



BENGALURU CITY UNIVERSITY

CHOICE BASED CREDIT SYSTEM

(As per SEP)

Syllabus for BBA (Regular)

2025-26 onwards

Proceedings of BOS Meeting

Proceedings of the BOS meeting for UG-B.COM (Regular), B.COM (FINTECH), B.COM AEDP (BFSI), B.Com AEDP (ROM), B.COM (BDA), B.Com (A&F), B.Com (LSCM), B.VOC(A&T), BBA, BBA (Aviation Management), BBA (Business Analytics), programmes as per the SEP structure for the Academic Year 2025-26 held on 20th and 21st June 2025 in the Department of Studies and Research in Commerce, PK Block, Bengaluru City University, Bengaluru-560009.

The board has reviewed and approved the course matrix for 3rd, 4th, 5th & 6th Semesters and syllabus for 3rd, 4th, 5th & 6th semesters of the above mentioned courses. The board authorized the Chairman to make the necessary changes.

MEMBERS PRESENT:

1.	Prof. Jalaja K. R	Professor & Chairman, P. G. Dept. of Commerce, Bengaluru City University, Bengaluru – 560001 Email: Jalaja_kr@rediffmail.com Ph. No: 9449201323	Chairperson
2.	Prof. Ritika Sinha	Professor, BCU School of Management Studies, Bengaluru City University, Bengaluru – 560001 Email: Ritika.snh@gmail.com Ph. No: 9916362171	Member
3.	Dr. Padmaja P. V	Principal, MLA Academy of Higher Learning, 14 th Cross Rd. Malleshwaram, Bengaluru – 560003 Email: padmajavenkat123@gmail.com Ph. No: 9845434477	Member
4.	Dr. Bhavani. H	Associate Professor, Department of Commerce, Vivekananda Degree College, Bengaluru – 560055 Email: bhavanih2021@gmail.com Ph. No: 9986867844	Member
5.	Dr. Swaminathan C	Associate Professor, Department of Commerce, GFGC Malleshwaram, Bengaluru – 560032 Email: csngfgcmb@gmail.com Ph. No: 9844472848	Member
6.	Dr. Srihari	Vice Principal, (MEWA) Vanguard Business School, Bengaluru – 560068 Email: snehari13@yahoo.com	Member
7.	Dr. C Nagaraja	Associate Professor, GFGC, Yelahanka, Bengaluru – 560064 Email: Nagaraj.c2009@gmail.com Ph. No: 9844459461	Member
8.	Prof. Padmanabha	Associate Professor, M S Ramaiah College of Arts, Science & Commerce, Bengaluru - 560054 Ph. No: 9845399921	Member
9.	Dr. Manjunath	Associate Professor, Dept of Management Studies, Kuvempu University, Shakara Ghatta, Shivamogga – 577451 Email: manjurajappa@gmail.com Ph. No: 9480012101	Member

10	Dr. Mahesh	Assistant Professor, Dept. of Studies & Research in Commerce, KSOU, Mysuru – 570006 Ph. No: 9844667411	Member
11	Mr. Deep	Sr. Advisor, CII Institute of Quality, Bengaluru – 560091 Ph. No: 9845353135	Member
12	Mr. Rajkumar Jayanth	Chartered Accountant, Rajbabu & Associates, Bengaluru – 560054	Member

Co-Opted Members Present

13	Dr. Pawan Kumar D B	Principal, SLN College of Arts & Commerce, Fort, Bengaluru Email: dbpawankumar@gmail.com Ph. No: 9538005335	Member
14	Dr. Savitha K	Principal, BEL First Grade College, Bengaluru – 560013 Email: savita.karmungi@gmail.com Ph. No: 9845544030	Member
15	Mr. H.N Gururaja Rao.	Visiting Faculty, SLN College of Arts & Commerce, Fort, Bengaluru	Member
16	Mr. Sharath M	Assistant Professor, Dept. of Management, Sindhi College, Hebbal, Kempapura, Bengaluru – 560024 Email: sharath.kool2007@gmail.com Ph. No: 9964393003	Member


Dr. JALAJA. K R, M.COM., MBA., Ph.D
 Dean & Chairperson
 Department of Commerce
 Bengaluru City University



BBA (Regular)

REGULATIONS PERTAINING TO BBA (REGULAR)

As per SEP- CBCS Scheme - 2024-25 onwards

1. INTRODUCTION

As per the Government Order No. ED 166 UNE 2023, Bangalore, dated 08.05.2024, all Universities in Karnataka, are required to revise the curriculum of Degree Programs as per the guidelines of the Karnataka State Higher Education Council and State Education Planning Commission, constituted by the Government, from the academic year 2024-2025.

In furtherance of the said Government order, the Program Structure prepared by the BOS will be applicable to students admitted to BBA (Regular) Program, offered by Bengaluru City University to Department of Commerce, BCU, Affiliated Colleges, and Constituent Colleges of Bengaluru City University.

Therefore, this regulation will be applicable to all students seeking admission for BBA (Regular) Programme from the academic year 2024-25.

The Board of Studies resolved to provide the regulation for BBA (Regular) Undergraduate Program along with Framework and Syllabus for the various Discipline Specific Core Courses and Discipline Specific Elective Courses for each semester.

2. PROGRAM OBJECTIVES:

1. To create manpower for global middle level management equipped with core managerial competencies and relevant IT skills.
2. To cater to the requirements of Industries.
3. To prepare students to take up Higher Education to become business scientists, researchers, consultants and teachers, with core competencies.
4. To develop Ethical Managers with Inter-Disciplinary and Holistic approach.
5. To prepare students to pursue careers in Finance, Marketing, Human Resources and allied functions in the Corporate Sector.
6. To develop students for competitive examinations of UPSC, KPSC, Staff Selection Commission, Recruitment of Banking, Insurance companies etc.
7. To develop New Age Entrepreneurs.
8. To prepare students for professions in the field of Accountancy and Taxation, Chartered Accountancy, Cost and Management Accountancy, Company Secretary, Professions in Capital and Commodity Markets, Professions in life and non-life insurance and Professions in Banks
9. To prepare students to fit into the job roles as Business analyst, Financial Analyst, Marketing, HR Associates, Accounts Executives, Tax Consultants Etc.

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3. ELIGIBILITY FOR ADMISSION:

Candidates who have completed Two-year Pre-University Course of Karnataka State or 10+2 years of education in Karnataka and other states or its equivalent are eligible for admission into this program. Students who have cleared 2nd PUC Examination directly (through open schooling are also eligible to apply for this programme.

4. DURATION OF THE PROGRAMME:

The duration of the programme is **THREE** years of Six Semesters. A candidate shall complete his/her degree within **SIX** Academic years from the date of his/her admission to the first BBA. Students successfully completing **THREE** years of the course will be awarded Bachelor's Degree in Business Administration (REGULAR) – BBA- Regular.

5. MEDIUM OF INSTRUCTION

The medium of instruction shall be in English. A candidate will be permitted to write the examination completely in English.

6. CLASSROOM STRENGTH OF STUDENTS

Maximum number of students in each section shall be 60 or as per University Regulations.

7. ATTENDANCE:

- a. For the purpose of calculating attendance, each semester shall be taken as a Unit.
- b. A student shall be considered to have satisfied the requirement of attendance for the semester, if he / she has attended not less than 75% in aggregate of the number of working periods in each of the courses compulsorily.

A student who fails to complete the course in the manner stated above shall not be permitted to take the University examination.

8. COURSE MATRIX

(i) Annexure-1 for BBA-REGULAR

9. TEACHING AND EVALUATION:

MBA/M.Com graduates with basic degree in B. Com (All B.Com Programs), B.B.M, BBA & BBS from a recognized University, are only eligible to teach and evaluate the courses (excepting languages, compulsory additional subjects and core Information Technology related subjects) mentioned in this regulation. Languages, IT related courses and additional courses shall be taught by the Post- graduates as recognized by the respective Board of Studies.

BBA (Regular)

10. SCHEME OF EXAMINATION:

- a. There shall be a University examination at the end of each semester. The maximum marks for the university examination in each course/paper shall be 80 for 4 or 3 credit papers and 40 marks for 2 credit papers.
- b. Of the 20 marks allotted for Internal Assessment, 10 marks shall be based on average of two tests (20 Marks each). Each test shall be of at least 01 hour duration to be held during the semester. The remaining 10 marks of the Internal Assessment shall be based on Attendance and Assignments /skill development exercises of 05 marks each. For 2 credit courses, the IA marks will be 10, of which 5 marks shall be based on one test of 20 Marks, reduced to 5 Marks. The remaining 05 marks of the Internal Assessment shall be based on Attendance.
- c. The marks based on attendance shall be awarded as given below:
 - 76% to 80% = 02 marks
 - 81% to 85% = 03 marks
 - 86% to 90% = 04 marks.
 - 91% to 100% = 05 marks.

11. PATTERN OF QUESTION PAPER:

For 4/3 credit papers, each question paper shall carry 80 marks and the duration of examination is 3 hours. The Question paper shall ordinarily consist of four sections, to develop testing of conceptual skills, understanding skills, comprehension skills, analytical skills and application of skills. All practical / problems oriented and theory subjects question papers shall be provided only in English.

The Question Paper will be as per the following Model:

Section A	Conceptual questions (5 questions out of 8)	5 x 2 = 10
Section B	Analytical questions (4 questions out of 6)	4 x 5 = 20
Section C	Essay type questions (3 questions out of 5)	3 x 15 = 45
Section D	Skill Based questions (Compulsory Question)	1 x 5 = 05
Total Marks		80

For 2 credit papers, each question paper shall carry 40 marks and the duration of examination is 2 hours. The Question paper shall ordinarily consist of Four sections, to develop testing of conceptual skills, understanding skills, comprehension skills, analytical skills and application of skills. All practical / problems oriented and theory subject question papers shall be provided only in English.

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The Question Paper will be as per the following Model:

Section A	Conceptual questions (3 questions out of 6)	3 x 2 = 06
Section B	Analytical questions (2 questions out of 3)	2 x 5 = 10
Section C	Essay type questions (2 questions out of 3)	2 x 10 = 20
Section D	Skill Based questions (Compulsory Question)	1 x 4 = 04
Total Marks		40

12. APPEARANCE FOR THE EXAMINATION:

- a) A candidate shall apply for all the courses in each semester examination when he/she appears for the first time. A candidate shall be considered to have appeared for the examination only if he/she has submitted the prescribed application for the examination along with the required fees to the University.
- b) A candidate who has passed any language under Part-1 shall be eligible to claim exemption from the study of the language if he/she has studied and passed the language at the corresponding level.
- c) Further, candidates shall also be eligible to claim exemption from studying and passing in those Management subjects which he/she has studied and passed at the corresponding level, subject to the conditions stipulated by the University.
- d) A candidate who is permitted to seek admission to this Degree Programme on transfer from any other University, shall have to study and pass the subjects which are prescribed by the University. Such candidates shall however, not be eligible for the award of ranks.

13. MINIMUM FOR A PASS:

- (a) A candidate shall be declared to have passed the Semester Examination under each course/paper provided he/she obtains minimum of 35% (i.e. 28/14 marks out of 80/40) marks in written examination / practical examination and 40% marks in aggregate of written/ practical examination and internal assessment put together. However, there is no minimum marks to pass internal assessment tests including other Internal Assessments such as Viva-Voce, Internship Report, Field Survey Report and similar others.
- (b) A candidate shall be declared to have passed the program if he/she secures at least 40% of marks or a CGPA of 4.0 (Course Alpha-Sign Grade P) in aggregate of both internal assessment and semester end examination marks put together in each course of all semesters, such as theory papers/ practical / field work / internship / project work / dissertation / viva-voce, provided the candidate has secured at least 40% of marks in the semester end examinations in each course.

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(c) The candidates who pass all the semester examinations in the first attempt are eligible for ranks, provided they secure at least CGPA of 6.00 (Alpha-Sign Grade B).

(d) A candidate who passes the semester examinations in parts is eligible for only Class, CGPA and Alpha-Sign Grade but not for ranking.

(e) The results of the candidates who have passed the last semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed the Lower Semester Examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.

(f) If a candidate fails in a subject/course, either in theory or in practicals, he/she shall appear for that subject only at any subsequent examination, as prescribed for completing the programme. He/she must obtain the minimum marks for a pass in that subject (theory and practicals, separately) as stated above.

14. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

- a. The results of the First to Sixth semester degree examination shall be declared and classified separately as follows:
 - i. **First Class:** Those who obtain 60% and above of the total marks.
 - ii. **Second Class:** Those who obtain 50% and above but less than 60% of total marks.
 - iii. **Pass Class:** Rest of the successful candidates who secure 40% and above but less than 50% of marks.
- b. Class shall be declared based on the aggregate marks obtained by the candidates in all the courses of all semesters of this Degree Program.
- c. The candidates who have passed each course in the semester end examination in the first attempt only shall be eligible for award of ranks. The first ten ranks only shall be notified by the University.

15. PROVISION FOR IMPROVEMENT OF RESULTS:

The candidate shall be permitted to improve the results of the whole examination or of any Semester or a specific course within the prescribed time by the university after the publication of the results. This provision shall be exercised only once during the course and the provision once exercised shall not be revoked. The application for improvement of results shall be submitted to the Registrar (Evaluation) along with the prescribed fee.

16. FINAL RESULT / GRADES DESCRIPTION

An alpha-sign grade, the eight-point grading system, as described below shall be adopted for classification of successful candidate. The declaration of result is based on the Semester Grade

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Point Average (SGPA) earned towards the end of each semester or the Cumulative Grade Point Average (CGPA) earned towards the completion of all the six semesters of the programme and the corresponding overall alpha-sign grades.

Final Result / Grades Description

Semester GPA/Program CGPA	Alpha – Sign/ Letter Grade	Semester/Program % of Marks	Result/Class Description
9.00-10.00	O (Outstanding)	90.00-100	Outstanding
8.00- <9.00	A+ (Excellent)	80.0-<90.00	First Class Exemplary
7.00-<8.00	A (Very Good)	70.0-<80.00	First Class Distinction
6.00-<7.00	B+ (Good)	60.0-<70.00	First Class
5.50-<6.00	B (Above Average)	55.0-<60.00	High Second Class
5.00-<5.50	C (Average)	50.0-<55.00	Second Class
4.00-<5.00	P (Pass)	40.0-<50.00	Pass Class
Below 4.00	F (Fail)	Below 40	Fail/Re-appear
Ab (Absent)	-	Absent	-

The Semester Grade Point Average (SGPA) in a Semester and the CGPA at the end of each year may be calculated as described in para 15:

17. COMPUTATION OF SEMESTER GRADE POINT AVERAGE AND CUMULATIVE GRADE POINT AVERAGE

I. Calculation of Semester Grade Point Average (SGPA)

The Grade Points (GP) in a course shall be assigned on the basis of marks scored in that course as per the Table I. Any fraction of mark in the borderline less than 0.50 be ignored in assigning GP and the fractions of 0.50 or more be rounded off to the next integers. The Credit Points (CP) shall then be calculated as the product of the grade points earned and the credits for the course. The total CP for a semester is the sum of CP of all the courses of the semester. The SGPA for a semester is computed by dividing the total CP of all the courses by the total credits of the semester. It is illustrated below with typical examples.

