGESTED READINGS:

1. Peek, E (2022). *Business Analysis and Valuation:IFRS*:Cengage Learning EMEA.
2. Chandra, P. (2021), *Investment Analysis and Portfolio Management*: Mc Graw Hill.
3. Jordan (2020), *Fundamentals of Investments: Valuation and Management*: Mc Graw Hill.
4. Chandra.P(2020), *Corporate Valuation*: Mc Graw Hill.
5. Frank K. Reilly, Keith C. Brown, Sanford J. Leeds (2019), *Investment Analysis & Portfolio Management*: Cengage Learning Asia Pte Ltd.
6. Fischer (2016), *Security Analysis and Portfolio Management*: Pearson. Peek, E (2022). *Business Analysis and Valuation:IFRS*:Cengage Learning EMEA.
7. Damodaran, A. (2012). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance*: Wiley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E114		Semester-V/VI/VII/VIII		
	Project Appraisal				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project.	PO.1, PO.2
CO.2	Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives.	PO.1 PO.2
CO.3	This course intends to equip students to apply appraisal techniques for evaluating live projects.	PO.3
CO.4	Understanding and applying investment appraisals	PO.1 PO.3
CO.5	Understanding and assessing project risks.	PO.1 PO.3

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	3	1	1	1	1	1
CO4	2	2	1	1	1	1	1	1
CO5	2	2	2	1	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.8	1.8	1.6	1	1	1	1	1

- Appraisal: an introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principals of Project Analysis Entrepreneurship – concept, Theory and perspective. **(10 Hours)**
- Market Analysis: Market analysis of a project, need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, forecasting techniques technical appraisal of a project, Business and Technology Acquisition and management of technology. **(10 Hours)**
- Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans **(10 Hours)**




- Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis (10 Hours)

SUGGESTED READINGS:

1. Greg Horine (2022). *Project Management Absolute Beginner's Guide*. Pearson.
2. David, I. Cleland. (1999). *Project management*. USA: McGraw Hill International Edition,
3. Dennis lock.(2001). *The essentials of project management*. USA: Grower.
4. Gray,C., &Larson,E.(2010).*ProjectManagement*. New Delhi: McGraw Hill.
5. Gopalakrishnan.(1993). *Project management*. New Delhi: McMillian.
6. Harry,N. (1987).*Project Management*.NewDelhi:Pearson Publication.
7. Prasanna, C. (2008).*ProjectManagement*.NewDelhi:McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E115		Semester-V/VI/VII/VIII		
	Business Analysis and Valuation				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the various methods of Equity and Firm valuations both in certain and risky conditions.	PO.1, PO.2, PO.3, PO.7
CO.2	To understand financial statements to be able to forecast the future performance of a firm.	PO.1, PO.2, PO.3, PO.7
CO.3	To discuss the use of discounted cash flow valuations including practical problems and solutions.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8
CO.4	To analyse a firm's business strategy and financial performance using real-world data.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8
CO.5	To apply relative valuation techniques to value companies, to extract 'priced in' performance and to communicate valuation information	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8
CO.6	To create a written analysis and valuation of a Indian listed company, which incorporates and synthesizes the strategic, accounting and financing techniques	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	1	1	1	2	1
CO3	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2
CO6	2	2	2	2	2	2	2	2
Average	2	2	2	1.7	1.7	1.7	2	1.7

- Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company. **(10 Hour)**
- Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models- Dividend discount models. **(10 Hours)**
- Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates- cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life. **(10 Hours)**

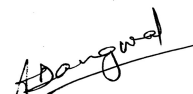



- Firm Valuation Models: Cost of capital approach adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. (10 Hours)

SUGGESTED READINGS:

1. Peek, E (2022). *Business Analysis and Valuation:IFRS*:Cengage Learning EMEA.
2. Jordan (2020), *Fundamentals of Investments: Valuation and Management*: Mc Graw Hill.
3. Chandra.P(2020), *Corporate Valuation*: Mc Graw Hill.
4. Damodaran, A. (2012). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance*: Wiley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E116		Semester-V/VI/VII/VIII		
	Financial Modelling and Derivatives				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the basics of the derivatives instruments operating in the stock market along with their trading mechanism and regulations.	PO.1, PO.2, PO.3, PO.7
CO.2	To predict the price movement in the stock market and to provide commitments to prices for future dates to give protection against adverse movements in future prices.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.3	To develop various pricing models of stock prices, trading, hedging of options and management of derivative exposure.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.4	To explore practical knowledge and skill in modelling financial statements like Income Statement, Cash flow, Statement of Financial Position.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.5	To create a background into the principles and application of valuation using discounted cash flow method with Microsoft Excel.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	2	2	2	2	2	1	2	2
CO4	2	2	2	2	2	1	2	2
CO5	2	2	2	2	2	1	2	2
CO6	-	-	-	-	-	-	-	-
Average	2	1.7	1.7	1.5	1.5	0.8	1.7	1.5

- Introduction to valuation, Valuation methods: Comparable Company Analysis, Precedent Transactions Analysis, Discounted Cash Flow (DCF) analysis, Weighted Average Cost of Capital (WACC), Concluding valuation. **(10 Hours)**
- Introduction to financial modeling, Modeling and projecting the financial statements: Projecting the income statement, Projecting the balance sheet, Projecting the cash flow statement, Creating the debt and interest schedule, Analyzing and concluding the model, Using the financial model on excel to create a Discounted Cash Flow (DCF) Analysis of Indian Listed Company. **(10 Hours)**
- Financial Derivatives: Introduction, various underlying and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation. **(10 Hours)**
- Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency




swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. (10 Hours)

SUGGESTED READINGS:

