

# **Jiwaji University Gwalior**



**Bachelor of Business Administration-Honors  
[B.B.A.(Hons.)/Research]**

**Scheme and Syllabus (NEP)**

**Session: 2022-2026**

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### B.B.A. (Hons.) I Semester

Paper Code	Course	*CC/GE/SEC/AECC	L	P	Credit	** IA+ETA
BBA 101	ENVIRONMENTAL SCIENCE	A.E.C.C.	4	0	4	40+60
BBA 102	FUNDAMENTAL OF MANAGEMENT	C.C.	4	0	4	40+60
BBA 103	STATISTICS FOR BUSINESS DECISIONS – I	G.E.	6	0	6	40+60
BBA 104	FINANCIAL ACCOUNTING	C.C.	6	0	6	40+60
	Total		20	0	20	

### B.B.A. (Hons.) II Semester

Course Code	Course	*CC/GE/SEC/AECC	L	P	Credit	** IA+ETA
BBA 201	ANALYZING BUSINESS ENVIRONMENT	G.E.	4	0	4	40+60
BBA 202	MANAGERIAL ECONOMICS	C.C.	6	0	6	40+60
BBA 203	ORGANIZATIONAL BEHAVIOR	C.C.	6	0	6	40+60
BBA 204	PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS	A.E.C.C.	4	0	4	40+60
	Total		20	0	20	

### B.B.A. (Hons.) III Semester

Course Code	Course	*CC/GE/SEC/AECC	L	P	Credit	** IA+ETA
BBA 301	FUNDAMENTALS OF HRM	C.C.	6	0	6	40+60
BBA 302	FUNDAMENTALS OF MARKETING MANAGEMENT	C.C.	4	0	4	40+60
BBA 303	FUNDAMENTALS OF FINANCIAL MANAGEMENT	C.C.	6	0	6	40+60
BBA 304	IT TOOLS FOR BUSINESS	S.E.C.	1	3	4	40+60
	Total		17	3	20	



### B.B.A. (Hons.) IV Semester

Course Code	Course	*CC/GE/SEC/AECC	L	P	Credit	** IA+ETA
BBA 401	COST MANAGEMENT	C.C.	6	0	6	40+60
BBA 402	MACRO ECONOMICS	C.C.	6	0	6	40+60
BBA 403	INTERNATIONAL BUSINESS MANAGEMENT	G.E.	4	0	4	40+60
BBA 404	USING WEB APPLICATIONS FOR BUSINESS	S.E.C.	4	0	4	40+60
	<b>Total</b>		<b>20</b>	<b>0</b>	<b>20</b>	

### B.B.A. (Hons.) V Semester

Course Code	Course	*CC/GE/SEC/AECC	L	P	Credit	** IA+ETA
BBA-501	FUNDAMENTALS OF GST	C.C.	6	0	6	40+60
BB -502	TOTAL QUALITY MANAGEMENT	S.E.C.	4	0	4	40+60
BBA-503	MARKETING/HRM /FINANCE	D.S.E.#	6	0	6	40+60
BBA-504	MARKETING/HRM /FINANCE	D.S.E.#	6	0	6	40+60
	<b>TOTAL</b>				<b>22</b>	

**Note: #=** One paper from the basket given towards the end that is offered in this semester.

### B.B.A. (Hons.) VI Semester

Course Code	Course	CC/GE/SEC/AECC	L	P	Credit	IA+ETA
BBA-601	PROJECT MANAGEMENT	C.C.	6	0	6	40+60
BBA-602	STRATEGIC MANAGEMENT	C.C.	4	0	4	40+60
BBA-603	MARKETING/HRM /FINANCE	D.S.E.#	6	0	6	40+60
BBA-604	MARKETING/HRM /FINANCE	D.S.E.#	6	0	6	40+60
	<b>TOTAL</b>				<b>22</b>	

Note: #= One paper from the basket given towards the end that is offered in this semester.