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2. Calculation of Cumulative Grade Point Average (CGPA)

The aggregate or cumulative SGPA (CGPA) at the end of the second, fourth and sixth semesters shall be calculated as the weighted average of the semester grade point averages. The CGPA is calculated taking into account all the courses undergone over all the semesters of a programme, i.e. The CGPA is obtained by dividing the total of semester credit weightages by the maximum credits for the programme.

$$\text{CGPA} = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where G_i is the grade point of the 'i'th course / paper and C_i is the total number of credits for that course/ paper

$$\text{CGPA} = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

Where S_i is the SGPA of the 'i'th semester and C_i is the total number of credits in that semester.

18. TERMS AND CONDITIONS:

- a. A candidate is allowed to carry all the previous un-cleared papers to the subsequent semester/semesters.
- b. Such of those candidates who have failed/remained absent for one or more papers henceforth called as repeaters, shall appear for exam in such paper/s during the succeeding examinations (Odd/Even). There shall be no repetition for internal assessment test.
- c. The candidate shall take the examination as per the syllabus applicable and the scheme of examination in force during the subsequent appearance.

19. MEDALS AND PRIZES:

No candidates passing an external examination shall be eligible for any scholarship, fellowship, medal, prize or any other award

20. REMOVAL OF DIFFICULTY AT THE COMMENCEMENT OF THESE REGULATIONS:

If any difficulty arises while giving effect to the provision of these Regulations, the Vice Chancellor may in extraordinary circumstances, pass such orders as he may deem fit.

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I SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part 1 Languages	Language -I Kannada/Sanskrit/Urdu/Tamil/ Telugu /Malayalam/Ad ditional English / Marathi/ Hindi		4	3	20	80	100	3
	Language – II: English		4	3	20	80	100	3
Part 2 DSC	Principles of Management	1.1	4	3	20	80	100	4
	Market Analysis for Business Decisions	1.2	4	3	20	80	100	4
	Statistics for Business Decisions-I	1.3	4	3	20	80	100	4
	Financial Accounting	1.4	4	3	20	80	100	4
Part 3 CC	Constitutional Values – 1		3	1½	10	40	50	2
	Environmental Studies		3	1½	10	40	50	2
TOTAL					140	560	700	26

II SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part 1 Languages	Language-I Kannada/Sanskrit/Urdu/Tamil/ Telugu/Malayalam/Additional English / Marathi/ Hindi		4	3	20	80	100	3
	Language – II: English		4	3	20	80	100	3
Part 2 DSC	Human Resource Management and Practices	2.1	4	3	20	80	100	4
	Indian Financial System	2.2	4	3	20	80	100	4
	Statistics for Business Decisions-II	2.3	4	3	20	80	100	4
	Corporate Accounting	2.4	4	3	20	80	100	4
Prt 3 CC	Constitutional Values-2		3	1½	10	40	50	2
TOTAL					130	520	650	24

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III SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part 1	Language: I Kannada/Sanskrit/Urdu/Tamil/ Telugu/Malayalam/Additional English / Marathi/ Hindi		4	3	20	80	100	3
	Language – II: English		4	3	20	80	100	3
Part 2 DSC	Principles of Marketing	3.1	4	3	20	80	100	4
	Organizational Behaviour	3.2	4	3	20	80	100	4
	Entrepreneurship and Start-ups	3.3	4	3	20	80	100	4
	Fundamentals of Cost Accounting	3.4	4	3	20	80	100	4
Part 3 SEC	Business Communication Skills	3.5	3	1½	10	40	50	2
	TOTAL				130	520	650	24

IV SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part 1	Language: I Kannada/Sanskrit/Urdu/Tamil/ Telugu/Malayalam/Additional English / Marathi/ Hindi		4	3	20	80	100	3
	Language – II: English		4	3	20	80	100	3
Part 2 DSC	Banking Law & Practice	4.1	4	3	20	80	100	4
	Financial Management	4.2	4	3	20	80	100	4
	Research Methodology	4.3	4	3	20	80	100	4
	Customer Relationship Management	4.4	4	3	20	80	100	4
Part 3 SEC	Technology for Business	4.5	3	1½	10	40	50	2
	TOTAL				130	520	650	24

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V SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part I DSC	Income Tax Law & Practice- I	5.1	4	3	20	80	100	4
	Management Accounting	5.2	4	3	20	80	100	4
	Elective I – Paper – I	5.3	4	3	20	80	100	4
	Elective II– Paper – I	5.4	4	3	20	80	100	4
	Business Laws	5.5	4	3	20	80	100	4
Part II CC	Survey project*	5.6	2		100**		100	4
	TOTAL				200	400	600	24

INSTRUCTIONS : During the V Semester, students shall be assigned Survey Projects and it shall be monitored by the Mentors. Faculty from Commerce and Management department only shall be appointed as Mentors. Survey Project shall be undertaken in any area of Commerce and Management on any domain in a small, medium or large organization.

*A Maximum of 50 Students shall be allotted to each Mentor. 2 hours of mentorship/ workload shall be allotted to a teacher. Attendance shall be monitored as per University criteria (minimum 75%). The Field survey report shall be submitted before the end of the semester for assessment and viva-voce examination.

**The marks shall be awarded on the following basis:

60 marks for Survey Project and 20 marks for Viva-Voce examination to be evaluated by a panel of examiners appointed by the BOE, BCU

20 marks for maintenance of Log Book to be awarded by the mentor.

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VI SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part I DSC	Income Tax Law & Practice- II	6.1	4	3	20	80	100	4
	International Business	6.2	4	3	20	80	100	4
	Strategic Management	6.3	4	3	20	80	100	4
	Elective I – Paper – II	6.4	4	3	20	80	100	4
	Elective II– Paper – II	6.5	4	3	20	80	100	4
Part II CC	Internship**	6.6	2	-	100**		100	4
TOTAL					200	400	600	24

INTRUCTIONS : During the VI Semester, students shall be assigned **Internship** and it shall be monitored by the Mentors. Faculty from Commerce and Management department only shall be appointed as Mentors. Internship may be undertaken in any Tiny, Small, Medium or Large organization.

*A **Maximum of 50 Students** shall be allotted to each Mentor. 2 **hours** of Mentorship/ Workload shall be allotted to a teacher. Attendance shall be monitored as per University criteria (minimum 75%).

Minimum of 90 hours of Internship shall be undertaken by the student after the class hours during the semester. The Report shall consist of the **concerned Industry’s Profile, Specific Organizational Profile, Functions and Operations, Nature of work (Internship) undertaken by the student, Experience & Learning Outcomes and suggestions & conclusion.**

The report shall be prepared in about 50-60 pages and include the Internship Certificate along with the log sheet from the Organization and submitted **before the end of the semester for assessment and viva-voce examination.**

The marks shall be uploaded by the college on the University Portal with IA marks.

**The marks shall be awarded on the following basis:

- 60 marks for Internship Report and 20 marks for Viva-Voce examination to be evaluated by a panel of examiners appointed by the BOE, BCU
- 20 marks for maintenance of Log Book to be awarded by the mentor.

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ELECTIVE GROUPS

Elective Groups	V semester	VI semester
	Paper – I	Paper – II
Marketing	Consumer Behaviour	Logistics and Supply Chain Management
Human Resource	Performance & Compensation Management	Employee Welfare and Social Security
Finance	Advanced Financial Management	Security Analysis & Investment Management
Analytics	Business Analytics	Marketing & Financial Analytics

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Name of The Program: Bachelor of Business Administration Course Code: BBA 1.1 Name of the Course: PRINCIPLES OF MANAGEMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the Students will be able to.		
<ul style="list-style-type: none"> a) Understand concepts of business management, principles and function of management b) Explain the process of planning and decision making. c) Create organization structures based on authority, task and responsibilities. . d) Explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles e) Explain the requirement of good control system and control techniques. 		
SYLLABUS:		HOURS
Unit - 1: NATURE AND FUNCTIONS OF MANAGEMENT		10
Management: Meaning and Definition, Features and Importance of Management; Functions; Levels of Management; Management as a Science, Art and Profession; Management and Administration (meaning and differences).		
Unit - 2: PLANNING		8
Planning: Meaning, Features, Importance, Steps in Planning Process, Types of Planning- (Strategic planning, administrative planning, operational Planning, Contingent planning), Barriers to effective planning, Measures to make planning effective.		
Unit - 3: ORGANISING AND ORGANISATION STRUCTURE		14
Organizing Process –Concept of organization:- As an entity, as group of people, as a structure,as a process(meanings only); Principles of Organizing; Organizational structure - Formal Organizational structure: – Meaning, Types - Line Organization, Line and Staff, Functional, Project, Matrix and Virtual. Informal Organization: – Meaning, Characteristics, Importance, Limitations, Difference between Formal and Informal Organization; Factors influencing the organization structure- (Environment, strategy, technology, size, people).		

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Unit - 4 : DIRECTION	16
<p>Direction: Meaning Importance and principles of directing. Motivation: Concept, Importance, Features of Motivation; Motivational theories- Maslow’s need hierarchy theory, Herzberg’s Hygiene Theory, McGregor’s Theory X and Theory Y. Leadership: Meaning, Leadership Styles- Autocratic, Democratic, Participative, FreeReign, Benevolent & Transformational Leadership (meaning and features of each) Communication: Meaning, Communication Process, Types, Barriers to Communication and measures to overcome the barriers in communication.</p>	
Unit - 5: COORDINATION AND CONTROLLING	
<p>Coordination- Meaning and need, requisites for effective coordination Controlling – Meaning, Importance, Control Process, Essentials of an Effective Control System, Control techniques- PERT& CPM (meaning and uses only).</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Compare the different types of leadership styles 2. Draw an organizational chart showing the line of authority and responsibility 3. Identify five control techniques used for better productivity of any organisation 4. Draw a chart showing the process of communication 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. L M Prasad, Principles and Practice of Management, Sultan Chand and Sons, New Delhi 2. Harold Koontz and Heinz Weihrich (2017), Essentials of Management: An International and Leadership Perspective, McGraw Hill Education, 10th Edition. 3. Stephen P Robbins and Madhushree Nanda Agrawal (2009), Fundamentals of Management: Essential Concepts and Applications, Pearson Education, 6th Edition. 4. James H. Donnelly, (1990) Fundamentals of Management, Pearson Education, 7th Edition. 5. P C Tripathi & P N Reddy (2005), Principles of Management, TMH Publications, 3rd Edition. 	

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 1.2 Name of the Course: MARKET ANALYSIS FOR BUSINESS DECISIONS		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to: a) Understand the problem of scarcity and factors of production. b) Understand the concepts of law of demand, law of supply, production and cost of production in business operations. c) Differentiate the strategies for different forms of market. d) Understand the concepts of national income accounting. e) Recall the industrial policy of 1991.		
SYLLABUS:		HOURS
Unit.1: Foundations of Market Analysis		12
The problem of scarcity: Meaning of scarcity, Factors of production. Economics: Definition, Nature, and Scope; Micro and Macro Economics. Microeconomics: Meaning of Microeconomics, objectives of Microeconomics, Microeconomic issues in business. Production Possibility Curve and Opportunity Cost. Macro Economics: Meaning of Macroeconomics, objectives of Macroeconomics, Macroeconomic issues in business and Circular flow of goods and incomes.		
Unit.2: Mechanics of price Determination		20
Demand: Demand meaning, determinants of demand, the law of demand, elasticity of demand-price, income and cross elasticity, consumer behaviour & demand forecasting. Supply: Meaning, determinants, law of supply and elasticity of supply, Equilibrium. Production: Meaning, factors, laws of production of variable proportion, laws of returns to scale. Cost of Production: Concept of costs, short-run and long-run costs, average and marginal costs, total, fixed, and variable costs.		
Unit.3: Market Structures		8
Meaning of Market Structure- Factors influencing Market Structure; Perfect Competition, Duopoly, Oligopoly, Monopoly, Monopolistic Competition- Meaning and Features of each of the above		

BBA (Regular)

Unit.4: National Income	8
Meaning, Methods of estimating national income – expenditure method, income received approach, production method, value added or net product method. Other measures of national income – GDPP GNP, NNP, Personal income, Personal disposable income, Per capita income - Trends in GDP of India.	
Unit.5: Indian Economy and Business Development	8
Major features of Indian economy post-independence; Economic Reforms since 1991, NITI Aayog: Structure and Functions. Business analysis models - PESTEL (Political, Economic, Societal, Technological, Environmental and Legal), VUCAFU Analyses (Volatility, Uncertainty, Complexity, Ambiguity, Fear of Unknown and Unprecedentedness)	
Skill Development Activities: <ol style="list-style-type: none"> 1. Illustrate Circular flow of goods and income. 2. Illustrate the utility curve, supply curve, demand curve 3. List the GDP data of G20 countries for previous year 4. List any five important features of Industrial Policy of 1991 	
Books for References: <ol style="list-style-type: none"> 1. Sundharam KPM, Sundharam EN., “<i>Business Economics</i>”, Sultan Chand & Sons 2. HL Ahuja., Business & Economics S. Chand Publishing – 3. M. John Kennedy., “Fundamentals of Business Economics” HPH 4. Froyen, R.T., “Macroeconomics”, Pearson Education 5. Dornbusch, R., Fischer, S. and Startz, R., “Macroeconomics”, McGraw-Hill, 6. Varian, H. R., “Intermediate Microeconomics: A Modern Approach” 7. Mankiw, G. N., “Principles of Microeconomics”, Cengage Learning India Pvt Ltd, 8. John Sloman, Alison Wride “Economics”, Pearson Education 	

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 1.3 Name of the Course: Statistics for Business Decisions-1		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the Students will demonstrate <ol style="list-style-type: none"> a. Understand the requirements of statistical framework b. Construct and visualize the data. c. Determine measures of central tendency and dispersion. d. Construct index numbers 		
Syllabus:		Hours
Unit.1: INTRODUCTION TO STATISTICS		6
Introduction – Meaning, Definition of Statistics, Origin and Development of Statistics, Importance and Scope of Statistics, Limitation of Statistics, Distrust of Statistics.		
Unit.2: DATA COLLECTION ORGANISATION & VISUALISATION		12
Data in Business environment, Collection of Data - Techniques of Data Collection – Census Technique and Sampling Technique (Concepts). Classification: Meaning, and Methods of Classification of Data, Tabulation: Meaning, Parts of a Table – Simple problems on Tabulation; Diagrammatic Presentation: Bar Diagrams – Simple Bars, Multiple Bars, Percentage Sub-divided Bar Diagram; Two Dimensional Diagrams – Pie Diagram.		
Unit.3: MEASURES OF CENTRAL TENDENCY		12
Measures of Central Tendency: Calculation of Arithmetic Mean, Median and Mode for Individual, Discrete and Continuous Series – Problems (Direct Method only); Geometric Mean (Simple problems), Empirical relation between Mean, Median and Mode.		
Unit.4: MEASURE OF DISPERSION		12
Dispersion: Mean Deviation, Variance, Standard Deviation, Coefficient of Variance, Quartile Deviation, Coefficient of QD, Covariance. Measures of Skewness: Calculation of Karl Pearson’s co-efficient of skewness (Uni-modal).		