1. Peek, E (2022). *Business Analysis and Valuation: IFRS*: Cengage Learning EMEA.
2. Jordan (2020), *Fundamentals of Investments: Valuation and Management*: Mc Graw Hill.
3. Chandra.P, (2020), *Corporate Valuation*: Mc Graw Hill.
4. Oluwa.S,(2019), *Hands-On Financial Modeling with Microsoft Excel*: Packt Publishing.
5. Hull.C (2018), *Options, Futures and Other Derivatives*: Pearson.
6. Donald.M.L.(2014). *Derivatives Market*: Pearson.
7. Damodaran, A. (2012). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance*: Wiley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E117		Semester-V/VI/VII/VIII		
	Strategic Corporate Finance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To facilitate understanding of corporate merger and acquisition activity.	PO.1, PO.2, PO.3, PO.7
CO.2	To understand the principal role of finance in an organization and the implication of overarching strategic application of its efficient use on the bottom line of the organization	PO.1, PO.2, PO.3, PO.7
CO.3	To facilitate the understanding on the impact of risk and cost of capital on investment appraisal besides their cumulative impact on the value of a capital project	PO.1, PO.2, PO.3, PO.7
CO.4	To explore the motives and objectives of LBO and MBO.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.5	To assess Quickly assess which valuation methodologies which are applicable based on the type of company being valued and the relevant circumstances.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	1	1	1	2	1
CO3	2	2	2	1	1	1	2	1
CO4	2	2	2	2	2	1	2	2
CO5	2	2	2	2	2	1	2	2
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	1.4	1.4	1	2	1.4

- Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting. **(10 Hours)**
- Management Buyouts: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins. **(10 Hours)**




- Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. **(10 Hours)**
- Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity. **(10 Hours)**

SUGGESTED READINGS:

1. Peek, E (2022). *Business Analysis and Valuation: IFRS*: Cengage Learning EMEA.
2. Jordan (2020), *Fundamentals of Investments: Valuation and Management*: Mc Graw Hill.
3. Chandra.P, (2020), *Corporate Valuation*: Mc Graw Hill.
4. Berk ,J, DeMarzo. P. (2019), *Corporate Finance*: Pearson
5. Damodaran, A. (2012). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance*: Wiley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.




BBA III/IV Year	BBA-E118		Semester-V/VI/VII/VIII		
	Consumer Behaviour				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To remember and recall the fundamentals of consumer behaviour.	PO1, PO2
CO.2	To analyse personal and environmental factors that influence consumer decisions	PO1, PO2, PO4, PO6
CO.3	To understand and analyse Consumer Needs & Motivation concept and theories.	PO1, PO2, PO4, PO7
CO.4	To understand and analyse how Group Dynamics & consumer reference groups works.	PO1, PO2, PO4, PO6, PO7
CO.5	To understand, remember the concept of Diffusion of Innovation, and to analyse important models under it	PO1, PO2

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	2	1	2	1	1
CO3	2	2	1	2	1	1	2	1
CO4	2	2	1	2	1	2	2	1
CO5	2	2	1	1	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1	1.6	1	1.4	1.4	1

- Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile. (10 hours)
- Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality-Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation. Learning & Consumer Involvement: Importance of

learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory. **(10 hours)**

- Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behaviour: Consumer socialization process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication. **(10 hours)**
- Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post purchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values. **(10 hours)**

SUGGESTED READINGS:

1. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (1995). *Consumer Behaviour*. USA: Cengage Learning.
2. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). *Consumer Behaviour – Building Marketing Strategy*. New Delhi: Tata McGraw Hill.
3. Kotler, P. & Keller, K. L. (2015). *Marketing Management* (15 Ed.). New York: Pearson.
4. Schiffman, L. and Wisenbilit, J.L. (2019). *Consumer Behaviour*. New Delhi: Prentice Hall Publication.
5. Schiffman, L. G, Wisenblit, S. and Kumar, S.R. (2018). *Consumer Behavior*. New Delhi: Pearson.
6. Solomon, M.R. (2005). *Consumer Behaviour – Buying, Having, and Being*. New Delhi: Pearson Prentice Hall.
7. Solomon, M.R. and Panda, T.P. (2020) *Consumer Behavior, 13/e*. New Delhi: Pearson.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E119		Semester-V/VI/VII/VIII		
	Personal Selling and Sales Force Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To remember and recall the basic concepts of personal Selling and sales force management.	PO1, PO2
CO.2	To remember, recall and apply the theories in personal selling and selling process.	PO1, PO2, PO4
CO.3	To understand and apply different sales tools and techniques	PO1, PO2, PO4, PO7
CO.4	To remember and recall the basic concepts of sales force management.	PO1, PO2, PO4
CO.5	To understand the basic of post sales, follow up.	PO1 PO2 AND PO7

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	2	1	1	1	1
CO3	2	2	1	2	1	1	2	1
CO4	2	2	1	2	1	1	1	1
CO5	2	2	1	1	1	1	2	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1	1.6	1	1	1.4	1

- Introduction to Personal Selling; functions of a salesperson, qualities of an effective Salesperson; Personal Selling situations. **(8 Hours)**
- Theories of Selling: AIDAS, Right Set of circumstances, buying formula theory. **(8 Hours)**
- The Selling Process: Pre approach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods. **(8 Hours)**
- Sales demonstration –planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for




handling objections, Closings sale – trial close, closing techniques, Post sales follow up.

(8 Hours)

- Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverage: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories. **(8 Hours)**

SUGGESTED READINGS:

1. Allard. (1991). *How to improve your Sales Performance*. New Delhi: UPSPD.
2. Allen, P. (1998). *Sales & Sales Management*. London: MacDonald & Evans Ltd.
3. Still, Cundiff & Govani. (2017). *Sales Management. Decisions, Strategies & Cases*. New Delhi PHI.
4. Ramachandran. (2010). *Field Sales Management*, New Delhi: Allied Publications.
5. Thomas R. W. (1997). *Sales Management*, New York: Holt Rinehart & Winston.
6. Lytle, C. (2011). *The Accidental Sales Manager: How to Take Control and Lead Your Sales Team to Record Profits*. John Wiley & Sons, (1st ed.).
7. Foxall, G.R. (2015). *The Routledge Companion to Consumer Behaviour*. New Delhi: UK: Routledge.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E120		Semester-V/VI/VII/VIII		
	Advertising and Brand Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand and recall the basics of advertisement and brand management.	PO1, PO2
CO.2	To understand and remember important marketing communication models.	PO1, PO2
CO.3	To understand and recall the concept of brand management	PO1, PO2
CO.4	To analyze the concept of branding architecture	PO1, PO2, PO3, PO4, PO7
CO.5	To evaluate the current advertisement and branding decisions.	PO1, PO2, PO3, PO4, PO7

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	2	2	1	1	1	1	1	1
CO4	2	2	2	2	1	1	2	1
CO5	2	2	2	2	1	1	2	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.4	1.4	1	1	1.4	1

- Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy. **(8 hours)**
- How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies; Associating feelings with a brand; Developing brand personality; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style-brand image, execution USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement.