### B.B.A. (Hons.) VII Semester

Course Code	Course	CC/GE/SEC /AECC	L	P	Credit	IA+ETA
BBA- 701	INFERENCE STATISTICS	C.C.	6	0	6	40+60
BBA -702	ADVANCED RESEARCH METHODOLOGY- I	C.C.	4	0	4	40+60
BBA- 703	DSE #	D.S.E.	4	0	4	40+60
BBA -704	DISSERTATION ##	C.C.	0	6	6	100
	TOTAL				20	

### B.B.A. (Hons.) VIII Semester

Course Code	Course	CC/GE/SEC /AECC	L	P	Credit	IA+ETA
BBA- 801	DECISION SCIENCES	C.C.	6	0	6	40+60
BBA -802	ADVANCED RESEARCH METHODOLOGY- II	C.C.	4	0	4	40+60
BBA -804	DISSERTATION ##	C.C.	0	10	10	100
	TOTAL				20	

### # D.S.E. (Discipline -Specific Electives) Marketing/ H.R.M./Finance Semester V Marketing

Course Code	Course	CC/GE/SEC/ AECC/DSE	L	P	Credit	IA+ETA
BBA-MM-503	CONSUMER BEHAVIOR	D.S.E.	6	0	6	40+60
BBA-MM-504	ADVERTISMENT & SALES-MANAGEMENT	D.S.E.	6	0	6	40+60

### Finance

BBA-FM-503	INVESTMENT MANAGEMENT	D.S.E.	6	0	6	40+60
BBA-FM-504	INDIAN FINANCIAL SYSTEM	D.S.E.	6	0	6	40+60



### Human Resource Management

BBA- HRM503	HUMAN RESOURCE PLANNING	D.S.E.	6	0	6	40+60
BBA- HRM-504	MANAGEMENT TRAINING & DEVELOPMENT	D.S.E.	6	0	6	40+60

### Semester VI

#### Marketing

BBA- MM-603	SERVICE MARKETING	D.S.E.	6	0	6	40+60
BBA- MM-604	PRODUCT AND BRAND MANAGEMENT	D.S.E.	6	0	6	40+60

#### Human Resource Management

BBA- HRM-603	COMPENSATION & REWARD MANAGEMENT	D.S.E.	6	0	6	40+60
BBA- HRM-604	PERFORMANCE MANAGEMENT SYSTEMS	D.S.E.	6	0	6	40+60

#### Finance

BBA-FM- 603	ACCOUNTING FOR MANAGERIAL DECISION MAKING	D.S.E.	6	0	6	40+60
BBA-FM- 604	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	D.S.E.	6	0	6	40+60

### Semester VII

#### Marketing/ Human Resource Management/Finance

BBA- MM703	INTERNATIONAL MARKETING	D.S.E.	4	0	4	40+60
BBA - HRM703	STRATEGIC HUMAN RESOURCE MANAGEMENT	D.S.E.	4	0	4	40+60
BBA FM703	FOREIGN EXCHANGE MANAGEMENT	D.S.E.	4	0	4	40+60

**Note-**

\*CC= Core Course, GE = General Elective, AECC = Ability Enhancement Compulsory Course, SEC= Skill Enhancement Compulsory Course, D.S.E.- Discipline-Specific Elective.

\*\*= I.A.- Internal Assessment; E.T.A. – End Term Assessment.



## ## GUIDELINES FOR DISSERTATION

### RATIONALE

The dissertation provides students with the opportunity to apply the understanding, knowledge, analytical and conceptual tools and personal skills gained from the taught courses to an in-depth study of a specific strategic problem or situation for management. It consolidates the learning, knowledge and skills that have already taken place as well as developing the capability of the student to undertake and complete an academic dissertation. It can thus be seen as the culmination of the entire programme.

### 1. INTENDED LEARNING OUTCOMES

Students who complete this module will be able to:

- Negotiate and re-define, if necessary, the purpose and scope of a research project;
- Undertake systematic search and review of relevant published theoretical and research-based literature relating to the research project;
- Identify, critically evaluate, and adopt research methods and intervention strategies that are appropriate and relevant to a specific task or a research problem;
- Establish the planning requirements of a project, taking into consideration the management of ethical issues;
- Schedule and prepare detailed plans;
- Analyse data and relate those findings to the existing state of knowledge of the area studied;
- Write a complete, well-structured, and argued academic dissertation dealing with the purpose and rationale of the study; the state of existing knowledge; choice of methodology and use of an appropriate research design; the findings and ways in which they add to knowledge; and the implications of those conclusions.

### 2. SYLLABUS and LEARNING METHODS

The dissertation is undertaken primarily as an independent, self-managed programme of study, supported by supervision by a member of the academic staff and guidance provided.

**Timing:** All students take the module Management Research Methods, which provides the opportunity and basis for developing the knowledge, understanding and skills required for undertaking a successful dissertation research project.