BBA (Regular)

Unit.5: INDEX NUMBER	14
<p>Index number, Construction of Index number, Methods of Index number: Simple Aggregative Method, Weighted method (Fishers Ideal Index number). Tests of Adequacy (TRT, FRT). Consumer Price Index number.</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Prepare a Pie Chart with imaginary figures. 2. Prepare a Blank Table and mention the parts of the table. 3. Prepare a Sub- Divided Bar Chart with imaginary figures. 4. Draw a Histogram using imaginary data and identify Mode. 	
<p>Text Books:</p> <ol style="list-style-type: none"> 1. S P Gupta: Statistical Methods- Sultan Chand 2. Dr. B N Gupta: Statistics, Sahithya Bhavan 3. S.C Gupta: Business Statistics, HPH 4. N.V.R Naidu: Operation Research I.K. International Publishers 5. Elhance: Statistical Methods, Kitab Mahal 6. Sanchethi and Kapoor: Business Mathematics, Sultan Chand 7. Veerachamy: Operation Research I.K. International Publishers 8. S. Jayashankar: Quantitative Techniques for Management 9. D.P Apte; Statistical Tools for Managers 10. Chikoddi & Satya Prasad: Quantitative Analysis for Business Decision, HPH 11. Dr. Alice Mani: Quantitative Analysis for Business Decisions - I, SBH 	

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 1.4 Name of the Course: FINANCIAL ACCOUNTING		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to: a) Understand the framework of accounting as well accounting standards. b) Pass Journal entries, Posting to Ledger accounts and prepare Trial balance c) Prepare various Subsidiary books d) Prepare different Cash Book e) Prepare Final accounts of proprietary concern.		
SYLLABUS:		HOURS
Unit.1: Introduction to Financial Accounting		12
Introduction – Meaning, Definition, Scope, Objectives, Functions of Accounting – Terminologies used in Accounting - Users of Accounting Information – Limitations of Accounting; Accounting Principles- Accounting Concepts Conventions; Meaning of Double entry system – Process of Accounting – Types of Accounts – Traditional and Modern Accounting – Golden Rules of Debit and Credit. Accounting Standards (Ind AS)- Meaning, Definition, Need and Objectives – List of Accounting Standards issued by ICAI; Accounting Equations - Problems on Accounting Equations.		
Unit.2: Journal, Ledger & Trial Balance		12
Meaning of Journal, Ledger & Trial Balance – Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance – Simple Problems on Journal, Ledger Posting and Preparation of Trial Balance.		
Unit.3: Subsidiary Books		10
Meaning – Types of Subsidiary Books – Preparation of Purchases Book- Purchase Returns Book - Proforma Invoice; Sales Book -Sales Return Book - Account Sales; Bills Receivable Book - Bills Payable Book. Simple Problems on the Purchases – Purchases Returns – Sales – Sales Returns – Bills Receivable and Payable Books.		

BBA (Regular)

Unit.4: Cash Book	10
Introduction - Types of Cash Book- Simple Cash Book, Double Column Cash Book, Three ColumnCash Book and Petty Cash Book -Problems.	
Unit.5: Final Accounts of Proprietary Concern	12
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with specialadjustments like depreciation, outstanding expenses and prepaid expenses, outstanding incomes and incomes received in advance and provision for doubtful debts, interest on drawings and intereston capital. (Vertical Form)	
Skill Development Activities: <ol style="list-style-type: none"> 1. List out the Accounting Standards issued by ICAI 2. Prepare a Trial Balance with imaginary figures 3. Preparea Cash Book with imaginaryfigures. 4. Prepare a Profit and Loss Account and Balance Sheet of a Proprietary Concern with imaginary figures 	
Books for References: <ol style="list-style-type: none"> 1. Robert N Anthony, David Hawkins, Kenneth A. Merchant, (2017) Accounting: Text and Cases, Mc Graw-Hill Education, 13thEdition. 2. S.Anil Kumar, V.Rajesh Kumar and B.Mariyappa – Financial Accounting, Himalaya Publishing House, New Delhi. 3. SP Iyengar (2005),Advanced Accounting, Sultan Chand & Sons, Vol.1. 4. Charles T. Horngren and Donna Philbrick, (2013) Introduction to Financial Accounting, Pearson Education, 11thEdition. 5. J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi, 32ndEdition. 6. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi, 6th Edition. 7. B.S. Raman (2008), Financial Accounting Vol. I & II, United Publishers & Distributors 	

BBA (Regular)

Name of the Program: Bachelor of Business Administration Course Code: BBA 2.1 Name of the Course: HUMAN RESOURCE MANAGEMENT PRACTICES		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the Course, the students will be able to:		
a) Describe the role and responsibility of Human resources manager b) Understand the HRP process, Recruitment and Selection process c) Demonstrate the ability to understand the on-boarding process and Learning & Development aspects. d) Analyse the criteria and methods of Employees' Performance Appraisal. e) Understand the compensation structure in organisations.		
SYLLABUS:		HOURS
Unit-1: Introduction to Human Resource Management		10
Meaning and Definition of HRM – Features, Objectives, Importance, Functions and Process of HRM; Role of HR Manager, Trends influencing HR practices.		
Unit-2: Human Resource Planning, Recruitment & Selection		14
Human Resource Planning: Meaning and Importance of Human Resource Planning, Factors affecting HRP, Process of HRP; Recruitment –Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment; Selection –Meaning, Process of Selection, Evaluation of Selection Process, Barriers to effective Selection, Steps for effective selection.		
Unit-3: On-boarding, Training, Development and Career Planning		12
On-Boarding- Meaning, Purpose of On-Boarding, Planning the On-Boarding program, Problems faced in On-boarding; Training: Need for training, Benefits of training, Methods of Training and Development; Evaluation of effectiveness of Training; Career Planning and Development- Need for Career Planning; Types -Horizontal and Vertical Progression, Technical, Managerial and Functional progression (Concepts only)		
Unit-4: Performance Appraisal		12
Performance appraisal: Meaning, Objectives and Process of Performance Appraisal; Methods of Performance Appraisal- Traditional and Modern methods of Performance Appraisal; Uses and Limitations of Performance Appraisal.		

BBA (Regular)

Unit-5: Compensation Management	08
<p>Compensation Management- Meaning and Components of compensation structure; Factors influencing employee compensation; Incentives- Meaning, types of incentives- Monetary and Non-monetary incentives, Individual and Group Incentives; Incentives as a component of CTC</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Choose any MNC and present your observations on training programs conducted for employees. 2. Draw a chart showing different methods of Performance appraisal. 3. Draft a Pay structure based on the CTC of any Company. 4. List out the latest trends in Human Resource practices followed in companies. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Aswathappa, Human Resource Management- Text and Cases (9th Edition), McGraw Hill Education (India) Private Ltd. 2. Edwin Flippo, Personnel Management, McGraw Hill 3. C. B. Mamoria, Personnel Management, HPH 4. K. Venkataramana, Human Resource Management, SHBP 5. Subba Rao, Personnel and Human Resources Management, HPH 6. Reddy & Appanaiah, Human Resource Management, HPH 7. S. Sadri & Others: Geometry of HR, HPH 8. Michael Porter, HRM and Human Relations, Juta & Co. Ltd. 	

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 2.2 Name of the Course: INDIAN FINANCIAL SYSTEM		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the Students will be able to: <ol style="list-style-type: none"> a. Understand the Indian Financial System and its role in economic development. b. Learn various Financial Markets and its contribution to the Financial Services Sector c. Understand the various types of Financial Instruments and its features d. Learn the types of financial intermediaries and their role in channelizing the funds from the place of its abundance to the place of its scarcity e. Acquire the knowledge of the financial service providers and their importance in financial services sectors. 		
Syllabus:		Hours
Unit.1: INTRODUCTION TO INDIAN FINANCIAL SYSTEM		10
Introduction – Meaning of Financial System., Features, Objectives, Components, Structure, Role of Financial System in Economic Development - SWOT of Indian Financial System – Recent trends in Financial Sector in India. Financial Regulators in India (a brief note on Regulators, RBI, SEBI, IRDAI, and PFRDAI)		
Unit.2: FINANCIAL MARKETS		12
Meaning, Structure, Importance, Functions and type of Financial Markets – Money Market – Meaning, importance and types of money market instruments - Capital Market – Meaning, importance, types of Capital Markets and types of capital market instruments – Primary Market – Meaning, importance and role of primary market in new issues market – Secondary market – meaning, features and role of stock market in stock trading		
Unit.3: FINANCIAL INTERMEDIARIES		12
Meaning, importance, structure, types, functions of Financial Intermediaries in India. Banks – Meaning, Functions and role of banking – Non Banking Financial Companies – Meaning, functions and role of NBFCs. Merchant Bankers – Meaning, functions and role of Merchant banker in Primary Market – Share brokers – Meaning, functions and role of Share brokers in Stock Exchanges		

BBA (Regular)

Unit.4: FINANCIAL INSTRUMENTS	10
Meaning, importance, types of Financial Instruments- Equity Shares – Meaning and features. Preference shares – Meaning, features and types – Debentures – Meaning, feature and types – Mutual Funds – Meaning, features and types of Mutual Funds,	
Unit.5: FINANCIAL SERVICES	12
Meaning, importance, and types of Financial Services – Fund based services and Fee based services – Meaning, features and -types. Leasing, Factoring, Forfeiting, Credit Rating and Venture Capital – Meaning, Features and types.	
Skill Developments Activities: <ol style="list-style-type: none"> 1. Prepare a list of Financial Regulators in India with their objectives 2. Draw the structure of Indian Financial System 3. Prepare a list of various types of Mutual Funds in India 4. Draw the chart showing the process of Factoring 	
Reference Books: <ol style="list-style-type: none"> 1. Sudhindra Bhat, Financial Institutes and Markets, Excel Books. 2. NitiBhasin; Banking and Financial Markets in India 1947 To2007; New Century. 3. Khan M.Y, Indian Financial Systems, Tata McGraw Hill, New Delhi. 4. E Gordon, K.Natarajan, Financial Markets and Services. Himalaya Publishing House, New Delhi 5. Shashi K Gupta, Nisha Agarwal & Neethi Gupta, Financial Markets, Kalyani Publishers, New Delhi. 6. Vasanth Desai, Financial Markets and Services. Himalaya Publishing House. 	

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 2.3 Name of the Course: Statistics for Business Decisions-2		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the Students will be able to: <ol style="list-style-type: none"> a. Develop Proficiency in Statistical Methods b. Understand and Apply Time Series Analysis c. Perform Interpolation and Extrapolation d. Evaluate Population Theories and Techniques e. Analyze Demographic and Vital Statistics 		
Syllabus:		Hours
Unit.1: CORRELATION, REGRESSION ANALYSIS		12
Coefficient of Correlation: Covariance, Karl Pearson's Coefficient of Correlation. Simple Linear Regression: Introduction to Simple Linear regression, Determining Equation of Regression Line (x on y and y on x), Measure of Variation (Coefficient of Determination, Standard Error of the Estimate), Statistical Inference about the slope and Testing the Overall Regression Model.		
Unit.2: TIME SERIES ANALYSIS		12
Introduction, Components of a Time Series: Secular trend, Short term variation, Random or irregular variation. Components of Time series, Time Series Models (Additive, Multiplicative), Measurement of trend: Graphical or free hand curve fitting method, Semi-Average method, Least square method, Moving average method (2 yearly, 3yearly, 4yearly and 5yearly moving averages)		
Unit.3: INTERPOLATION AND EXTRAPOLATION		10
Introduction: Assumptions, uses of interpolation and extrapolation. Methods of Interpolation: Graphic Method, Newton's forward difference method, Newton's backward difference method, Introduction to Binomial expansion method (derivation only).		
Unit.4: VITAL STATISTICS		12
Meaning of demography and Vital statistics. Methods of collection of Vital Statistics and uses. Fertility, growth and mortality rates. Definition of fertility and fecundity. Fertility rates- CBR, ASFR, GFR and TFR (Problems). Growth rate- Gross reproduction rate and Net reproduction rate (Problems). Mortality rates- CDR, ASDR, S.T.D.R.(Problems) IMR, NMR and MMR (Theory Only).		

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Unit.5: Statistical Quality Control	10
Introduction to SQC, Uses of SQC, Process and Product Control, Control Charts: Upper Control Limit, Lower Control Limit, Central Line. Construction and Statistical basis of 3- σ Control charts (X-bar & R-chart, X-bar & s-chart np-chart, p-chart, c-chart and u-chart)[Theory Only], Rational Sub-grouping.	
Skill Developments Activities: <ol style="list-style-type: none"> 1. Calculate Regression for an imaginary dataset. 2. Differentiate between additive and multiplicative time series models. 3. Calculate Correlation for an imaginary dataset. 4. List any five uses of Statistical Quality Control 	
Textbooks: <ul style="list-style-type: none"> • S C Gupta: Fundamentals of Statistics – Himalaya Publishing House • Andrew F Siegel: Practical Business Statistics – Elsevier Inc. • Anderson: Statistics for Business & Economics – Cengage. • Nathan Keyfitz , Hal Caswell: Applied Mathematical Demography • S P Gupta: Statistical Methods- Sultan Chand • Dr. B N Gupta: Statistics, Sahithya Bhavan • Elhance: Statistical Methods, Kitab Mahal • Sanchethi and Kapoor: Business Mathematics, Sultan Chand • Veerachamy: Operation Research I.K. International Publishers • S. Jayashankar: Quantitative Techniques for Management • D.P Apte; Statistical Tools for Managers. 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration Course Code: BBA 2.4 Name of the Course: CORPORATE ACCOUNTING</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> a) Understand Issue of Shares. b) Determine the Liability of underwriters as per underwriting agreement. c) Find out Capital and Revenue profits by preparing the Statement of P/L. d) Prepare Final Account of Companies as per Schedule – III of Companies Act, 2013. e) Prepare Liquidator’s Final Statement of Account 		
SYLLABUS:		HOURS
Unit.1: ISSUE OF SHARES		10
<p>Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Journal Entries relating to issue of shares – Calls -in-arrears – Forfeiture and Re-issue of Shares.</p>		
Unit.2: UNDERWRITING OF SHARES		12
<p>Meaning of Underwriting – SEBI regulations regarding underwriting; Underwriting commission – Types of underwriting agreement – Conditional and Firm; Determination of Liability in respect of underwriting contract – fully underwritten and partially underwritten – with and without firm underwriting.</p>		
Unit.3: Profit Prior to Incorporation		10
<p>Introduction - Meaning – calculation of sales ratio – time ratio – weightedratio – treatment of capital and revenue expenditure – Ascertainment of pre-incorporation and post-incorporation profits by preparing statement of Profit and Loss (Vertical Format) as per schedule III of Companies Act, 2013.</p>		
Unit.4: Final Accounts of Joint Stock Companies		12
<p>Statutory Provisions regarding preparation of Company's Financial Statements – Treatment of Special Items, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves (Theory) Problems on Preparation of Statement of Profit and Loss and Balance Sheet as per Schedule – III of Companies Act, 2013.</p>		

BBA (Regular)

Unit.5: Corporate Financial Reporting Practices	12
<p>Corporate Financial Reporting - Meaning, Types, Objectives, Characteristics of Corporate Financial Report, Users of Corporate Financial Report, Components of Corporate Financial Report; General Corporate Information, Financial Highlights, Letter to the shareholders from the CEO, Management's Discussion and Analysis Financial Statements (Theory Only)- Balance sheet, Income Statement, Cash flow Statement and Notes to Accounts, Meaning and Contents of Auditors Report, Corporate Governance Report and CSR Report</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Give Accounting Treatment in the form of Journal for Issue of Shares at par, at Premium and at Discount with imaginary figures. 2. Prepare with imaginary figures computation of Unmarked Application at the time of Underwriting of Shares. 3. List the contents of an Annual Report. 4. Prepare Balance Sheet with imaginary figures as per Schedule – III of Companies Act,2013 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Hanif and Mukherjee, Corporate Accounting, Mc. Graw Hill Publishers 2. S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication 3. Dr. S Anil Kumar, Dr. V Rajesh Kumar and Dr. B Mariyappa, Corporate Accounting, HPH 4. Dr. S.N. Maheswari, Financial Accounting, Vikas Publication 5. Soundrajan & K. Venkataramana, Financial Accounting, SHBP. 6. A Bannerjee; Financial Accounting. 7. Radhaswamy and R.L. Gupta, Advanced Accounting, Sultan Chand 8. M.C. Shukla and Grewal, Advanced Accounting. 	