(10 hours)

- Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge, Brand Identity. **(8 hours)**
- Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios. **(8 hours)**
- Corporate Branding and Tools for Building Brand Equity, Leveraging Brand Equity, Measurement of Brand Equity. **(6 hours)**

SUGGESTED READINGS:

1. Aaker, D. (2009). *Brand Leadership*. London: The free press.
2. Batra, A.(2011). *Advertising Management*. New Delhi: Prentice Hall of India.
3. Sarin, S. (2015). *Strategic Brand Management for B2B Markets: A Road Map for Organizational Transformation*. New Delhi: Sage.
4. Eod&Newman.(1996). *Advertising Management*. Bombay: Taxporawala.
5. Keller, K.L. (2020). *Strategic Brand Management*. Pearson, new delhi.
6. Kumar, S.R. and Krishnamurthy,A.(2020). *Advertising, Brands and Consumer Behaviour: The Indian Context*. New Delhi: Sage.
7. S.A.Chunawala and K.C. Sethia. (2015). *Advertising Theory & Practices*. New Delhi: HPH.
8. Sengupta. S. (2005). *Brand Positioning: Strategies for Competitive advantages*. New Delhi: TMH.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E121		Semester-V/VI/VII/VIII		
	Retail Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the basics of retailing.	PO1 PO2
CO.2	To understand and evaluate the principles of Retail Marketing	PO1, PO2, PO4
CO.3	To understand and evaluate the contemporary issues in retail management	PO1, PO2
CO.4	To understand the fundamentalsof Merchandise Pricing	PO1, PO2, PO4
CO.5	To understand and evaluate the Retail Operation decisions.	PO1, PO2

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	2	1	1	1	1
CO3	2	2	1	1	1	1	1	1
CO4	2	2	2	2	1	1	1	1
CO5	2	2	2	1	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.4	1.4	1	1	1	1

- Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry. **(8 Hours)**
- Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non-traditional selling. Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management. **(8 Hours)**
- Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing. Retail Merchandising: Buying function, Mark-ups & Markdown in merchandise management, shrinkage in Retail merchandise management. **(8 hours)**
- Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing. **(8 hours)**
- Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management,

Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security. **(8 hours)**

SUGGESTED READINGS:

1. Berman & Evarv. (2017) *Retail Management*. New Delhi: Perntice Hall.
2. Bajaj, T. & Srivastava. (2017) *Retail Management*. New Delhi: Oxford University Publications.
3. Cullen & Newman. (2015) *Retailing – Environment & Operations*. New Delhi: Cengage Learning.
4. Mathur, U.C. (2019). *Retail Management: Text and Cases*: New Delhi: Wiley.
5. Pradhan, S. (2020). *Retailing Management: Text and Cases*. New Delh: TMH.
6. Singh, H. (2004). *Retail Management*. Meerut: S. Chand Publication.
7. Vedamani, G.G. (2014) *Retail Management: Functional principles & practices*. New Delhi: Jaico Publishing House.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E122		Semester-V/VI/VII/VIII		
	Distribution and Supply Chain Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Gain the conceptual knowledge about the elements of logistics.	PO.1
CO.2	Learn to deal with issues and situations associated with logistics and supply chain management.	PO.1, PO.2
CO.3	Demonstrate the ability to identify and critically examine the distribution and supply chain issues.	PO.2, PO.3, PO.4
CO.4	Explain how progressing technology plays an important role in effective logistics of retail industry.	PO.2, PO.4
CO.5	Gain the conceptual knowledge about the elements of logistics.	PO.1

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	2	2	2	1	1	1	1
CO4	1	2	1	2	1	1	1	1
CO5	3	1	1	1	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	1.6	1.2	1.4	1	1	1	1

- The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment. **(10 hours)**
- Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics. Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, achieving strategic fit. **(10 hours)**
- Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment. **(10 hours)**
- Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management. **(10 hours)**

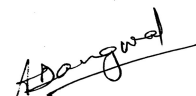
SUGGESTED READINGS:

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.




2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and
6. Logistics: Text and Cases. New York: John Wiley & Sons.
7. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
8. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
9. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi, Macmillan
10. Shah, J. (2009). Supply Chain Management: Text and Cases. New Delhi: Pearson Education.
11. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E123		Semester-V/VI/VII/VIII		
	Marketing of Services				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand and remember the fundamentals of marketing of services, The emergence of service economy.	PO1, PO2
CO.2	To understand and remember and analyze service system positioning	PO1 PO2
CO.3	Analyse customer requirement, measure service quality and design and deliver better service.	PO1, PO2, PO3, PO4
CO.4	Understand and analyze different Issues in CRM	PO1, PO2, PO3, PO4, PO7
CO.5	To understand, analyze and evaluate marketing mix decisions.	PO1, PO2, PO4, PO5, PO7

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	2	2	2	2	1	1	1	1
CO4	2	2	2	2	1	1	2	1
CO5	2	2	1	2	2	1	2	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.4	1.6	1.2	1	1.4	1