During the term in which the Management Research Methods module is undertaken, each





student must develop an outline proposal for their dissertation research project. They must then seek a supervisor or a member of academic staff who will provide appropriate support during the research project, including guidance and feedback on progress.

The dissertation is to be prepared in two parts:

Part (A) must be completed in the seventh semester. Part B is composed during the eighth semester. Details of what needs to be covered in Part A and Part B are given below:

Semester	Dissertation
VII	<p><b>Part A</b></p> <p>(i). Introduction</p> <ul style="list-style-type: none"> <li>a. Background</li> <li>b. Need of the study</li> <li>c. Organizational Profile</li> </ul> <p>(ii) Literature Review</p>
VIII	<p><b>Part B</b></p> <p>(iii) Project/Research Methodology</p> <p>Purpose/Objectives of the project</p> <ul style="list-style-type: none"> <li>a) Sample size</li> <li>b) Geographical coverage (Pune region, Mumbai region etc.)/ Locational coverage (Head Office &amp;/or/selected offices etc</li> <li>c) Number of companies/customers</li> <li>d) Number of Interviewees</li> </ul> <p>(iv) Data Analysis</p> <p>(v) Findings, Implication and suggestions</p> <p>(vi) Conclusion</p> <p>Reference &amp; Bibliography</p> <p>Appendix/Annexures</p> <p>Appendix/Annexures should include Survey Questionnaire and other related reference.</p>

**Approaching a supervisor:** Each student will independently approach the preferred/suitable supervisor/s with a draft research project proposal, which will be developed alongside the Management Research Method Module. The supervisor should be chosen according to the fit of your dissertation topic and the supervisor's research areas. The research areas of each supervisor can also be found on the staff website. Each supervisor has a certain number of students, so approach your chosen supervisor early enough within the spring term. If a supervisor has already agreed on other supervisions and is "fully booked," you must find another supervisor. If your search is unsuccessful, you will be allocated to a supervisor. The

supervisor is there to assist you with the initial discussion of the feasibility of the proposed study. However, you must give sufficient thought and undertake appropriate preparation in developing the draft research project proposal.

**Research proposal and methodology:** The supervisor and student will discuss the draft research project proposal as submitted to ensure that the research area is of sufficient scope for and appropriate to a Masters's dissertation project. The project should be concerned with a significant issue relevant to business and management policy and practice and business and management research. Business and management should include the public sector and other not-for-profit contexts and not be confined to the private sector and commercial enterprise.

By the time the main work for the dissertation is started, the student is expected to have fully covered the syllabus for the Management Research Methods. At the outset, the student and their supervisor will consider appropriate stages during the work for the dissertation project, further study of, and training in necessary research aspects.

**Supervision time, supervisor availability, and form to be completed:** The supervisor support will be face-to-face individual supervision supplemented by an appropriate amount of e-mail support. The student will be given the opportunity for guidance at all critical stages of the project, including selection of topic; approach to the study; choice of methodology; literature review; design of fieldwork and presentation of findings and conclusions. Such guidance from the supervisor will generally be in response to the initiative being taken by the student and provided in the context of dialogue and discussion.

**Feedback:** The student should produce written work regularly, as agreed with the supervisor; this should be word-processed. The supervisor will provide what they consider to be appropriate feedback and guidance to enable the student to progress with their project. The supervisor will NOT, however, assess the work before it is formally submitted. The student should ascertain from the supervisor the last opportunity to send a draft version of the dissertation for comment. Usually, this will be at least 10 days before the deadline. Any feedback should indicate areas for improvement; it is the student's responsibility to apply such guidance throughout the dissertation.

### 3. ASSESSMENT

Internal and external examiners will assess each student individually towards the end of the VII and VII semesters. Assessment will be undertaken in two modes.

- 1) Presentation of the proposed dissertation research project: 20 percent (evaluated by the internal examiner)
- 2) Submission of the completed dissertation: 80 per cent (evaluated by both internal and external examiners)

#### 1) Presentations

Each student will present their proposed project to a small audience of academic staff (supervisors) and fellow students. The presentation will be assessed by the academic staff





present, and the grade awarded will count as 20% of the overall dissertation grade.