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 3.1 Name of the Course: PRINCIPLES OF MARKETING		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the Students will be able to a. Understand the concepts and functions of Marketing. b. Analyze Marketing Environment impacting the Business. c. Segment the Market and understand the Consumer Behaviour d. Describe the 4 P's of marketing and design the Marketing Mix.		
SYLLABUS:		HOURS
Unit-1:Introduction to Marketing		08
Marketing: Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. Recent trends in Marketing-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, Social Media Marketing and E-tailing (Meaning only).		
Unit- 2: Marketing Environment		10
Micro Environment – Meaning, Components- The company, suppliers, Marketing Intermediaries, competitors, public and customers; Macro Environment- Meaning, Components- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.		
Unit-3: Market Segmentation and Consumer Behaviour		10
Market Segmentation - Meaning, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behaviour – Meaning and Importance, Factors influencing Consumer Behaviour; Consumer Buying Decision Process.		

BBA (Regular)

Unit- 4:Marketing Mix -Product & Pricing	14
<p>Marketing Mix- Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion.</p> <p>Product-Meaning & features, Product Classification, Product Line & Product Mix decisions; Product Lifecycle – Meaning & stages in PLC; New Product Development Meaning and steps in NPD; Reasons for Failure of New Product.</p> <p>Pricing – Objectives, Factors influencing Pricing Policy, Methods of Pricing; Pricing Strategies</p>	
Unit- 5: Marketing Mix – Promotion & Distribution	14
<p>Promotion – Meaning and Significance of Promotion.</p> <p>Advertising – Meaning and Objectives, Types of Advertisement, Characteristics of an effective Advertisement.</p> <p>Personal Selling- Meaning and Importance, Characteristics of a Successful Sales person.</p> <p>Sales Promotion- Meaning, Objectives, Promotional Schemes, Limitations of Promotional Schemes.</p> <p>Physical Distribution–Meaning and Types of Channels of Distribution, Types of Intermediaries, Factors affecting Channel Selection</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Design a Marketing Mix for an imaginary product. 2. Write the tagline for any five companies/products of your choice. 3. Write a note on any five recent promotional schemes used in marketing a product. 4. Prepare a chart showing channels of distribution for any product. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Philip Kotler, Marketing Management, Prentice Hall. 2. Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI, New Delhi 3. William J. Stanton, Michael J.Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill 4. Bose Biplab, Marketing Management, Himalaya Publishers. 5. J.C. Gandhi, Marketing Management, Tata McGraw Hill. 6. Ramesh and Jayanti Prasad: Marketing Management, I.K. International 7. Sontakki, Marketing Management, Kalyani Publishers. 7. PN Reddy and Appannaiah, Marketing Management 8. Saxena Rajan,(2017)Marketing Management , Tata McGraw - Hill Publishing Company Ltd., New Delhi. Fifth Edition. 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration Course Code: BBA 3.2 Name of the Course: ORGANIZATIONAL BEHAVIOUR</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy: Classroom lectures, Tutorials, Role Plays and Case study method.</p>		
<p>Course Outcomes: On successful completion of the course, the students will:</p> <ol style="list-style-type: none"> a. Demonstrate an understanding of the role of OB in business organization. b. Demonstrate an ability to understand individual and group behavior in an organization. c. Be able to explain the effectiveness of organizational change and development of organisation. d. Demonstrate an understanding of the process of organizational development and OD Interventions. 		
SYLLABUS:		HOURS
Unit- 1 : Introduction to Organizational Behaviour		16
<p>Organization Behaviour– Meaning, Definition, Importance and Foundations of OB. Foundations of Individual Behaviour - Personal Factors, Environmental Factors, Psychological Factors, Organization systems and resources; Learning- Meaning, features and Theories- Classical Conditioning Theory and Operant Theory Personality-Meaning, Determinants and Personality Traits. Perception- Meaning, Factors influencing perception, Perceptual Process, Perceptual Errors.</p>		
Unit- 2: Group and Team Dynamics		10
<p>Group Dynamics-Meaning, Types of Groups, Development of Groups- Stages of Group Development, Determinants of Group Behaviour; Team Dynamics- Meaning, Types of Teams; Conflict- Sources of conflict and ways of resolving conflict.</p>		
Unit -3: Change Management		8
<p>Change: Meaning, Importance and Nature of Planned Change, Factors Influencing Change, Change Process; Change Management – Meaning and importance; Managing Change- Causes of resistance to change, Consequences of resistance to change, Overcoming Resistance to Change.</p>		

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Unit- 4: Organizational Development	12
<p>Organizational Development: Meaning and Nature of Organizational Development (OD), Process of Organizational Development; Overview of Entering and Contracting; Diagnosing: Meaning of Diagnosing, Comprehensive Model for Diagnosing Organizational Systems: Organizational Level, Group Level and Individual Level systems.</p>	
Unit -5: Organizational Development Interventions	10
<p>OD Interventions: Overview of OD interventions - Human Process Interventions, Techno Structural Interventions, HRM Interventions and Strategic Change Interventions, Conditions for optimal success of OD; Designing Effective OD Interventions; Process of design effective Interventions</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. List any 5 factors influencing Change in Organizations. 2. Draw Blake and Mouton managerial grid. 3. List the Personality Traits of Successful Business Leaders. 4. List the sources of conflict in organisations 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Fred Luthans, Organizational Behaviour. McGraw Hill 2. Robbins, Organizational Behaviour, International Book House. 3. John W. Newstrom and Kieth Davis, Organizational Behaviour, McGraw Hill. 4. K. Aswathappa, Organizational Behaviour, HPH. 5. Appanniah and, Management and Behavioural Process, HPH 6. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers. 7. Rekha and Vibha – Organizational Behavioural, VBH. 8. P.G. Aquinas Organizational Behaviour, Excel Books. 9. M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational Behaviour 	

BBA (Regular)

Name of the Program: Bachelor of Business Administration Course Code: Course Code: BBA 3.3 Name of the Course: ENTREPRENEURSHIP AND START-UPS		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the Students will demonstrate <ol style="list-style-type: none"> a. Understand the Fundamentals of Entrepreneurship b. Develop Skills in New Venture Planning c. Formulate a Comprehensive Business Plan d. Explore Startup Concepts and Government Schemes e. Assess the Indian Startup Ecosystem and Challenges 		
Syllabus:		HOURS
Unit.1: Entrepreneurship		10
Introduction-Meaning of Entrepreneurship, Factors influencing Entrepreneurship. Entrepreneur & Enterprise, Functions of Entrepreneur, Pros and Cons of being an Entrepreneur, Qualities of an Entrepreneur, Types of Entrepreneurs, Role of Entrepreneurs in Economic Development		
Unit.2: New Venture Planning		12
Ventures- Meaning and definition, objectives, characteristics, types, Stages in Venture Planning. Methods to initiate ventures, Advantages of an ongoing venture and examination of key issues. Developing a market plan – Customer analysis, sales analysis, and competition analysis.		
Unit.3: Business Plan		10
Introduction, Meaning, Importance, Preparation and format of Business Plan - Financial aspects, Marketing aspects, Human Resource aspects, Technical aspects and Social aspects of the Business Plan. Common pitfalls to be avoided in preparation of a Business Plan.		
Unit.4: Introduction to Startups		12
Introduction, Meaning & Definition, Characteristics, Types- Fintech, Edutech, Appareltech, Greentech and Cleantech; Objectives, Scope, Functions, Eligibility Criteria for Startups. Pradhan Mantri MUDRA Yojana, Venture Capital Scheme, Support for International Patent Protection in Electronics & Information Technology (SIP-EIT), Stand up India, Single Point Registration Scheme (SPRS), High Risk-High Reward Research, Atal Innovation Mission(AIM).		

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Unit.5: Startups in Indian Ecosystem	12
<p>Introduction, Overview of Indian Startup Ecosystem. Government Initiatives-Handholding, Funding/Incentives, Accelerators and Incubation centers, Credit Guarantee Scheme for Startups, Tax Exemptions & Legal support by the government. Benefits to startups by the Indian Government. Challenges for startups in India.</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. List out top 5 Edutech/Fintech/Spacetech/Foodtech/Greentech/Cleantech start-ups in India. 2. Prepare a format of a Business Plan. 3. List out any 5 benefits of the Startup India Scheme. 4. List out any 5 Women startups in India. 	
<p>Books for Reference:</p> <ol style="list-style-type: none"> 1. Entrepreneurship - Starting, Developing, and Management a new Enterprise – Hisrich and –Peters-Irwin 2. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press 3. Hougard S. (2005) The business idea. Berlin, Springer 4. Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, Butterworth Heinemann 5. Adam J. Bock, Gerard George, "The Business Model Book", Pearson Education Limited, 2017. 2. 6. . Alexander Chernev, "The Business Model: How to Develop New Products, Create Market Value and Make the Competition Irrelevant", Cerebellum Press, 2017 7. P. Kanagasabapathi, "Indian Models of Economy, Business & Management", PHI Learning, 2013. 	

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 3.4 Name of the Course: FUNDAMENTALS OF COST ACCOUNTING		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom lectures, Case studies, Tutorial classes, Group discussions, Seminar & fieldwork etc.,		
Course Outcomes: On successful completion of the course, the students will be able to <ol style="list-style-type: none"> a. Demonstrate an understanding of the concepts of costing and cost accounting. b. Classify, allocate apportion overheads and calculate overhead absorption rates. c. Demonstrate the ability to calculate labour cost. d. Demonstrate the ability to prepare a cost sheet. e. Prepare material-related documents, understand the management of stores and issue procedures 		
SYLLABUS:		HOURS
Unit.1: Introduction to Cost Accounting		8
Introduction- Meaning and definition- Objectives, Importance and Uses of Cost Accounting, Difference between Cost Accounting and Financial Accounting; Various Elements of Cost and Classification of Cost; Cost object, Cost unit, Cost Centre; Cost reduction and Cost control. Limitations of Cost Accounting.		
Unit 2: Cost Sheet		14
Cost Sheet - Meaning and Cost heads in a Cost Sheet, Preparation of Cost Sheet - Problems on Cost Sheets (including Unit Costing and Tenders & Quotations).		
Unit.3: Material Cost		12
Material Cost: Meaning, Importance of Material cost; Types of Materials – Direct and Indirect Materials; Procurement- Procedure for procurement of materials and documentation involved in materials accounting; Material Storage: Duties of Store keeper; Issue of Materials- Pricing of material issues, Preparation of Stores Ledger Account under FIFO, LIFO, Simple Average Price and Weighted Average Price Methods – Problems. Materials control. - Techniques of Inventory Control - Problems on Level Setting and EOQ.		
Unit.4: Labour Cost		8
Labour Cost: Meaning and Types of labour cost –Attendance Procedure-Time keeping and Time booking and Payroll Procedure; Idle Time- Causes and Treatment of Normal and Abnormal Idle time, Over Time- Causes and Treatment (theory only). Labour Turnover: Meaning, Reasons and Effects of labour turnover Methods of Wage Payment: Time rate system and piece rate system; Incentive schemes - Halsey plan, Rowan plan –problems based on calculation of wages and earnings using Time Rate, Piece Rate, Halsey & Rowan only.		

BBA (Regular)

Unit.5: Overheads	14
<p>Overheads: - Meaning and Classification of Overheads; Accounting and Control of Manufacturing Overheads: Collection, Allocation, Apportionment, Re-apportionment and Absorption of Manufacturing Overheads; Problems on Primary and Secondary overheads distribution using Reciprocal Service Methods (Repeated Distribution Method and Simultaneous Equation Method); Absorption of Overheads: Meaning and Methods of Absorption of Overheads (Concept only); Problems on calculation of Machine Hour Rate.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Mention the causes of labour turnover in manufacturing organisations. 2. Name any five documents used for material accounting 3. Prepare a dummy Payroll with imaginary figures. 4. List out the various overhead items under Factory, administrative, Selling & distribution overheads (five items each). 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers 2. Arora, M.N. Cost Accounting – Principles and Practice, Vikas Publishing House, New Delhi. 3. Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. Shri Mahavir Book Depot, New Delhi. 4. Iyengar, S.P. Cost Accounting, Sultan Chand & Sons 5. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan, Cost Accounting: A Managerial Emphasis, Pearson Education. 6. Jawahar Lal, Cost Accounting., McGraw Hill Education 7. Madegowda J, Cost Accounting, HPH. 8. Rajiv Goel, Cost Accounting, International Book House 	

BBA (Regular)

<p>Name of the Program: Bachelor of Business Administration</p> <p>Course Code: BBA 3.5</p> <p>Name of the Course: BUSINESS COMMUNICATION SKILLS</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
2 CREDITS	3 HOURS	30 HOURS
<p>Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the Course, the students will be able to:</p> <ol style="list-style-type: none"> a. Identify the importance of Business Communication b. Comprehend the various types of Communication Skills c. Discern the different types of Communication d. Draft different types of Business Letters. 		
SYLLABUS:		HOURS
Unit-1: Fundamentals of Communication		08
<p>Introduction - Meaning of Communication; Purpose or Objectives of Communication; Process or Stages of Communication; Principles of Effective Communication; Barriers to Effective Communication; Types of Communication (Meaning & Features) –Interpersonal, Intrapersonal, Internal, External, Upward, Downward, Lateral, One-way, Two-way, Verbal and Non-verbal communication, Formal & Informal, Cross Cultural Communication; Scope of Communication; Limitations of Communication.</p>		
Unit-2: Communication Skills		12
<p>Reading skills – Meaning; Importance of Reading Skills; Reading comprehension skills – Literal, Evaluative, Inferential; Types of Reading Techniques – Skimming, Scanning, Intensive, Extensive and Guidelines for improving Reading Skills.</p> <p>Listening skills – Meaning; Importance of Listening; Types of listening (Meaning and Benefits of each type of Listening) – Attentive, Reflective, Discriminative, Comprehension, Critical, Biased, Evaluative, Appreciative, Sympathetic & Empathetic; Barriers to listening; Overcoming barriers to listening.</p> <p>Note taking skills – Meaning and Importance; Methods – Outline Method, Cornell Method, Mapping Method, Charting Method, Box & Bullet Method.</p> <p>Presentation skills – Meaning of Presentation in Business Communication; Importance of Presentation Skill in Business; Types of Presentations (Meaning, Pros & Cons of each type) – Informative, Instructional, Progress Reporting, Persuasive, Decision making, Problem Solving.</p>		

BBA (Regular)