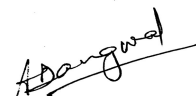
- The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges. **(8 Hours)**
- Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis. **(8 Hours)**
- Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process. **(8 hours)**
- Relationship Marketing and Customer Loyalty, Issues in CRM, Concept of Loyalty, creating customer loyalty **(8 hours)**
- Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building; relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc. **(8 hours)**




SUGGESTED READINGS:

1. Fisk, R. P., Grove, S. J., & John, J. (2013). *Interactive Services Marketing*. New York: Houghton Mifflin.
2. Glynn, W. J., & Barnes, J. G. (2006). *Understanding Services Management - Integrating Marketing, Organizational Behaviour, Operations and Human Resources Management*. Prentice Hall.
3. Gronroos, C. (2007). *Service Management and Marketing - A customer relationship management approach*. New York: John Wiley.
4. Hoffman, K. D., & John, E. G. B. (2006). *Marketing of services: Concepts strategies and cases*. Thomson- Southwestern.
5. Shanker, R. (2002). *Services Marketing: The Indian perspective*. New Delhi: Excel Books.
6. Peelen, Ed., Beltman, Rob, (2013). *Customer Relationship Management*. London: Pearson Education.
7. Berman & Evarv. (2017) *Retail Management*, Prentice Hall.
8. Valarie A. Z, Mary Jo B., Dwanye D. (2018). *Services Marketing - Integrating Customer Focus Across the Firm*

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E124		Semester-V/VI/VII/VIII		
	International Marketing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Analyse environmental variables that influence international marketing.	PO.1 PO.2 PO.3 PO.4 PO.5
CO.2	Describe strategies and tactics that can lead to successful international marketing given those environmental constraints.	PO.1 PO.2
CO.3	Discuss more typical management decisions and problems faced, highlighting those peculiar to the international arena.	PO.1 PO.2 PO.3 PO.4 PO.5
CO.4	Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations.	PO.1, PO.2 PO.3 PO.4 PO.7
CO.5	Understand the documentation required for international marketing affairs.	PO.1 PO.2

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	2	2	2	2	2	1	1	1
CO4	2	2	2	2	1	1	2	1
CO5	2	2	1	1	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.6	1.6	1.4	1	1.2	1

- Framework of international marketing. Intra firm & environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, international marketing, Definition & concept. **(10 Hours)**
- Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licensing regulations & Procedures. **(10 Hours)**
- International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad overview, merchandising, Trade fairs/exhibition, Institutional infrastructure for export in India, Export Assistance. **(10 Hours)**
- Introduction to Export documentation and procedures, framework, pre shipment & post shipment documents, Role of ITPO in export promotion, quality control & pre




shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.

(10 Hours)

SUGGESTED READINGS:

1. Cateora, P. &Graham. (2020). *International Marketing, 18th Edition*. McGraw Hill
2. Keegan, W.J. (2000). *Multinational Marketing Management*. New Delhi: Prentice Hall.
3. Muhlbache, H. (2006). *International Marketing-A Global Perspective*. USA: Cengage Learning
4. Saraswati, B. (2018) *The Globalisation of Indian business- Cross- Border Mergers and Acquisitions in Indian Manufacturing*. Routledge,Taylor and Francis Group.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.




DSE-III (HUMAN RESOURCE)

BBA III/IV Year	BBA-E125		Semester-V/VI/VII/VIII		
	HRD System and Strategies				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Students will be able to frame HRD programs and evaluate it.	PO1, PO4, PO5
CO.2	It will make understand the concept of HRD Matrix and HRD interventions.	PO3, PO6
CO.3	Sensitizing students towards developing employees for achieving personal and organizational goals.	PO3, PO5, PO7
CO.4	It will give a holistic perspective of the organization keeping human in the centre.	PO5, PO6, PO8
CO.5	It empowers students to hone skills to address the realities of organizations while developing context specific strategies for human resource development.	PO1, PO2, PO5, PO8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	2	1	1	1
CO2	1	1	2	1	1	2	1	1
CO3	1	1	2	1	2	1	2	1
CO4	1	1	1	1	2	2	1	2
CO5	2	2	1	1	2	1	1	2
CO6	-	-	-	-	-	-	-	-
Average	1.4	1.2	1.4	1.2	1.8	1.4	1.2	1.4

- Human Resource Development (HRD): Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals. **(8 Hours)**
- HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs. HRD Interventions: Integrated Human Resource Development Systems, HRD and diversity management; HRD Climate; HRD Audit. **(12 Hours)**
- HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, **(8 Hours)**
- Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD. **(12 Hours)**

SUGGESTED READINGS:

1. Mehta.M.C. (2020). *Human Resource Development*: Bharti Publications; First Edition.
2. Jon M. Werner (2016). *Human Resource Development*: Cengage Learning India Private Limited; Sixth edition.
3. Haldar, U. K. (2009). *Human resource development*. India: Oxford University Press.
4. Lynton, R. P. & Pareek, U. (2000). *Training for Organizational Transformation*: Sage publications Pvt Ltd..
5. Mankin, D. (2011). *Human resource development*. India: Oxford University Press.
6. Rao, T.V. and Udai, P. (1997). *Designing and Managing Human Resource Systems*. New Delhi: Oxford and IBH Publication Ltd.
7. Rao, T.V. (2002). *Reading in human Resource Development*. New Delhi: Oxford IBH Publication Ltd.
8. Rao, T.V. (1999). *Human Resource Development*. Mumbai: Sage publication.
9. Rao, T.V. (2003). *Future of HRD*. Macmillan Publishers India.
10. Werner J. M. & DeSimone, R.L. (2011). *Human resource development*. California: Southwestern Press.
11. McGuire, D. (2014). *Human resource development*. Sage.
12. Swanson, R. A. (2022). *Foundations of human resource development*. Berrett-Koehler Publishers.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E126		Semester-V/VI/VII/VIII		
	Training and Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Assessment Organizational needs and objectives.	PO1, PO2, PO4
CO.2	Designing of Training programmes.	PO3, PO5, PO7
CO.3	Discover training methods.	PO3, PO4, PO6
CO.4	Develop Management Development Programme methods.	PO1, PO2, PO4, PO5
CO.5	Discuss Organizational Development process.	PO6, PO8