## 2) Dissertation

This is a substantial written work of 10,000 to 12,000 words (excluding a bibliography and a modest number of endnotes and essential appendices). The dissertation must link clearly to meaningful and exciting business and management policy and practice issues and business and management research. The dissertation must include an engagement with relevant academic publications concerning the research topic and with empirical data. A range of approaches may be adopted, including the original analysis of existing (secondary) data, but most students will likely undertake primary data collection. Empirical data may be quantitative or qualitative, or a combination of both. Whatever form is adopted, an appropriate justification must be provided for the choice(s) made.

The dissertation will be assessed by two members of the academic staff, one of whom will be the supervisor. Their agreed grade will count as 80% of the overall dissertation marks.

The assessment of the dissertation will be based on the following areas (with weightings shown in brackets):

### Semester VII:

- Introduction, Context, Research Objectives (40%)
- Literature Review (60%)

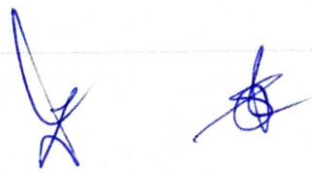
### Semester VIII:

- Research Design and Methodology (15%)
- Results, Analysis and Evaluation of Findings (60%)
- Conclusions and Recommendations (10%)
- Presentation, Structure and Writing (15%)

Two printed and bound copies of the Part A and Part B of the dissertation must be submitted to the department, and an electronic copy must be submitted by the deadline. While submitting Part B at the end of Semester VIII should also include Part A. Assessment Criteria.

The overall assessment of the dissertation will be based on the general assessment criteria used as guidelines for assessing all types of written assessed work, including essays; reports; audits; critical reviews; research proposals; and the dissertation.

Mark	Description
80-100%	Superlative analysis, synthesis and evaluation of material. The imaginative and original approach to study. Complete understanding of all material dealt with. As good a piece of work as expected at this stage of development of a near publishable quality.



70-79%	Excellent analysis, synthesis and evaluation of material. The imaginative and original approach to study. Thorough understanding of all material dealt with.
60-69%	Precise analysis, synthesis and evaluation of material. An imaginative approach to study. Good understanding of most material dealt with.
50-59%	Sound analysis and evaluation of material. The appropriate approach to study. Good understanding of most material dealt with.
40-49%	Weak analysis and evaluation of material. Some understanding of some of the material dealt with.
0-39%	Rudimentary analysis and evaluation of material. A superficial understanding of most material dealt with.

**Formats to be used:**

Formats of Ordinance, 11 of the University may be used with requisite modifications for the dissertation.





**BBA I Semester**  
**ENVIRONMENTAL SCIENCE**  
**Paper Code: BBA-101**

**Max. Marks :100**  
**Min. Marks: 33**  
**External: 60**  
**Internal: 40**  
**Credits: 04**

**Course objectives:**

- CO1: To develop a basic understanding of Environment and ecology.  
CO2: To develop environmental consciousness among students.  
CO3: To explain the significance of conserving natural resources.  
CO4: To develop an understanding of biodiversity and its conservation. CO5: To equip students with disaster management practices.

**Learning outcomes:**

After the completion of course student will be able:

- LO1. Memorizing the concepts related to the ecological biodiversity of our planet.  
LO2. Interpreting important processes associated with the evolution of life on earth.  
LO3. Applying the concepts related to ecology for sustainable life on earth.  
LO4. Analyzing the importance of wildlife protection and its role in preserving the food chain. LO5. Evaluating the methods of prevention and safety from pollutants.  
LO6. Formulating the plan for environmental disaster management.

**Unit –I: Study of Environment and Ecology**

- (a) Definition and importance.  
(b) Public participation and public awareness.  
(c) Ecology – Introduction  
(d) Ecosystem – concept, components, structure and function, energy flow, food, chain, food web, Ecological pyramids, and types.

**Unit – II: Study of Environment Pollution and Population**

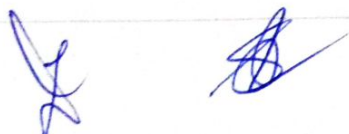
- (a) Air, water, noise, heat, and nuclear pollution – definition, causes, effect prevention of pollution.  
(b) Population growth, disparities between countries.  
(c) Population explosion, family welfare programme.  
(d) Environment and human health.  
(e) Cleanliness and disposal of domestic waste.