Unit-3: Business Letters	10
<p>Types of Business letters- Enquiries & replies, Offers and Quotation, Orders and their execution, Complaints & ATRs, Remittance letters, Sales letters, Follow-up letters, Circular letters, Agency letters, Status enquiries, Collection letters. AI tools in Business Communication.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Draft a Quotation with imaginary content. 2. List out the various parts of Business Letter. 3. List any five AI tools used for Business Communication. 4. List out any five barriers to effective listening and propose strategies to overcome them. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. C.S. Raydu, Corporate Communication, HPH 2. Rai & Rai, Business Communication, HPH 3. S.P. Sharman, Bhavani.H, Corporate Communication, VBH 4. K. Venkataramana, Corporate Communication, SHBP 5. Rajkumar, Basic Business Communication: Concepts, Applications and Skills, Excel Books 6. Taylor, Shirley, Communication for Business : A Practical Approach, Pearson Education 7. Peter URS Bender, Robert. A.Traez, Secrets of Face to Face Communication, Macmillan India 8. Vilanilam,J.V, More Effective Communication: A manual for Professionals, Response Books 9. Guptha.C.B, Business Communication and Customer Relations, Sulthan Chand 10. Guptha,C.B, Business Communication and Organization and Management, Sulthan Chand 11. Subhash Jagota, Succeeding Through Communication, Excel Books 12. Chopra,R.K, Communication Management, HPH 13. Nageshwara Rao Das, Rajendra.P, Communication Skills, HPH 14. Ghanekar, Anjali, Communication Skills for Effective Management, Everest Publishing House 15. Mandal.S.K, Effective Communication and Public Speaking, Jaico publishing House 16. Jetwaney, Jaishri, Corporate Communication, Oxford university Press 	

BBA (Regular)

Name of the Program: Bachelor of Business Administration Course Code: BBA 4.1 Name of the Course: BANKING LAW & PRACTICE		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Class rooms lecture, Case studies, Group discussion, Seminar & field work etc.,		
Course Out comes: On successful completion of the course, the Students will be able to <ol style="list-style-type: none"> a. Summarize the relationship between Banker & customer and different types of functions of banker. b. Analyze the role, functions and duties of paying and collecting banker. c. Make use of the procedure involved in opening and operating different accounts. d. Examine the different types of negotiable instrument & the irrelevance in the present context. e. Estimate possible developments in the banking sector in the upcoming days. 		
Syllabus:		HOURS
Unit.1: Introduction to Banking		12
Banking-Meaning, Need and Importance; Primary, Secondary & Modern functions of banks; Origin of banking; Banker and Customer Relationship (General and special relationship); Types of Banks in India, RBI- History, Role & Functions. Banking Laws (Amendment) Bill-2024		
Unit.2: Paying and Collecting Banker		12
Paying banker- Introduction, Meaning, Duties and Responsibilities, Precautions and Statutory Protection and rights; Dishonor of Cheques – Grounds of Dishonor, Consequences of wrongful dishonor of Cheques. Collecting Banker- Introduction, Meaning, Legal status of collecting banker- Holder for value, Holder in due course, Duties & Responsibilities, Precautions and Statutory Protection to Collecting Banker.		
Unit.3: Customers and Account Holders		10
Introduction-Types of Customers and Account Holders; Procedure and Practice in opening and operating accounts of different customers- Minors, Joint Account Holders, Partnership Firms, Joint Stock Companies, Executors and Trustees, Clubs and Associations and Hindu Undivided Family.		

BBA (Regular)

Unit.4: Negotiable Instruments	12
Negotiable Instruments- Meaning, Definition & Features; Types of Negotiable Instruments- Promissory Notes, Bills of Exchange, Cheques; Crossing of Cheques- Types of Crossing; Endorsements- Meaning, Types and Essentials of Valid Endorsement.	
Unit.5: Recent Trends in Banking Practices	10
Introduction-New technology in Banking– E-services–Debit and Credit cards-Internet Banking - Electronic Fund Transfer- MICR– RTGS- NEFT– ECS-Small banks-Payment banks-Digital Wallet-Crypto currency-KYC norms–Basel Norms- Mobile banking-E- payments - E-money. Any other recent development in the banking sector.	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Refer RBI website and identify the different types of banks operating in India. 2. Visit any Public sector bank & discuss with the branch manager about the role and functions as a paying and collecting banker. 3. Collect and fill dummy account opening forms as different types of customer. 4. Draft specimen of Negotiable instruments: bill of exchange Promissory Notes and Cheques. 	
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Nagarajan.G, Sudesh and Raju.G.S(2021); Law and Practice of Banking, Jayvee Publications, Bangalore. 2. Gordon & Natarajan, Banking Theory Law and Practice, HPH, 24th Edition 3. S.P.Srivastava (2016), Banking Theory & Practice, Anmol Publications 4. Maheshwari.S.N.(2014), Banking Law and Practice, Kalyani Publishers, 11 edition 5. Shekar.K.C(2013), Banking Theory Law and Practice, Vikas Publication, 21st Edition. 6. Dr.Alice Mani (2015), Banking Law and Operation, SBH. 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration Course Code: BBA 4.2 Name of the Course: FINANCIAL MANAGEMENT</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> a. Understand the Role of Financial Managers effectively in an organization b. Apply the compounding & discounting techniques for time value of money. c. Take investment decision with appropriate capital budgeting techniques for investment proposals. d. Understand the factors influencing the capital structure of an organization. e. Understand the factors influencing the working capital requirements of an organization 		
Syllabus:		HOURS
Unit.1: Introduction to Financial Management		10
<p>Financial Management: Meaning and definition of Financial Management- Goals of Financial Management-Scope of Financial Management-Functions of Financial Management Role of Finance Manager.</p> <p>Financial planning: Meaning –Need – Importance -Steps in financial Planning – Principles of a sound financial plan and Factors affecting financial plan. Source of funds – Long and Short term sources of funds (A brief overview)</p>		
Unit-2: Capital Structures and Leverages		12
<p>Introduction-Meaning and Definition of Capital Structure, Factors determining the Capital Structure, Concept of Optimum Capital Structure, EBIT-EPS Analysis. Leverages: Meaning and Definition, Types of Leverages- Operating Leverage, Financial Leverage and Combined Leverages. (Theory and Problems)</p>		
Unit.3: Time Value of Money		10
<p>Introduction – Meaning of time value of money-time preference of money- Techniques of time value of money: Compounding Technique-Future value of Single flow. Multiple flow and Annuity – Perpetuity-Discounting Technique-Present value of Single flow, Multiple flow – and Annuity. (Theory and Problems)</p>		

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Unit-4: Capital Budgeting	16
<p>Introduction-Meaning and Definition of Capital Budgeting, Features, Significance – Steps in Capital Budgeting Process. Techniques of Capital budgeting: Traditional Methods – Pay Back Period, and Accounting Rate of Return – DCF Methods: Net Present Value- Internal Rate of Return and Profitability Index- (Theory and Problems).</p>	
Unit-5: Working Capital Management	08
<p>Introduction- Meaning and Definition, types of working capital, Operating cycle, Determinants of working capital needs-Sources of working capital- Merits of adequate working capital - Dangers of excess and inadequate working capital. (Theory only).</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Prepare the list of Functions of Finance Manager. 2. As a finance manager of a company, design an appropriate Capital Structure. 3. Evaluate a capital investment proposal by using NPV method with imaginary figures. 4. Calculate EBIT and EPS with imaginary figures. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. 1.IM Pandey, Financial management, Vikas publications, New Delhi. 2. 2.Abrish Guptha, Financial management, Pearson. 3. 3.Khan & Jain, Basic Financial Management, TMH, New Delhi. 4. 4.S N Maheshwari, Principles of Financial Management, Sulthan Chand & Sons, New Delhi. 5. Chandra & Chandra D Bose, Fundamentals of Financial Management, PHI, New Delhi. 6. 6.Ravi M Kishore, Financial Management, Taxman Publications 7. 7.Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill. 	

BBA (Regular)

Name of the Program: Bachelor of Business Administration Course Code: BBA 4.3 Name of the Course: Research Methodology		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work, WBL, literature reviews etc.,		
Course Outcomes: On successful completion of the course, the students will be able to <ol style="list-style-type: none"> a. Explain the fundamental concepts, scope, and methodologies of business research. b. Apply appropriate research problem formulation, hypothesis development, and sampling techniques to real-world business scenarios. c. Analyse collected data using statistical tools and techniques to derive meaningful business insights. d. Critically evaluate research findings and test hypotheses using appropriate statistical methods. e. Design and develop a well-structured research report with proper interpretation, visualization, and ethical considerations. 		
SYLLABUS:		HOURS
Unit 1: Introduction to Business Research		10
Research: Meaning, Purpose, Scientific method, types of research; scope of business research. Review of literature: need, purpose, notes taking.		
Unit 2: Research Design		12
Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques. Research Design: Meaning, nature, process of preparation, components of research design.		
Unit 3: Data Collection and Processing		12
Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, socio-metric, check list; pre-testing of tools, pilot study. Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.		

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Unit 4: Tools for Data Analysis	12
<p>Statistical Techniques: Descriptive Statistics -Mean, Median, Mode, Standard Deviation, Mean Deviation and Quartile Deviation; Inferential Statistics -t-test, Chi-square test and ANOVA & Regression analysis [Meaning and application of each in Business Research].</p> <p>Data analysis tools for Social Science Research: Python, R, SPSS, Tableau and Excel (Concepts and application only)</p>	
Unit 5: Research Reports	10
<p>Research Reports- Characteristics of good Research Report, types of reports, style of report writing, Steps in drafting the Report.</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Design a questionnaire for a research study 2. List the different types of sampling techniques with suitable examples. 3. List the statistical software tools used in social science research. 4. Write a sample research report outline with an introduction, methodology, and conclusion. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Dr. M. Ranganatham, O R Krishnaswami, P N Harikumar: Research Methodology , Himalaya Publishing House. 2. C.R. Kothari, Research Methodology: Methods and Techniques, New Age International Publishers 3rd Edition. 3. Wayne C. Booth, Gregory G. Colomb, Joseph M. Williams, Joseph Bizup, and William T. Fitzgerald, "The Craft of Research", University of Chicago Press, Fourth Edition. 4. Ingeman Arbnor and Björn Bjerke, Methodology for Creating Business Knowledge, Sage Publications, 3rd Edition. 5. Krishna G. Palepu and Paul M. Healy, Business Analysis and Valuation: Using Financial Statements, Cengage Learning, 5th Edition. 6. Joseph F. Hair Jr., Mary Celsi, Arthur H. Money, Phillip Samouel, and Michael J. Page, Essentials of Business Research Methods, Routledge 5th Edition. 7. Satyaprasad and D. R. Satya Raju, Business Research Methods, Himalaya Publishing House 2nd edition. 8. Navdeep Kaur and Dr. Pawan Kumar Taneja, Business Research Methods: A South-Asian Perspective, Kalyani Publishers 1st Edition. 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration</p> <p>Course Code: BBA 4.4</p> <p>Name of the Course: CUSTOMER RELATIONSHIP MANAGEMENT</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,.</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to</p> <ol style="list-style-type: none"> a. To be aware of the nuances of customer relationship. b. To analyze the CRM link with the other aspects of marketing. c. To impart the basic knowledge of the Role of CRM in increasing the sales of the company. d. To make the students aware of the different CRM models in service industry. e. To make the students aware and analyze the different issues in CRM 		
Syllabus:		HOURS
UNIT 1: Evolution of Customer Relationship & CRM Concepts		12 Hrs
<p>Evolution of Customer Relationship: Introduction - CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM.</p> <p>CRM Concepts: Acquiring Customers, Customer Loyalty and Optimizing Customer Relationships; CRM Definition; Success Factors -- The three levels of Service/ Sales Profiling; Service Level Agreements (SLAs), Creating and Managing effective SLAs.</p>		
UNIT 2: CRM in Marketing		12 Hrs
<p>One-to-one Relationship Marketing; Cross Selling & Up Selling; Customer Retention; Behavior Prediction - Customer Profitability & Value Modeling; Channel Optimization; Event-based marketing; CRM and Customer Service - The Call Centre, Call Scripting, Customer Satisfaction Measurement.</p>		
UNIT 3: Sales Force Automation		12 Hrs.
<p>Sales Process, Activity; Contact- Lead and Knowledge Management; Field Force Automation; CRM links in E-Business; E-Commerce and Customer Relationships on the Internet; Enterprise Resource Planning (ERP); Supply Chain Management (SCM); Supplier Relationship Management (SRM); Partner Relationship Management (PRM)</p>		

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UNIT 4: Analytical CRM	12 Hrs.
Managing and Sharing Customer Data; Customer Information Databases - Ethics and Legalities of Data use; Data Warehousing and Data Mining concepts; Data Analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering	
UNIT 5: CRM Implementation	08 Hrs
Defining Success Factors; Preparing a Business Plan Requirements, Justification and Processes; Choosing CRM Tools - Defining Functionalities - Homegrown versus Out-Sourced Approaches; Managing Customer Relationships - Conflict, Complacency; Resetting the CRM Strategy; Selling CRM Internally; CRM Development Team, Scoping and Prioritizing, Development and Delivery, Measurement	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Present any two CRM models in a Diagrammatic form. 2. List out the challenges of CRM implementation in business operations 3. Present the flow-chart of CRM implementation. 4. Develop an imaginary customer database for any product of student's choice 	
<p>Books For Reference:</p> <ol style="list-style-type: none"> 1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited 2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited 3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited 4. Jagdish Seth, et al, Customer Relationship Management 5. V. Kumar & Werner J., Customer Relationship Management, Willey India 6. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3rd edition, Routledge Publishers, 2015 7. Kumar, V., Reinartz, Werner Customer Relationship Management Concept, Strategy and Tools, 1st edition, Springer Texts, 2014. 8. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", 2010, TMH 9. Dilip Soman & Sara N-Marandi," Managing Customer Value" 1st edition, 2014, Cambridge. 10. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI. 10. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson Education. 11. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition 	

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 4.5 Name of the Course: TECHNOLOGY FOR BUSINESS		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
2 CREDITS	3 HOURS	30 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to:		
<ul style="list-style-type: none"> a. Understand the fundamentals of Information Technology (IT) and Information Systems (IS), differentiate between them, recognize their role in business processes and decision-making b. Understand different types of information systems, how they work, and how they help people make better decisions." c. Learn how to use MS Excel to organize, format, protect, and analyze data using charts, formulas, and functions for better understanding and decision-making 		
Syllabus:		HOURS
Unit.1: Information Technology and Information System		10
Introduction to IT, Introduction to IS, Difference be IS and IT, need for Information System, Information Systems in the Enterprise, Impact of Information Technology on Business (Business Data Processing, Intra and Inter Organizational communication using network technology, Business process and Knowledge process outsourcing), Managers and Activities in IS, Importance of Information systems in decision making and strategy building, Information systems and subsystems; Recent Trends in IT- Cloud computing, Quantum Computing, Internet of Things, Block Chain, Artificial Intelligence, Machine Learning, Cryptocurrency and Account Aggregator (Concepts only)		
Unit.2: Subsystems of Information System		08
Transaction Processing Systems (TPS), Management Information System (MIS), Decision Support Systems (DSS), Group Decision Support System (GDSS), Executive Information System (EIS), Expert System (ES), Features, Process, advantages and Disadvantages, Role of these systems in Decision makingprocess		
Unit.3: Microsoft Excel in Business		12
Introduction to MS Excel, features of MS Excel, Cell reference, Format cells, Data Validation, Protecting Sheets, Data Analysis in Excel: Sort, Filter, Conditional Formatting, Preparing Charts, Pivot Table, What if Analysis(Goal Seek, Scenario manager), Financial Functions: NPV, PMT, PV,FV, Rate, IRR, DB, SLN, SYD Logical Functions: IF, AND, OR, Lookup Functions: V Lookup, H Lookup, Mathematical Functions, TextFunctions.		

BBA (Regular)

Skill Development Activities:

1. Steps in Creating different types of charts in MS Excel
2. Steps in summarizing data using Pivot Table
3. Steps to create V Lookup and H Lookup functions
4. List the financial functions with syntax and examples.