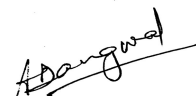
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	1	1	2	1	2	1	2	1
CO3	1	1	2	2	1	2	1	1
CO4	2	2	1	2	1	2	1	1
CO5	1	1	1	1	1	2	1	2
CO6	-	-	-	-	-	-	-	-
Average	1.4	1.4	1.4	1.6	1.2	1.6	1.2	1.2

- Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training, designing training programmes. **(8 Hours)**
- Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge-based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, and sensitivity training, e-training. **(12 Hours)**
- Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives. **(12 Hours)**
- Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peace-making Interventions. Comprehensive OD Interventions, Power, Politics and OD. **(8 Hours)**

SUGGESTED READINGS:

1. Asumpha J. Antonette (2020). *A book on training and development games and activities for trainers*:NotionPress.
2. Stanley C. Ross (2018). *Training and Development in Organizations*. Taylor & Francis Ltd.
3. Raymond. N. (2017). 4th Edition. *Employee Training and Development*: Irwin/McGraw Hill
4. William E.Blank (1982), *Handbook For Developing Competency-Based Training Programmes*, Prentice-Hall, New Jersey
5. David A.DeCenzo& Stephen P.Robbins (2016). *Fundamentals Of Human Resource Management*: John Wiley & Sons.
6. Saini A. K. & Pathak K. S. (2019). *Gullybaba. MS-02*: Gullybaba Publishing.
7. Ashwa Thapa K (2017). *Human Resource Management*: Himalaya Publishing House.
8. Raymond A Noe, (2018). *Training, E. Development*McGraw-Hill Publication.
9. Bhattacharyya, D. K. (2015). *Training and Development: Theories and Applications*. Sage Publications Pvt. Limited.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E127		Semester-V/VI/VII/VIII		
	Management of Industrial Relations				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand establishing & maintaining a sound relationship between the worker & the employer.	PO1, PO2, PO3, PO5
CO.2	Identify and rectify the simmering issues which might take the form of a dispute in the workplace.	PO3, PO5, PO7
CO.3	Clarify the use & importance of various Acts & their uses in Industrial Relations.	PO3, PO4
CO.4	Raise the productivity in the organization to curb the employee turnover & absenteeism.	PO1, PO2, PO5
CO.5	Understand the significance & functioning of Trade Unions.	PO1, PO3, PO6, PO8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	2	1	1	1
CO2	1	1	2	1	2	1	2	1
CO3	1	1	2	2	1	1	1	1
CO4	2	2	1	1	2	1	1	1
CO5	2	1	2	1	1	2	1	2
CO6	-	-	-	-	-	-	-	-
Average	1.6	1.4	1.8	1.2	1.6	1.2	1.2	1.2

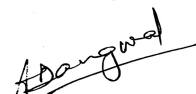
- Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining. Worker's participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles. **(10 Hours)**
- Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure. **(10 Hours)**
- Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965. The Factories Act 1948. **(12 Hours)**
- The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees' Pension Scheme and Employees State **(8 Hours)**

SUGGESTED READINGS:




1. Malik. P.L.(2021). *P. L. Malik's Handbook of Labour and Industrial Law*; Eastern Book Company.
2. Chhabra, T.N.(2020). *Industrial Relations and Labour Laws*. Delhi: Dhanpat Rai Publishing House.
3. Ravindranath, E.I. (2013). *Industrial Relations in India*. McGraw Hill Education (India) Pvt. Ltd. New Delhi.
4. Sinha P.R.N., Sinha B.I. & Shekhar S.P.(2009). *Industrial Relation Trade Union and Labour Legislation*. New Delhi: Dorling Kindersley.
5. Srivastava, S.C. (2007). *Industrial Relations and Labour Laws*. New Delhi: Vikas Publishing House.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E128		Semester-V/VI/VII/VIII		
	Performance and Compensation Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Show an awareness of the process and principles of performance management/appraisal.	PO1, PO2, PO4
CO.2	Demonstrate a familiarity with the appeal process relating specifically to the performance review.	PO2, PO3, PO5
CO.3	Learn implications for strategic compensation and possible employer approaches to manage legally required benefits to employees.	PO1, PO3, PO4, PO5, PO6
CO.4	Develop appropriate reward and compensation policies.	PO7, PO8

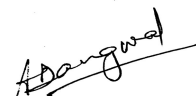
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	1	2	2	1	2	1	1	1
CO3	2	1	2	2	2	2	1	1
CO4	1	1	1	1	1	1	2	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.5	1.5	1.5	1.5	1.5	1.25	1.25	1.25

- Concept and objectives of performance management system, Performance appraisal and performance management, Performance Management – definition, objectives, need and measurement. **(8 Hours)**
- Process of performance appraisal, issues and challenges in performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling. **(10 Hours)**
- Compensation – Definition, Classification and Types. Components of remuneration- basis pay, dearness allowance, Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non-financial compensation, Performance Based Pay Systems. **(12 Hours)**
- Reward systems, Perceptions of Pay Fairness – the legal environment, Legal Constraints on Pay Systems. Employee Benefits.- retirement benefits, perquisites, non-monetary benefits. **(10 Hours)**

SUGGESTED READINGS:

1. SurBenefits. -020). *Performance and Compensation Management*: Arcler Education Inc.
2. Armstrong, M.(2015). *Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*. USA: Kogan page
3. Armstrong, M. & Baron, A.(2008). *Performance management and development*. New Delhi: Jaico Publishing House.
4. Armstrong, M. (2014). *Performance management: Key strategies and practical guidelines*. London: KoganPage.
5. Bagchi, S. N. (2013). *Performance management*. India: Cengage Learning.
6. Bhattacharyya, D.K. (2011). *Performance management systems and strategies*. New Delhi: Pearson Education.
7. Dessler,G.(2010). *Human Resource Management*. New Delhi: Prentice Hall.
8. Henderson, R.(1999). *Compensation management in a knowledge-based world*. California: Prentice Hall.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E129		Semester-V/VI/VII/VIII		
	Counselling and Negotiation Skills for Managers				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Discuss different approaches to Counselling.	PO1, PO2, PO3
CO.2	Change behaviour through counselling.	PO2, PO3, PO5, PO7
CO.3	Discuss the nature and need for negotiation.	PO1, PO3, PO5, PO6
CO.4	Illustrate the role of trust in negotiations.	PO1, PO3, PO7, PO8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	1	2	2	1	2	1	2	1
CO3	2	1	2	1	2	2	1	1
CO4	2	1	2	1	1	1	2	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	1.75	1.5	2	1	1.5	1.25	1.5	1.25

- Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills. **(10 Hours)**
- Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling. **(10 Hours)**
- Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks **(10 Hours)**
- Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion. **(10 Hours)**

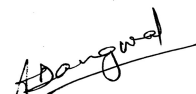
SUGGESTED READINGS:

1. Lyons Leon (2021). *Master the Art of Persuasive Negotiation Skills*; Kindle Edition.
2. Korobkin, R.(2014). *Negotiation theory and strategy*. New York: Aspen Publisher.
3. Kottler, J., & Shepard, D.(2010). *Introduction to counselling: voices from the field*. USA: Cengage Learning.
4. Lewicki, R. (2005). *Essentials of negotiation*. Alexandria V. A.: Society of HRM.

5. Singh, K. (2007). *Counselling Skills for Managers*. India: PHI.

6. Carroll, M. (1996). *Workplace counseling*. London: Sage Publication.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.




BBA III/IV Year	BBA-E130		Semester-V/VI/VII/VIII		
	Cross Culture HRM				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the concepts and techniques of the essential elements of cross cultural HRM.	PO.1, PO.2 PO.3 PO.7
CO.2	To enable the students to recognise cross cultural HRM critical issues	PO.1 PO.2 PO.3 PO.4 PO.5 PO.7 PO.8
CO.3	The course aims to understand HRM concerns related to diversity in the cross-cultural scenario.	PO.1 PO.2
CO.4	To understand the concept of performance appraisal in cross cultural HRM settings	PO.1 PO.2 PO.3 PO.7
CO.5	To get a better understanding of issues such as Repatriation and industrial relations in an International context.	PO.1 PO.2 PO.3 PO.7

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	2	2	1	1	1	1	1	1
CO4	2	2	2	1	1	1	2	1
CO5	2	2	2	1	1	1	2	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.8	1.2	1.2	1	1.8	1.2

- Introduction to concepts of culture and nationality, Impact of culture on international business environment, Hofstede's approach, advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing. **(8 Hours)**
- Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building **(8 Hours)**
- Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan. Approaches to expatriate compensation: Going rate approach, Balance sheet approach. Cultural impact on compensation policy **(8 Hours)**
- Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective **(8 Hours)**

- International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC. (8 Hours)

SUGGESTED READINGS:

1. Terence Jackson (2022). *International HRM: A Cross-Cultural Approach*. Sage Publications.
2. Dowling, P.J & Engle Sr., A.D. (2013). *International HRM*, London: Thomson Learning.
3. Thomas, D. C.(2014). *Cross cultural Management essential concepts*, New Delhi: Sage Publication.
4. Schuler.R.S, Briscoe.D.R and Claus.(2009). *International Human Resource Management*. New York: Routledge.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E131		Semester-V/VI/VII/VIII		
	Talent and Knowledge Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To prepare students for talent and knowledge management efforts in organisations.	PO.3 PO.4
CO.2	It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations.	PO.1 PO.2 PO.3 PO.4
CO.3	Understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.	PO.1 PO.2
CO.4	Understanding the field and process of knowledge management.	PO.1 PO.2 PO.3
CO.5	Understanding various knowledge management strategies.	PO.1 PO.2 PO.3 PO.4

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	2	2	1	1	1	1
CO2	2	2	2	2	1	1	1	1
CO3	2	2	1	1	1	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5	2	2	2	2	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.8	1.8	1.8	1.6	1	1	1	1

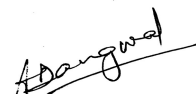
- Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management. **(8 Hours)**
- Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage. **(8 Hours)**
- Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit. Managing knowledge workers. **(8 Hours)**
- Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping. **(8 Hours)**
- Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance scorecard, Gap analysis. **(8 Hours)**




SUGGESTED READINGS:

1. Awad. E.M & Ghaziri.H.M. (2004). *Knowledge management*. UK: Pearson education International.
2. Peter Massingham (2019). *Knowledge management: theory and practice*. Sage Publications.
3. Cappelli, P. (2008). *Talent on Demand –Managing Talent in an age of uncertainty*. London: Harvard Business Press.
4. Donald, H. (2013). *Knowledge management in organizations*. India: Oxford University press.
5. Lance, A. B. & Dorothy, B.(2010). *Talent management handbook*. NewYork: McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.




DSE - IV Management of Global Business

BBA III/IV Year	BBA-E132		Semester-V/VI/VII/VIII		
	Transnational and Cross Culture Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the Concept, Dimensions and Approaches of International Management.	PO.1
CO.2	Elaborate the Challenges of Global Planning in International Management including Economical, political, and strategic.	PO.1, PO.2
CO.3	Explain the Organization and Control for international Competitiveness including Organization design and structure of international companies.	PO.3, PO.4
CO.4	Elaborate the Management of Personnel with Different Social and Cultural Backgrounds including Selection, training and development of people for global assignments.	PO.6
CO.5	Explain Political risk assessment and protection techniques for multinational corporations in International Management.	PO.5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	2	2	1	1	1	1
CO4	1	1	1	1	1	3	1	1
CO5	1	1	1	1	3	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.6	1.2	1.2	1.2	1.4	1.4	1	1