Books for References:

1. Lauaon Kenneth & Landon Jane, "Management Information Systems: Managing the Digital firm", Eighth edition, PHI, 2004.
2. Uma G. Gupta, "Management Information Systems – A Management Prespective", Galgotia publications Pvt., Ltd., 1998.
3. Louis Rosenfel and Peter Morville, "Information Architecture for the World wide Web", O'Reilly Associates, 2002.
4. C. S. V. Murthy: Management Information Systems, HPH
5. Steven Alter, "Information Systems – A Management Perspective", Pearson Education, 2001.
6. Uma Gupta, "Information Systems – Success in 21st Century", Prentice Hall of India, 2000.
7. Robert G. Murdick, Joel E. Ross and James R. Claggett, "Information Systems for Modern Management", PHI, 1994.
8. Introduction to Database Systems, CJ Date, Pearson
9. Database Management Systems, Raghurama Krishnan, Johannes Gehrke, TATA McGrawHill 3rd Edition. 10
10. The Database Systems – The Complete Book, H G Molina, J D Ullman, J Widom Pearson 11
11. Database Systems design, Implementation, and Management, Peter Rob & Carlos Coronel 7th Edition.
12. Fundamentals of Database Systems, Elmasri Navrate Pearson Education
13. Introduction to Database Systems, C.J.Date Pearson Education
14. Microsoft Access 2013 Step by Step by Cox, Joyce, Lambert, Joan.
15. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365 (English Edition) by Lokesh Lalwani
16. Microsoft Excel 2016 - Data Analysis and Business Modeling by Wayne L. Winston(Author)

BBA (Regular)

Name of The Program: Bachelor of Business Administration Course Code: BBA 5.1 Name of the Course: INCOME TAX LAW & PRACTICE- I		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to: <ol style="list-style-type: none"> a. Comprehend the procedure for computation of Total Income and tax liability of an individual. b. Understand the provisions for determining the residential status of an Individual. c. Comprehend the meaning of Salary, Perquisites, Profit in lieu of salary, allowances and various retirement benefits. d. Compute the income house property for different categories of house property. e. Comprehend TDS & advances tax Ruling and identify the various deductions under section 80. 		
Syllabus:		HOURS
Unit-1: Basic Concepts of Income Tax		08
Introduction –Meaning of tax-, types of taxes and cannons of taxation, Important definitions, assessment year, previous year including exceptions, assesses, person, income, casual income, Gross total income, Total income, Agricultural income, Tax Rates (Old and New Regimes). Exempted incomes of individuals under section 10.		
Unit- 2: Assessment Procedure and Income Tax Authorities		08
Meaning of Assessment - Types of Assessment– Regular Assessment- Self Assessment – Best Judgement Assessment- Summary Assessment – Scrutiny Assessment – Income Escaping Assessment - Permanent Account Number -Meaning, Procedure for obtaining PAN and transactions were quoting of PAN is compulsory. Income Tax Authorities their Powers and functions. CBDT, CIT and AO.		
Unit-3: Residential Status and Incidence of Tax		10
Introduction – Residential status of an individual. Determination of residential status of an individual. Incidence of tax or Scope of Total income. Problems on computation of Gross total Income of an individual (Deductions U/S 80 excluded)		

BBA (Regular)

Unit- 4: Income from Salary	18
<p>Introduction - Meaning of Salary -Basis of charge Definitions–Salary, allowances, Perquisites, and profits in lieu of salary - Provident Fund - Retirement Benefits – Gratuity, pension and Leave salary. Deductions U/S 16 and Problems on Computation of Taxable Salary.</p>	
Unit- 5: Income from House Property	12
<p>Introduction - Basis of charge - Deemed owners -House property incomes exempt from tax, Vacancy allowance and unrealized rent. Annual Value –Determination of Annual Value- Deductions U/S 24 from Net Annual Value - Problems on Computation of Income from House Property.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Prepare slab rates chart for different Individual assesses (Old Regime). 2. List out any 6 Incomes exempt from tax under section 10 of an Individual. 3. Draw an organization chart of Income Tax Authorities. 4. Prepare the chart of perquisites received by an employee in an organization. 5. Prepare the chart of Computation of Income under House Property. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra. 2. Vinod K. Singhanian, Direct Taxes, Taxman Publication Private Ltd, New Delhi. 3. Gaur and Narang, Law and practice of Income Tax, Kalyani Publications, Ludhiana. 4. Bhagawathi Prasad, Direct Taxes. 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration Course Code: BBA 5.2 Name of the Course: MANAGEMENT ACCOUNTING</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy: Classroom lectures, Tutorials, and Problem Solving.</p>		
<p>Course Outcomes: On successful completion of the course, the students will:</p> <ol style="list-style-type: none"> a. Explain the application of management accounting and various tool used b. Make inter – firm and inter- period comparison of financial statements c. Analyze financial statements using various ratios for business decisions. d. Prepare fund flow and cash flow statements e. Prepare different types of budgets for the business. 		
SYLLABUS:		HOURS
UNIT-1: Introduction to Management Accounting		8
<p>Introduction- Meaning and Definition – Objectives – Nature and Scope–Functions- Role of Management Accountant, Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting, advantages and limitations of Management, Technique of Management Accounting (Concept Only).</p>		
UNIT-2: Ratio Analysis		14
<p>Introduction- Meaning and Definition of ratio, Meaning of Accounting ratio, and Ratio Analysis – Uses and Limitations –Classification of ratios- Liquidity ratios, Profitability ratios and Solvency ratios. Problems on conversion of financial statements into ratios and ratios into financial statements</p>		
UNIT- 3: Cash Flow Analysis		12
<p>Meaning and Definition of Cash Flow Statement – Concept of Cash and Cash Equivalentents - Uses of Cash Flow Statement – Limitations of Cash Flow Statement– Provisions of Ind.AS-7. Procedure for preparation of Cash Flow Statement – Cash Flow from Operating Activities – Cash Flow from Investing Activities and Cash Flow from Financing Activities – Preparation of Cash Flow Statement according to Ind. AS-7.</p>		

BBA (Regular)

UNIT-4: Marginal Costing	10
<p>Introduction-Meaning and definition of marginal cost, marginal costing, features of marginal costing- terms used in marginal costing – P/V ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis- assumption and uses problems.</p>	
UNIT-5: Budgetary Control	12
<p>Meaning and Definition of Budget and Budgetary Control, objectives of budgetary control, advantages and limitations of budgetary control, essentials of effective budgeting, Types of Budget-Functional budgets, Master Budget, Fixed and Flexible Budget, Problems on Flexible budget and Cash Budget.</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Prepare with imaginary figures a Cash budget. 2. Prepare with imaginary figures comparative statement and analyze the financial position. 3. Prepare with imaginary figures a cash flow statement 4. Prepare a Trend analysis statement for three years with imaginary figures. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Dr. S.N. Maheswari, Management Accounting, Mahavir Publications 2. T.S.Sexana, Advanced Cost and Management Accounting, Sultan Chand Jain and Narang, Cost and Management Accounting, Kalyani Publisher. 3. Dr. S.N. Goyal and Manmohan, Management Accounting, S.N. Publications. 4. B.S. Raman, Management Accounting, United Publishers. 5. Sharma and Gupta, Management Accounting, Kalyani Publishers. 6. M N Arora, Accounting for Management, Himalaya Publisher 7. Jawahar Lal, Cost Accounting; McGraw-Hill Education (India) 	

BBA (Regular)

<p>Name of the Program: Bachelor of Business Administration Course Code: MK1 Marketing Elective- Paper 1 Name of the Course: CONSUMER BEHAVIOUR</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the course, the Students will demonstrate</p> <ol style="list-style-type: none"> a. Understanding of Consumer Behavior towards products, brands and services. b. Establish the relevance of consumer behavior theories and concepts to marketing decisions. c. Implement appropriate combinations of theories and concepts. d. Understanding determinants of consumer behaviour. e. Understanding consumer's decision-making process. 		
SYLLABUS:		HOURS
Unit-1: Introduction to Consumer Behaviour		8
<p>Introduction to Consumer Behaviour –Meaning of Consumer Behaviour, Need to study Consumer Behaviour; Theories of consumer behaviour- Howard Seth model, Nicosia model, Economic model.</p>		
Unit-2: Individual Determinants of Consumer Behaviour		12
<p>Individual determinants of consumer behaviour: Consumer Motivation and Needs (Maslow’s Hierarchy of Needs); Personality and Self-concept: Personality traits and consumer behaviour, Extended self, Altering self; Consumer Perception and positioning: (Consumer Perceptual Process, Perceptual Biases); Learning (Classical Conditioning, Instrumental conditioning); Attitudes (Attitude Formation, Attitude Change).</p>		
Unit-3: Environmental Determinants of Consumer Behaviour		14
<p>Cultural Influences and consumer behaviour: (Culture, Sub-culture, social class and Cross-Cultural influences); Social Class and consumer behaviour: nature of social class, symbols of status, social class categories; The Role of Family in Consumer behaviour; Family life cycle stages and Consumer behaviour; Reference Groups: Types of reference groups and Consumer behaviour; Opinion Leaders: characteristics of opinion leaders; Innovation and Diffusion of Innovation: Diffusion process, Types of Innovation, Product features that affect the adoption, Adoption Process.</p>		

BBA (Regular)

Unit-4: Consumer's Decision-Making Process	14
<p>Consumer Decision Making Process- Need Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post-Purchase Behaviour. Organisation Buyer Behaviour – Organisational Buyer characteristics, Factors influencing Organizational Buyer Behaviour Organizational Buying Decision Process.</p>	
Unit-5: Contemporary Issues in Consumer Behavior	8
<p>The Role of Technology and Social Media in Consumer Behaviour; Consumer Behaviour in the Digital Age (Online Shopping, E-commerce, Mobile Marketing); Green Consumerism and Ethical Consumption; Consumer Behaviour in Developing Markets.</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. List the principles of consumer perception applied to the marketing campaign of a brand. 2. Draw the buyer decision-making process chart of any one consumer durable product. 3. Write a note on Howard-Sheth Model of Consumer behaviour. 4. Analyse the impact of culture on consumer buying behaviour with examples from the Indian market. 	
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Leon. G. Schiffman & Leslve Lazer Kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2000. 2. Suja.R.Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2003. 3. Batra/Kazmi; Consumer Behaviour. 4. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, Mcgraw Hill, Inc; New Delhi, 1993. K. Venkatramana, Consumer Behaviour, SHBP. 5. Assael Henry; Consumer behaviour and marketing action; Asian Books(P) Ltd, Thomson learning, 6th Edition; 2001. 6. Jay D. Lindquist & M. Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, 2003. 7. Blackwell et al; Consumer Behaviour, 2nd Edition. 8. S.A.Chunawalla : Commentary on Consumer Behaviour, HPH. 9. Sontakki; Consumer Behaviour, HPH. 10. Schiffman; Consumer Behaviour, Pearson Education 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration Course Code: HR1 Human Resource Elective- Paper 1 Name of the Course: Performance & Compensation Management</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy: Classroom lectures, Case studies, Tutorial classes, Group discussions, Seminar & fieldwork etc.,</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to</p> <ol style="list-style-type: none"> a. Understand the concepts of Compensation management. b. Describe job evaluation and its methods. c. Evaluate the different methods of wages. d. Describe performance management and methods of performance management. e. Preparation of Payroll. 		
SYLLABUS:		HOURS
Unit-1: Introduction to Performance Management		12
<p>Performance management- Definitions, Importance, Purpose, Principles and Dimensions. Employee Engagement and Performance management. Performance Appraisal methods – Traditional methods and Modern methods. Performance Appraisal feedback – Roles, Types, Principles, Levels of Performance feedback. Ethics in Performance Appraisal.</p>		
Unit-2: Team Performance Management		06
<p>Meaning of Teams, Importance of Team Performance in the Organization, Team Objectives and Individual Objectives, Types of Teams – Problem-solving teams, Cross-functional teams, Virtual teams. Factors affecting Team performance: Context, Composition, Process. Strategies for effective Team Building.</p>		
Unit-3: Introduction to Compensation Management		14
<p>Compensation - Definition - Types - Wages, Salary, Benefits, DA, Consolidated Pay; Equity-based programs, Commission, Reward, Remuneration, Bonus, Short term and Long-term Incentives, Social Security, Retirement Plan, Pension Plans, Profit Sharing Plan, Stock Bonus Plan, ESOP, Employer Benefits and Employer Costs for ESOP. Compensation Management- Meaning, Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation Issues - Factors affecting Compensation Management; Compensation Policies.</p>		

BBA (Regular)

Unit-4: Job Evaluation	12
Definition, Process, Methods – Non-Analytical methods – Ranking methods, Job grading method; Analytical method – Point-Ranking method, Factor- Comparison method; Factor Evaluation System (FES), Using FES to determine Job Worth	
Unit-5: Wage and Salary Administration	12
Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration. Difference between Salary and Wages - Basis for Compensation Fixation- Components of Wages - Basic Wages, Overtime Wages, Dearness Allowance; Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes, Group Bonus Schemes; Preparation of Pay Roll.	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Design a performance appraisal format using any method of Performance Appraisal. 2. Prepare a payroll with imaginary figures. 3. Draw a chart showing the Performance Appraisal Process. 4. Draft a compensation policy for an organization. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Joseph J. Martocchio, Strategic Compensation, 3rd Edition, Pearson Education 2. Michael Armstrong & Helen Murlis: Hand Book of Reward Management – Crust Publishing House. 3. Milkovich; Newman, Compensation, Tata McGraw Hill 4. Richard I. Anderson , Compensation Management in Knowledge based world, 10th edition, Pearson Education 5. Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten: People, Performance; Pay – Free Press. 6. Aguinis Herman, Performance Management, 2nd Edition, 2009 Pearson Education, New Delhi. 7. Aziz A, Performance Appraisal: Accounting and Quantitative Approaches, 1993, Pointer. 8. Bhatia S.K, Performance Management: Concepts, Practices and Strategies for Organisation Success, 2007, Deep, New Delhi. 9. BD Singh, Compensation & Reward Management, Excel Books 10. Cardy R.L, Performance Management: Concepts, Skills and Exercises, 1st Edition, 2008, PHI, New Delhi. 11. Goel Dewkar, Performance Appraisal and Compensation Management: A Modern Approach, 2nd Edition, 2008, PHI, New Delhi. 12. Sarma A.M, Performance Management System, 1st Edition, 2008, Himalaya Pub, Mumbai. 	