- Global Marketing, the scope and challenge of international marketing, the global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. Impact of social and cultural environment on marketing industrial and consumer products. **(10 Hours)**
- Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research- Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers. **(10 Hours)**
- Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labelling, Warranty and Service Policies,

New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing. **(10 Hours)**

- Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and positioning, price quotation – preparation of quotations. Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing **(10 Hours)**

SUGGESTED READINGS

1. Cateora, P., R., & Graham, J. L.(2003). *International Marketing*. New Delhi: Tata McGraw Hill.
2. Cherunillam, F. (2010). *International Marketing*, New Delhi: Himalaya Publishing House. Keega, J. W. *Global Marketing Management*. (1995). New Delhi: Prentice Hall India.
3. Shaw, J.J.(1997). *International Marketing- Analysis and Strategies*. New Delhi: Prentice Hall India.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E133		Semester-V/VI/VII/VIII		
	International Distribution and Supply Chain Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Prepare, explain Logistics documentation like Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading	PO.2, PO.3
CO.2	Explain Modes of transportation, Air Cargo	PO.1
CO.3	Explain Shipping Formalities and Function and Roles of Shipping Intermediaries	PO.3, PO.4
CO.4	Calculate Freight and explain Carriage of Goods by Sea & Ocean	PO.3, PO.5, PO.6
CO.5	Explain Major Ports in India and Important Sea Routes of world	PO.5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	1	1	1	1	1
CO2	3	1	1	1	1	1	1	1
CO3	1	1	2	2	1	1	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	3	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.4	1.2	1.6	1.2	1.6	1.2	1	1

- Introduction to Supply Chain Management - Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, International Distribution Management: Types of Intermediaries, Channel Selection and Management. **(10 Hours)**
- Strategic issues in Supply Chain – Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing & Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third-Party Logistics, Logistics in Maximizing profitability and cash flow, 3PL (Third Party Logistics), 4PL (Fourth Party Logistics), Reverse Logistics. **(10 Hours)**
- Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.


(10 Hours)

- Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labour costs, resources, regulation, etc.), and national economies, Design of Supply Chains. **(10 Hours)**

SUGGESTED READINGS:

1. Ballou, R. H. (1992). *Business Logistic Management*. New Delhi: Prentice Hall.
2. Bowersox, D. J., David, J. & Cooper. (1992). *Supply Chain Logistics Management*. London: McGrawHill
3. Christopher, M. (2005). *Logistics and Supply Chain Management, Creating Value-adding Networks*. New York: Pearson Education
4. Chopra, S. & Peter M. (2007). *Supply Chain Management*. New Delhi: Pearson Education.
5. Harrison, A., & Remko, V. H. (2005). *Logistics Management and Strategy-Competing Through the Supply Chain*. New York: Pearson Education.
6. Rushton, A., Croucher, P. & Baker, P. (2014). *Handbook of Logistics and Distribution Management*. New York: Kogan Page Pub.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E134		Semester-V/VI/VII/VIII		
	International Accounting and Reporting System				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40


	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand global accounting standards and the need for harmonization and convergence of accounting standards.	PO.1, PO.2, PO.3, PO.7
CO.2	Understand the role of different accounting bodies in contributing to international accounting and reporting system	PO.1, PO.2, PO.3, PO.7
CO.3	Applying various technical aspects associated with International Financial Reporting Standards.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.4	Compare the accounting standards and practices used globally.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	1	1	1	2	1
CO3	2	2	2	2	2	1	2	2
CO4	2	2	2	2	2	1	2	2
CO5	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	1.5	1.5	1	2	1.5

- Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization. **(10 hours)**
- International Accounting Standard Committee (IASC): Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards. International Accounting Standard Board (IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB. **(10 hours)**
- International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS. **(10 hours)**
- A Comparative Perspective of Accounting: Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence. **(10 hours)**

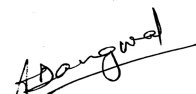
SUGGESTED READINGS:

1. Frederick, D.S. Choi., & G. Mueller.(1992). *International Accounting*. New Delhi: PrenticeHall

2. Radebaugh, Lee H., Gray, Sidney J., & Black, Ervin L. (2006). *International Accounting and Multinational Enterprises*, Wiley Publications
3. Rathore, & Shirin. (2008). *International Accounting*. New Delhi: Prentice Hall of India
4. Miller Paul, B.W., & Bahnson, Paul R. (2005). *Quality Financial Reporting*. New Delhi: Tata McGraw-Hill.
5. Evans, T.G., Taylor, M.E., & Holzman O. (1985). *International Accounting and Reporting*. NY: Macmillan Publishing Company.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E135		Semester-V/VI/VII/VIII		
	Multinational Business Finance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To facilitate the understanding of the MNCs operations with respect to finance.	PO.1, PO.2, PO.3, PO.7
CO.2	To understand how the foreign Exchange Market operates.	PO.1, PO.2, PO.3, PO.7
CO.3	To analyse important issues, pertain to cross-border investments and their implications in capital budgeting decisions and explain various methods of incorporating risk in international investment decision.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.4	To Develop strategies in payment system of international operation.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.5	To facilitate the understanding of the MNCs operations with respect to finance.	PO.1, PO.2, PO.3, PO.7

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	1	1	1	2	1
CO3	2	2	2	2	2	1	2	2
CO4	2	2	2	2	2	1	2	2
CO5	2	2	2	1	1	1	2	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	1.4	1.4	1	2	1.4

- Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development(OECD). **(10 hours)**
- The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and




discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates. **(10 hours)**

- Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting– Problems and issues in foreign investment analysis. **(10 hours)**
- Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs(Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement. **(10 hours)**

SUGGESTED READINGS:

1. Shapiro, A.C. (1995). *Multinational Financial Management*. Delhi: Prentice Hall India.
2. Eiteman, D.K. Stonehill, A. I., & Moffett, M. H. (2001). *Multinational Business Finance* (9thed.). NY: Addison Wesley.
3. Buckley, A. (2004). *Multinational Finance* (5th ed.). New Delhi: Pearson Education.
4. Vij, M. (2010). *International Financial Management* (3rd ed.). New Delhi: Excel Books.
5. Levi, M. (1996), *International Finance*. New York: McGraw Hill Inc.
6. Kevin, S. (2009), *Fundamentals Of International Financial Management*. PHI Learning
7. Madura, J. (2009). *International Financial Management* (10th ed.). New Delhi, Cengage Learning.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E136		Semester-V/VI/VII/VIII		
	International Joint Venture, Merger, and Acquisition				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To facilitate the understanding of process and economic rationales of corporate restructuring tools such as Joint Ventures and Mergers & Acquisitions, particularly in international domain of operation.	PO.1, PO.2, PO.3
CO.2	To enable the deep understanding of techniques of application of M&As and Joint Ventures.	PO.1, PO.2, PO.3
CO.3	Apply contemporary marketing theories to the demands of business and management practice.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.4	To enable the student to acquire analytical skills in analyzing real-world cases in the need for M&A as well as Joint Venture in a respective International ventures..	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.5	To facilitate the understanding of process and economic rationales of corporate restructuring tools such as Joint Ventures and Mergers & Acquisitions, particularly in international domain of operation.	PO.1, PO.2, PO.3

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	2	2	2	2	2	1	2	2
CO4	2	2	2	2	2	1	2	2
CO5	2	2	2	1	1	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	2	2	2	1.4	1.4	1	1.4	1.4

- Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joint ventures. **(10 hours)**
- Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxation issues in cross-border M&A. Analysis of Post-Merger Performance. Demerger, types of demergers, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover


strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts. **(10 hours)**

- Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, and valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination. **(10 hours)**
- Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover. **(10 hours)**

SUGGESTED READINGS:

1. Weston, F., Chung, K.S., & Siu, J.A. (1998). *Takeovers, Restructuring and Corporate Governance*, (2nd ed.). New Delhi: Pearson Education
2. Gupta, M. (2010). *Contemporary Issues in Mergers and Acquisitions*. New Delhi: Himalaya Publishing
3. Sundarsanam. (2006). *Creating Value from Mergers and Acquisitions* (1st ed.). New Delhi: Pearson Education.
4. Ramanujan, S. (1999). *Mergers: The New Dimensions for Corporate Restructuring*. New Delhi: McGraw Hill.
5. Narayankar, Ravi. (2013). *Merger and Acquisitions Corporate Restructuring, Strategy and Practices*. Gurgaon: International Book House Pvt. Ltd.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E137		Semester-V/VI/VII/VIII		
	International Trade: Policy and Strategies				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	The paper aims to provide a thorough understanding of the basis for international trade and strategies.	PO.1, PO.2, PO.4, PO.7, PO.8
CO.2	The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied	PO.1 PO.2 PO.4
CO.3	Understanding of India's Industrialization Strategy and International trade.	PO.1 PO.2 PO.3, PO.7
CO.4	Evaluation of trade strategy of select developing countries in relation to India.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.5	To discover the practical insights of trade strategies of ASEAN countries through case studies.	PO.1 PO.2 PO.3 PO.4 PO.5 PO.7 PO.8

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	2	2
CO2	2	2	1	2	1	1	1	1
CO3	2	2	2	1	1	1	2	1
CO4	2	2	2	2	2	1	2	2
CO5	2	2	2	2	2	1	2	2
CO6	-	-	-	-	-	-	-	-
Average	2	2	1.6	1.8	1.4	1	1.8	1.6

- Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt **(10 Hours)**
- The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements. **(10 Hours)**
- India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones **(10 Hours)**




- Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of SoutheastAsian Nations). **(10 Hours)**

SUGGESTED READINGS:

1. Connor, David E. O' (2006). *Encyclopedia of the Global Economy: A guide for students and researchers*, New Delhi: Academic Foundation
2. Gita Gopinath, Elhanan Helpman, and Kenneth Rogoff (2022). *Handbook of International Economics*, (8th ed.). Elsevier.
3. Krugman, Obstfeld & Melitz (2022). *International Trade: Theory and Policy*, Global Edition, 12th Edition, Pearson Publications.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



BBA III/IV Year	BBA-E138		Semester-V/VI/VII/VIII		
	Global Business Environment				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	40(25+15)	60	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To get the students acquainted with the present economic environment in India and abroad.	PO.1 PO.2 PO.3 PO.4 PO.7
CO.2	To enable the students understand the various issues involved in the macro management of the economy	PO.1 PO.2 PO.3 PO.4 PO.5 PO.7 PO.8
CO.3	Analyse the relationships between international business and the political, economic, legal and social policies of countries, regions and international institutions.	PO.2 PO.3 PO.4 PO.5 PO.7 PO.8
CO.4	To understand basic concepts of international trade.	PO.1, PO.2 PO.3 PO.7
CO.5	Evaluation of the growth of Indian MNC.	PO.2, PO.3 PO.4 PO.5

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	2	2	2	1	2	2
CO4	2	2	2	1	1	1	2	1
CO5	1	2	2	2	2	1	1	1
CO6	-	-	-	-	-	-	-	-
Average	1.6	2	2	1.8	1.6	1	1.8	1.4

- Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India **(10 Hours)**
- Institutional Framework of Economic Environment: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications. **(10 Hours)**
- Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development **(10 Hours)**




- Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, And Policy. Regional Integration: EU, etc. World Trade Organization. World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India. **(10 Hours)**

SUGGESTED READINGS:

1. Alworth,&Julian, S.(1988). *The Finance, Investment & Taxation Decisions of Multinationals*. London: Basil &Blackwell.
2. Daniel, J.D. &Radebangh. (2022). *International Business, 17th Edition*. Pearson Publications
3. Eiteman,D.K.,&Stonchill,A.I. (1992). *MultinationalBusinessFinance*.NY,USA:A.Wesley/
4. *Jalan, B.(2004).The Indian Economy; Problems and Prospects*. Gurgaon: Penguin.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