BBA (Regular)

<p>Name of the Program: Bachelor of Business Administration Course Code: F1 Finance Elective- Paper 1 Name of the Course: ADVANCED FINANCIAL MANAGEMENT</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to</p> <ol style="list-style-type: none"> a. Understand Weighted Average Cost of Capital and its significance b. Comprehend the different advanced capital budgeting techniques. c. Understand different capital structure theories and its application in financing decisions. d. Evaluate different dividend decisions and its impact on the security valuation. e. Understand the important components of Working capital and its management. 		
SYLLABUS:		HOURS
Unit-1: Cost of Capital		12
<p>Cost of Capital: Meaning and Definition–Significance of Cost of Capital–Types of Capital Computation of Cost of Capital–Specific Cost–Cost of Debt–Cost of Preference Share Capital –Cost of Equity Share Capital–Weighted Average Cost of Capital (Book Value and Market Value Weights) –Problems.</p>		
Unit-2: Capital Structure Theories		8
<p>The Net Income Approach, The Net Operating Income Approach, Traditional Approach and MM, Hypothesis–Problems on all the approaches.</p>		
Unit-3: Risk Analysis in Capital Budgeting		12
<p>Meaning of Risk and Risk Analysis–Types of Risks–Risk and Uncertainty–Techniques of Measuring Risks–Risk adjusted Discount Rate Approach–Certainty Equivalent Approach – Probability Approach–Standard Deviation and Co-efficient of Variation- Theory and Problems. Sensitivity Analysis and Decision Tree Analysis (Theory only).</p>		

BBA (Regular)

Unit-4: Management of Current Assets	14
<p>Introduction – Significance of Current Assets – Meaning of Cash and Cash Management – Objectives, Motives of Holding Cash – Meaning and Definition of Receivables – Cost of Maintaining Receivables – Factors influencing the size of Receivables - Objectives of Receivables Management – Problems on Debtors Turnover Ratio, Average Collection Period, Creditors Turnover Ratio, Average Payment Period.</p> <p>Inventory Management – Meaning and Definition of Inventory – Elements of Inventory- Motives of holding the Inventory – Costs associated with Inventory – Techniques of Inventory Management.</p>	
Unit-5: Dividend Decision and Theories	10
<p>Introduction - Dividend Decisions: Meaning - Types of Dividends – Types of Dividends Policies – Significance of Stable Dividend Policy - Determinants of Dividend Policy; Dividend</p> <p>Theories: Theories of Relevance – Walter’s Model and Gordon’s Model and Theory of Irrelevance – The Miller-Modigliani (MM) Hypothesis -Problems.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. List any six inventory techniques. 2. Compute the specific cost and weighted average cost of capital of an Organization, with imaginary figures. 3. Calculate the different ratios under receivable management using imaginary figures. 4. Compare Net Income Approach and Net Operating Income Approach. 	
<p>Books for Reference:</p> <ol style="list-style-type: none"> 1. IM Pandey, Financial Management, Vikas publications, New Delhi. 2. Abrish Guptha, Financial Management, Pearson. 3. Khan & Jain, Basic Financial Management, TMH, New Delhi. 4. S N Maheshwari, Principles of Financial Management, Sulthan Chand & Sons, New Delhi. 5. Chandra & Chandra D Bose, Fundamentals of Financial Management, PHI, New Delhi. 6. Ravi M Kishore, Financial Management, Taxman Publications 7. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill. 	

BBA (Regular)

Name of the Program: Bachelor of Business Administration Course Code: A1 Analytics Elective- Paper 1 Name of the Course: BUSINESS ANALYTICS		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the Students will be able to: <ol style="list-style-type: none"> a. Explain the fundamental concepts of Business Data Analytics. b. Differentiate between quantitative and qualitative analysis techniques. c. Use analytical tools and techniques to derive insights from data. d. Interpret analytical results to support business decisions. e. Develop analytical models for business case studies. 		
SYLLABUS:		HOURS
Unit -1: Introduction to Business Data Analytics		6
Definition and Scope of Business Data Analytics, Importance of Data Analytics in Business Decision-Making, Types of Business Analytics: Descriptive, Diagnostic, Predictive, and Prescriptive, Quantitative vs. Qualitative Analysis: Concepts and Differences, Tools for Business Data Analytics (Introduction to Excel, Power BI, and Python) Lab Session: Basic operations in Excel and introduction to Power BI dashboards.		
Unit - 2: Data Collection, Cleaning, and Visualization		10
Sources of Business Data (Primary and Secondary), Data Collection Methods (Surveys, Web Scraping, Transactional Data), Data Cleaning Techniques: Handling Missing Values, Outliers, and Duplicates, Data Visualization Techniques: Charts, Graphs, and Dashboards, Tools for Data Visualization: Excel, Power BI, and Tableau Lab Session: Creating dashboards and charts using Excel and Power BI.		
Unit - 3: Quantitative Analysis Techniques		14
Statistical Analysis: Measures of Central Tendency, Dispersion, and Correlation, Hypothesis Testing: t-tests, Chi-square tests, and ANOVA, Regression Analysis: Simple and Multiple Linear Regression, Time Series Analysis: Moving Averages, Trend Analysis, and Forecasting, Machine Learning Basics: Classification and Clustering Techniques(Theory Only) Lab Session: Hands-on exercises in Excel for executing Time series analysis and Regression.		

BBA (Regular)

Unit- 4: Qualitative Analysis Techniques	10
Understanding Qualitative Data: Text, Images, and Interviews, Sentiment Analysis and Text Mining, Thematic Analysis for Business Insights, Tools for Qualitative Analysis: NVivo, Orange, and Python (NLTK Library) [Theory Only]	
Unit- 5: Business Applications, Ethics and Data Privacy	16
<p>Marketing Analytics: Customer Segmentation, Market Basket Analysis, Financial Analytics: Risk Analysis and Fraud Detection, HR Analytics: Employee Performance and Retention Analysis, Supply Chain Analytics: Demand Forecasting and Inventory Optimization. [Theory Only]; Ethical Issues in Business Data Analytics, Data Privacy Regulations (GDPR, HIPAA, Indian IT Act)</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Compare and contrast different types of business analytics 2. List and explain commonly used tools for business data analytics with their practical applications. 3. List out the different types of charts used for data visualization and their purposes. 4. Write a note on any one machine learning technique and its application in business analytics. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Evans, James R. Business Analytics: Methods, Models, and Decisions, McGraw Hill publication 2. Davenport, Thomas H., Competing on Analytics, Harvard Business School Press, United States. 3. Albright, Winston, Business Analytics: Data Analysis & Decision Making, South-Western College Publishing 4. Provost, Foster & Fawcett, Data Science for Business, O'Reilly Media 	

BBA (Regular)

Name of the Program: : Bachelor of Business Administration Course Code: BBA 5.5 Name of the Course: BUSINESS LAWS		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the Course, the students will be able to: a. Comprehend the laws relating to Contracts and its application in business activities. b. Comprehend the rules for Sale of Goods and rights and duties of a buyer and a seller. c. Understand the significance of Consumer Protection Act and its features d. Understand the need for Environment Protection.		
Syllabus:		HOURS
Unit-1: Essentials of Valid Contracts-1		12
Introduction – Definition of Contract, Essentials of Valid Contract; Offer and acceptance- Offer and Acceptance and their various types, Intention to create legal relationship, Communication of Offer and Acceptance, Revocation and mode of revocation of offer and acceptance Consideration- Meaning and nature of Consideration, Exceptions to the rule- No Consideration- No Contract, Adequacy of consideration, Present and past consideration, Unlawful consideration and its effects Contractual capacity- Meaning of Capacity to Contract, Incapacity to contract- Minors, Persons of Unsound Mind, Disqualified agreements, Effects of Minors Agreement.		
Unit-2: Essentials of Valid Contracts -2		12
Consent- Meaning of Consent and Free Consent; Meaning and Effects of Coercion, Undue Influence, Fraud, Misrepresentation, Mistake in an agreement. Performance of Contract- Rules regarding Performance of Contracts, Joint Promisors, Impossibility of Performance, Quasi contracts & its performance Discharge of a Contract- Meaning of Discharge and modes of Discharging a Contract – Novation, Remission, Accord, Satisfaction and Breach-Anticipatory Breach and Actual breach Remedies for Breach of Contract- Remedies under Indian Contract Act 1872-Damages, Types of Damages		
Unit-3: Indian Sale of Goods Act		12
Concept of Goods, Sale of Goods v. Agreement to Sell , Contract of Sale of Goods, Performance of a Contract of Sale of Goods, Meaning and Types of Conditions and Warranties, Meaning and Rights of an Unpaid Seller		

BBA (Regular)

Unit-4: Consumer Protection & Cyber Laws	12
<p>Consumer Protection Laws- Definitions of the terms – Consumer, Consumer Protection, Consumer Dispute, Defect, Deficiency, Unfair Trade Practices, Rights of Consumer under the Act, Consumer Redressal- Meaning and Agencies – District Commission, State Commission and National Commission, Discussion of Leading Cases.</p> <p>Cyber Laws- Introduction to Information Technology Act 2000, (Amended 2018)- Features, Important Concepts- Private Key, Public Key, Digital Signature, Digital Signature Certificate; Cyber Crimes- Offences and Penalties for E-Frauds and Illegitimate Digital Arrest.</p>	
Unit-5: Environmental Protection Laws	08
<p>Introduction - Objectives of the Act, Definitions of Important Terms – Environment, Environment Pollutant, Environment Pollution, Hazardous Substance and Occupier, Types of Pollution, Powers of Central Government to protect Environment in India.</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Write the facts and adjudication of the case of “Carlill vs Carbolic Smoke Ball Company” 2. State the different types of Corporate Crimes under Sec 66(A) of Information Technology Act 2000. 3. List out any five rights of a consumer under Consumer Protection Laws. 4. List at least 5 items which can be categorized as ‘hazardous substance’ according to Environment Protection Act. 	
<p>Books for Reference:</p> <ol style="list-style-type: none"> 1. M.C. Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi. 2. N.D. Kapoor, Business Laws, Sultan Chand Publications 3. Avtar Singh, Business Law, Eastern Book Company, Lucknow. 4. SN Maheshwari and SK Maheshwari, Business Law, National Publishing House, New Delhi. 5. Aggarwal S K, Business Law, Galgotia Publishers Company, New Delhi 6. Bhushan Kumar Goyal and Jain Kinneri, Business Laws, International Book House 7. P C Tulsian and Bharat Tulsian, Business Law, McGraw Hill Education 8. Sharma,J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi 9. Chanda.P.R, Business Laws, Galgotia Publishing Company 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration</p> <p>Course Code: BBA 6.1</p> <p>Name of the Course: INCOME TAX LAW & PRACTICE -II</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> a. Understand the procedure for computation of income from business and other Profession. b. Ability to compute capital gains. c. Compute the income from other sources. d. Demonstrate the computation of total income of an Individual. e. Comprehend the assessment procedure and to know the power of income tax authorities. 		
SYLLABUS:		HOURS
Unit-1: : Profits and Gains of Business and Profession		18
<p>Introduction-Meaning and definition of Business, Profession and Vocation. - Expenses Expressly allowed - Expenses Expressly Disallowed - Allowable losses - Expressly disallowed expenses and losses, Expenses allowed on payment basis. Problems on computation of income from business of a sole trading concern - Problems on computation of income from profession: Medical Practitioner - Advocate and Chartered Accountants.</p>		
Unit-2: Capital Gains		10
<p>Introduction - Basis for charge - Capital Assets - Types of capital assets – Transfer - Computation of capital gains – Short term capital gain and Long term capital gain - Exemptions under section 54, 54B, 54EC, 54D and 54F. Problems covering the above sections.</p>		
Unit-3: Income from other Sources		10
<p>Introduction - Incomes taxable under Head income other sources – Securities - Types of Securities - Rules for Grossing up. Ex-interest and cum-interest securities. Bond Washing Transactions - Computation of Income from other Sources.</p>		
Unit-4: Set Off and Carry Forward of Losses & Assessment of Individuals.		10
<p>Introduction – Provisions of Set off and Carry Forward of Losses (Theory only) Deductions under Sections 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80E, 80EE, 80EA, 80G, 80GG, 80QQB, 80RRB, 80TTA, 80 TTB and 80U as applicable to Individuals.</p>		

BBA (Regular)

Unit-5: Total Income and Tax Liability	8
<p>Computation of Total Income and tax liability of an Individual Assesse. (Problems)</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Mention the procedure involved in the computation of income from profession. 2. List out the different types of capital assets and identify the procedure involved in the computation of tax for the same. 3. List out the steps involved in the computation of income tax from other sources and critically examine the same. 4. List any six deductions available under section 80. 5. Prepare a format for the computation of taxable income and tax liability of an individual assessee 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra. 2. Vinod K. Singhanian, Direct Taxes, Taxman Publication Private Ltd, New Delhi 3. Gaur and Narang, Law and practice of Income Tax, Kalyani Publication, Ludhiana. 4. Bhagawathi Prasad, Direct Taxes. 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration</p> <p>Course Code: BBA 6.2</p> <p>Name of the Course: International Business</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> a. Understand the concept of International Business. b. Differentiate the Internal and External International Business Environment. c. Understand the difference between MNC and TNC d. Understand the role of International Organisations in International Business. e. Understand International Operations Management. 		
SYLLABUS:		HOURS
Unit-1: Introduction to International Business		12
<p>Introduction- Meaning and definition of international business, need and importance of international business, stages of internationalization, tariffs and non-tariff barriers to international business. Mode of entry into International Business</p>		
Unit-2: International Business Environment		12
<p>Overview of IBE, Internal and External environment - Economic environment, Political environment, Demographic environment, Social and Cultural environment, Technological and Natural environment.</p>		
Unit-3: Globalization		12
<p>Meaning, features, Approaches to Globalization, Essential conditions favouring globalization, challenges to globalization; MNCs & TNCs - Meaning, features, merits and demerits; Technology transfer - Meaning and Issues in Technology Transfer; Emerging Trends in Globalization impacting Organizations.</p>		
Unit-4: Organizations Supporting International Business		10
<p>Meaning, Objectives and functions of - IMF, WTO, GATT, GATS, TRIM, TRIP; and Regional Integration- EU, NAFTA, SAARC, BRICS.</p>		

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Unit-5: International Operations & Supply Chain Management	10
<p>Global Supply Chain Management- Global sourcing, Global manufacturing strategies, International Logistics, International HRM - Staffing policy and it's determinants; Expatriation and Repatriation- Meaning, Objectives, Procedures and Challenges.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. List any 10 countries and their currencies. 2. Prepare a chart showing the modes of entry into global business. 3. List any 10 Indian MNCs along with their products or services offered. 4. Draft an organization structure of IMF/WTO/World Bank 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Rakesh Mohan Joshi. (2011). International Business, Oxford University Press, NewDelhi 2. Francis Cherunilam; International Business, Prentice Hall of India 3. P. SubbaRao – International Business – HPH 4. Sumati Varma. (2013). International Business (1st edi), Pearson. 5. Charles Hill. (2011). International Business: Text & Cases, Tata McGraw Hill, NewDelhi. 6. International Business by Daniel and Radebaugh –Pearson Education. 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration</p> <p>Course Code: BBA 6.3</p> <p>Name of the Course: Strategic Management</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> a. Explain the fundamental concepts of strategic management, including strategic decision-making and business ethics. b. Analyze the external business environment using environmental scanning techniques, SWOT analysis, and value chain analysis to assess competitive advantages. c. Evaluate different strategic planning approaches, including stability, expansion, merger, and retrenchment strategies, considering economic conditions. d. Develop strategic implementation frameworks, considering leadership, corporate culture, and functional strategies in financial, marketing, and operational domains. e. Assess the effectiveness of strategic decisions using key performance indicators, management control mechanisms, and strategy evaluation techniques. 		
SYLLABUS:		HOURS
Unit-1: Introduction to Strategic Management		08
<p>Introduction to Strategic Management. - Meaning and Definition – Need – Process of Strategic Management –Levels of Strategy- Corporate, Business and Functional; Strategic Decision Making</p>		
Unit-2: Strategic Analysis		12
<p>The concept of Environment – The Company and its Environment – External Analysis- Scanning the Environment- PESTLE-Political, Economic, Social, Technological, Legal and Environmental Analysis; Industry Analysis, Competitive Analysis- Porter’s Five Forces Model Internal Analysis- SWOT Analysis, 7S McKinsey Model, Value Chain Analysis, Resource Based View.</p>		
Unit-3: Strategic Planning		12
<p>Strategic Planning Process – Strategic Plans during recession, recovery, boom and depression – Stability Strategy – Expansion Strategy – Merger Strategy – Retrenchment Strategy – Restructure Strategy – Levels of Strategy – Corporate Level Strategy – Business Level Strategy (SBUs) and Functional Level Strategy –</p>		

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Unit-4: Implementation of Strategy	14
<p>Aspects of Strategy Implementation – Project Implementation – Procedural Implementation – Structural Implementation – Structural Considerations –Organizational Design and Change, Corporate Restructuring – Organizational Systems. Behavioral Implementation – Leadership Implementation – Corporate Culture – Corporate Policies and Use of Power. Functional and Operational Implementation – Functional Strategies – Functional Plans and Policies. Financial – Marketing – Operational and Personnel dimensions of Functional Plan and Policies – Integration of Functional Plans and Policies.</p>	
Unit-5: Strategy Evaluation	10
<p>Strategy Evaluation and Control - Operational Control - Overview of Management Control – Focus on Key Result Areas; Balanced Score Card, Key Performance Indicators, Risk Management and Contingency Planning. Emerging Trends in Strategic Management- Digital Transformation and AI in Strategy, Agile and Adoptive Strategies, Sustainability and Corporate Social Responsibility, United Nations Sustainable Developmental Goals.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Present a chart showing Strategic Management Process. 2. Present the SWOC Analysis of a Manufacturing Organization. 3. Analyse the corporate, business and functional level strategies of any one Indian Company. 4. Select any sector and make competitive analysis using Porter’s five forces model. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill. 2. Subbarao: Business Policy and Strategic Management, HPH. 3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage & Learning 4. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill 5. AppaRao; Strategic Management and Business Policy, Excel Books. 6. Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill. 7. Pillai, Strategic Management, 8. Lawrence, Business Policy and Strategic Management, Tata McGraw Hill. 9. Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt.Ltd 	

BBA (Regular)

Name of the Program: BACHELOR OF BUSINESS MANAGEMENT Course Code: MK2 Marketing Elective- Paper II Name of the Course: LOGISTICS AND SUPPLY CHAIN MANAGEMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to a. Understand the fundamentals of Logistics and Supply Chain Management b. Comprehend the relationship between competitive strategies and supply chain strategies c. Analyse the latest trends and challenges in the field of Logistics and Supply chain management		
SYLLABUS:		HOURS
Unit-1: Introduction to Supply Chain Management		14
Concept of Supply Chain and Supply Chain Management, Importance of SCM, Focus areas in Supply Chain Management, Functions of SCM, Decision phases in Supply chain Management, Process view of Supply Chain- Cycle view and push-pull view, Drivers of SCM, Enablers in Supply Chain Management, Concepts of Integrated supply chains, Autonomous Supply Chain. Supply chain model and Value chain model; Supply Chain trends and challenges in India. Case Studies (Class discussion only)- The case of AMUL's supply chain to understand Supply chain process and Dabbawalas of Mumbai and their supply chain success story		
Unit-2: Introduction to Logistics Management		10
Meaning of logistics and Logistics Management, Logistics management and Supply Chain management, Types of Logistics; Functions/ Activities in Logistics; seven R's of Logistics; Key Players in Logistics; Benefits of effective Logistics; Role of logistics in Supply Chain; Role of Government in Logistics.		
Unit-3: Customer Focus in Supply Chain Management		12
Meaning and importance of Customer service in SCM - Customer service dimension from a supply chain perspective (Order delivery lead time, responsiveness, delivery reliability and product variety); Customer service capability- availability, operational performance and service reliability.		

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Unit-4: Supply Chain Strategies and Strategic Fit	10
Competitive Strategies- Supply chain Strategies- Strategic Fit between competitive strategy and supply chain strategy, Steps in achieving strategic fit, Obstacles to achieving Strategic Fit.	
Unit-5: Demand Management in Supply Chain	10
Concept of demand in SCM, Types of demand, Role of demand forecasting in supply chain, Forecasting methods, Basic approach to Demand Forecasting; Collaborative planning, forecasting and replenishment (CPFR), Aggregate Planning in a Supply Chain, CODP (Customer order decoupling point) – Concepts only	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Draw a flow chart showing the basic supply chain and extended supply chain for a FMCG Company 2. Draw the structure of any logistical network. 3. List out the latest supply chain trends impacting Business performance. 4. Write a note on the risks involved in management of the supply chains. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Sunil Chopra & Peter Meindl, Supply Chain Management- Strategy, Planning and Operation, PHI 2. R.B. Handfield and E.L. Nichols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999. 3. Dr. R.P. Mohanty & Dr. S.G. Deshmukh, Essentials of Supply Chain Management, Jaico Publishing House 4. D. K. Agarwal, Supply Chain Management - Strategy, Cases and Best Practices, Cengage 5. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing & Managing the Supply Chain, McGraw Hill 6. Janat Shah, Supply Chain Management Text and Cases, Pearson Education 7. Rahul V Altekar, Supply Chain Management –Concepts and Cases, PHI 8. Sridhara Bhat, Supply Chain Management, HPH 9. Milind M Oka, Supply Chain Management, Everest Publishing House 10. Donald. J. Bowersox & Donald. J. Closs, Logistical Management-The integrated Supply Chain Process, TATA Mc-Graw Hill 	

BBA (Regular)

Name of the Program: BACHELOR OF BUSINESS MANAGEMENT Course Code: HR2 HR Elective- Paper II Name of the Course: EMPLOYEE WELFARE & SOCIAL SECURITY		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able <ul style="list-style-type: none"> a. To understand the concept of labour welfare and social security b. To learn various labour welfare policies and practices in India c. To understand the importance and role of negotiation in conflict resolution. b. To understand the importance of cross-cultural and gender dimensions of negotiation. 		
SYLLABUS:		HOURS
Unit-1: Concept of Employee Welfare & Social Security		14
Introduction, Meaning of Employee Welfare and Social Security, Origin of Labour Welfare & Social Security, Merits and Demerits of Employee Welfare and Social Security in the Indian Context. Types of Welfare Activities-Statutory Labour Welfare and Non-Statutory Labour Welfare in India. Growth of Employee Welfare and Social Security in India post-independence. Employee Welfare and Social Security during Covid-19 Pandemic.		
Unit-2: Labour Welfare Policy in India		12
Labour Welfare Activities Undertaken by the Employer, Legislative Provisions regarding Labour welfare in India - Minimum Wages Act 1948, , ESI Act 1948, Employees' Compensation Act 1923, Provident Fund Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972, The unorganized Workers' Social Security Act 2008, Code of Social Security 2020.(Objectives and Features only)		
Unit-3: Safety and Health in Organizations		10
Industrial Health and Safety in the Indian context; Industrial Accidents-causes and prevention; Meaning of safety, need for safety and measures to ensure safety in Industries, Legal Provisions for safety and health in India. Health -Industrial Health and Occupational Hazards; Job stress - Causes and measures to tackle stress; Alcoholism and Drug abuse among workers- causes and remedies; Legal Provisions for health in India.		

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Unit-4: Employee Counselling	12
Meaning, Need for counselling in Industries. Types of counselling, Conditions for counselling, Techniques and skills for effective counselling, Problems in counselling, Role of H.R. Managers in counselling; Employee Assistance Programs (EAPs)	
Unit-5: Quality of Work life (QWL)	08
Meaning, Emergence and Growth of QWL, Components of QWL, Specific issues in QWL, QWL and Productivity, Barriers in QWL, Strategies for improvement of QWL.	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. List out the criteria for QWL 2. List any 5 types of Employee Counselling 3. List any 5 Health Measures taken by the Organizations 4. List any 5 Government Schemes to ensure Employee Welfare 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Sarma A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing Hous, Mumbai, 2016 2. Subba Rao P, Labour Welfare And Social Security, Himalaya Publishing House, Mumbai, 2009 3. Parry Jonatha, Breman, Kapadia, The Worlds of Industrial Labour, Sage Publications, New Delhi, 1999 4. Board Robert, Counselling People at Work, Gower Publishing , England, 1983 5. Rawat, B.D., Labour Welfarism in India-Problems and Prospects, EBSA Publishers, Jaipur, 1988 6. Dhyani, S.N., International Labour Organisation and India, National Publishing House, New Delhi, 1977 7. Hallen, G.C., Dynamics of Social Security, Rastogi Publication, Delhi, 1984 8. Introduction to Social Security, ILO Office, Geneva, 1984 9. R.C.Sharma, Nipun Sharma, Human Resource Management- Theory and Practice, , SAGE, 2019 10. 10.Amitabha Sengupta, Human Resource Management, concepts, practices and new paradigms, SAGE, 2019 11. 11.Piyali Ghosh, Shefali Nandan, Industrial Relations and Labour Laws, McGraw Hill, New Delhi, 2015 12. Sparrow Paul, Cooper Cary, The Employment Relationship, Key challenges for HR, Butterworth-Heinemann, -Elsevier, New Delhi, 2008 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration Course Code:F2 Finance Elective- Paper II Name of the Course: Security Analysis & Investment Management</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> a. Understand the concept of basics of Investment. b. Evaluate the different types of investment alternatives. c. Evaluate portfolio and portfolio management. d. Understand the concept of risk and returns. e. Understand fundamental and technical analysis and EMH 		
SYLLABUS:		HOURS
Unit-1: Introduction to Investments		12
<p>Introduction- Investment process, Criteria for Investment, types of Investors, Investment, Speculation and Gambling. Elements of Investment, Investment Avenues, Factors influencing selection of investment alternatives. Security Market- Introduction, functions, Secondary Market Operations. Stock Exchanges in India, Security Exchange Board of India, Government Securities Market, Corporate Debt Market and Money Market Instruments.</p>		
Unit-2: Risk-Return Relationship		08
<p>Meaning of risk, types off risk, measuring risk, risk preference of investors. Meaning of return, measures of return, holding period of return, Annualized return, expected return, investors attitude towards risk and return.</p>		
Unit-3: Fundamental Analysis		10
<p>Introduction- Investment Analysis, Fundamental Analysis, Macro Economic Analysis, Industry Analysis, Company Analysis, Trend Analysis, and Ratio Analysis.- Simple problems on fundamental analysis</p>		
Unit-4: Technical Analysis and Efficient Market Hypotheses		12
<p>Meaning of Technical Analysis, Fundamental vs Technical Analysis, Charting techniques, Technical Indicators, Testing Technical Trading Rules and Evaluation of Technical Analysis. Efficient Market Hypothesis – Meaning, Importance, Forms of EMH- Strong, Semi-strong and weak form of EMH.</p>		

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Unit-5: Portfolio Management	14
<p>Framework-Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Markowitz’s Model – Assumptions – Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios – Leveraged portfolios – Corner portfolios – Sharpe’s Single Index model – Portfolio-evaluation measures – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. List the key differences between the Government Securities Market and the Corporate Debt Market. 2. Differentiate between systematic and unsystematic risk and give examples for each risk. 3. Draw a structure of fundamental analysis. 4. Draw three basic types of chart patterns used in Technical Analysis. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Brahmiah & P. Subba Rao, Financial Futures and Options, HPH. 2. Singh Preeti, Investment Management, HPHG 3. Alexander Fundamental of Investments, Pearson Ed. 4. Hangen: Modern Investment theory. Pearson Ed. 5. Kahn: Technical Analysis – Plain and sample Pearson Ed. 6. Ranganthan: Investment Analysis and Port folio Management. 7. Chandra Prasanna: Managing Investment – Tata Mc Gram Hill. 8. Alexander, shampe and Bailey – Fundamentals of Investments Prentice Hall of India 9. Newyork Institute of Finance – How the Bond Market work – PHI. 10. Mayo Investment Thomason hearing 	

BBA (Regular)

<p>Name of The Program: Bachelor of Business Administration</p> <p>Course Code:A2</p> <p>Analytics Elective- Paper II</p> <p>Name of the Course: MARKETING AND FINANCIAL ANALYTICS</p>		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
<p>Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</p>		
<p>Course Outcomes: On successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> a. Understand the fundamentals of analytics and Python programming for marketing and financial applications. b. Apply data handling, visualization, and preprocessing techniques using Python to analyze business data. c. Analyze customer and financial data using statistical and predictive modeling techniques. d. Evaluate marketing and financial performance using advanced analytics tools e. Create interactive dashboards and data-driven reports using Python for business decision-making. 		
SYLLABUS:		HOURS
Unit-1: Introduction to Analytics & Python Basics		10
<p>Analytics, Importance of Analytics in Marketing & Finance. Types of Analytics – Descriptive, Predictive, and Prescriptive. Introduction to Python for Business Analytics – Python Programming overview ,Basic Data Types & Operations in Python (Lists, Dictionaries, Data Frames).</p> <p>Lab session</p> <ul style="list-style-type: none"> • Setting Up Google Colab / Jupyter Notebook. • Basic Python Commands & Simple Data Operations. • Importing Data (CSV, Excel) Using pandas. • Basic Data Cleaning & Manipulation. 		
Unit-2: Marketing Analytics – Understanding Customers & Market Trends		12
<p>Understanding Customer Data & Market Segmentation. Introduction to Digital Marketing Analytics – Google Analytics, SEO, SEM. Customer Feedback & Sentiment Analysis – Basics of Text Analytics [Theory only].</p> <p>Lab session:</p> <ul style="list-style-type: none"> • Basic Customer Segmentation in Python (Using Simple Filters & Grouping). • Analyzing Google Analytics Data – Clicks, Impressions, Conversions. 		

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Unit-3: Financial Analytics – Key Business Insights	12
<p>Introduction to Financial Data – Revenue, Expenses, Profit, Cash Flow. Basic Financial Ratios & Their Interpretation (Profitability, Liquidity, Efficiency). Forecasting Sales & Revenue – Simple Moving Averages.</p> <p>Lab Session:</p> <ul style="list-style-type: none"> • Financial Data Visualization in Python (matplotlib, seaborn). • Calculating Financial Ratios Using Python. • Simple Revenue Forecasting Using Python. 	
Unit-4: Predictive Analytics & Business Decision Making	10
<p>Basic Introduction to Predictive Analytics. Using Regression Analysis to Predict Sales & Market Trends. Introduction to A/B Testing for Marketing Campaigns.</p> <p>Lab Session:</p> <ul style="list-style-type: none"> • Simple Linear Regression Using Python. • A/B Testing Basics with Sample Marketing Data. 	
Unit-5: Business Intelligence & Dashboards	12
<p>Introduction to Business Intelligence & Data Storytelling. Building Interactive Reports in Python – matplotlib, seaborn, plotly, Dash. Marketing Mix Modelling – Understanding ROI and Budget Allocation. Financial Risk Analytics – Identifying Market & Credit Risk Using Data.</p> <p>Lab Session:</p> <ul style="list-style-type: none"> • Building an Interactive Dashboard Using Python Dash. • Developing a Marketing Mix Model Using Regression in Python. • Risk Analysis Using Financial Data & Python Visualization Tools. 	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. List out the different types of analytics and briefly explain each with an example. 2. List out the various sources of customer data. 3. Explain how Simple Moving Average can be used to forecast sales and revenue. 4. Compare and contrast data visualization and data storytelling with 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Jason S. Schwarz, Chris Chapman, Elea McDonnell, Python for Marketing Research and Analytics, Springer 2. Tommy Blanchard, Debasish Behera, Luca Massaron, Python for Marketing Analytics, Packt Publishing. 3. Yuxi (Hayden) Liu, Shuang Wu, Hands-On Data Science for Marketing, Packt Publishing. 4. Mark J. Bennett, Dirk L. Hugen, Financial Analytics with R and Python, Cambridge University Press. 5. Yves Hilpisch, Python for Finance: Mastering Data-Driven Finance, O’Reilly Media. 	