**Unit -III: Natural Resources, Problem and Conservation**

- (a) Water resources  
(b) Forest resources  
(c) Land resources (d) Food resources (e) Energy resources

**Unit -IV: Bio-diversity and its Protection**

- (a) Introduction-genetic, species and ecosystem diversity.  
(b) Value of bio-diversity- Consumable use: productive use, Social, Moral and Aesthetic values.



- (c) India as a nation of mega bio-diversity center, bio-diversity at national and local levels.
- (d) Threats to bio-diversity - Loss of habitat, poaching of wildlife, man, and wildlife conflicts.

**Unit -V: Disaster Management and Environmental Laws**

- (a) Disaster management – flood, earthquake, cyclones, and landslides.
- (b) Conservation of laws for air and water pollution.
- (c) Wildlife conservation laws.
- (d) Role of information technology in protecting Environment and health.

**Suggested Readings:**

1. Singh, Y.K. (2006). *Environmental Science*. New age international publishers.
2. Bharucha, E. (2021). *Textbook of Environmental Studies for Undergraduate courses*. Orient Blackswan Pvt Ltd.
3. Allaby, M. (2000). *Basics of Environmental Science*. Routledge.





**Course objectives:**

- CO1: To explain the concepts of Management, its levels, and functions.  
CO2: To develop an understanding of managerial roles and skills, with special attention to managerial responsibility for effective and efficient achievement of goals.  
CO3: To demonstrate the planning process, its types, and various decision-making models.  
CO4: To demonstrate nature of organization structure, and its different types explaining Span of Control.  
CO5: To explain directing principles, its components and apply the control methods.

**Learning outcomes:**

- After the completion of course student will be able to:  
LO1: Understand the process of business management.  
LO1: Understand basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals will be developed.  
LO3: Understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management.  
LO4: Understand the historical development, theoretical aspects and practice application of managerial process.

**Unit – I: Introduction**

Nature and Significance of management, Process of management, Management and administration, Principles of management, Levels of management, Functional areas of management, Managerial roles and Managerial skills.

**Unit – II: Planning and Decision Making**

Nature of planning, Components of planning, Principles of planning, Importance and Process of planning, Planning in fast changing environment, Types of planning, Limitations of planning and Making planning effective. Decision-Making – Nature and Process, Types of decisions, Decision making models, group decision making.

**Unit – III: Organizing**

Nature, Process, Significance, and Principles of organization, Organization charts, Organization manual, Formal and Informal organizations, Staffing, Span of management, Authority and Responsibility relationships.

**Unit – IV: Directing and Communication**

Concept, Nature, Principles and Techniques of directing, Nature and Process of communication, Motivation: concept, factors affecting motivation, Leadership concept and Leadership Styles  
Supervision: Concept and techniques.

**Unit – V: Managerial Control**

Nature, Importance, Process and Types of control, Limitations of control, Essentials of effective control system, Techniques of managerial control.

**Suggested Readings:**

1. Massie, J.L. (1979). *Essentials of Management*, Prentice - Hall of India Private Limited, New Delhi.
2. Tripathi, P.C. & Reddy, P.N. (2016). *Principles of Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. James, A.F., Stoner, D.R., Freeman, G. (2010). *Management*, Prentice Hall of India Private Limited, New Delhi.
4. Prasad, L.M. (2015). *Principles and Practice of Management*, Sultan Chand & Sons, New Delhi.
5. Chandan, J.S. (1997). *Management Concepts and Strategies*, Vikas Publishing House Private Limited.
6. Chandra Bose, D. (2012). *Principles of Management and Administration*, Prentice-Hall of India Private Limited, New Delhi.





**Course objectives:**

Upon successful completion of this course students will be able to:

CO1: Understand the meaning of statistical terms used in business statistics.

CO2: Analyze statistical data using measures of central tendency, dispersion, and skewness. CO3:

Calculate and interpret the simple correlation for a set of data.

CO4: Construct Index numbers and its use.

CO5: Test the adequacy of Index number formulae.

**Learning outcomes:**

After the completion of course students will be able:

LO1: To calculate central tendency, dispersion, and skewness.

LO2: To interpret the simple correlation for a set of data.

LO3: To construct Index numbers.

LO4: To measure Index numbers.

**Unit- I: Introduction**

Concept, Scope, Importance and limitations of statistics, functions of statistics, misuse of statistics, planning of statistical enquiry. Collection of data, Editing, Classification and Tabulation of statistical data, Census and Sample investigation, Frequency distributions, Graphs- Bar diagram, Histograms, Pie diagrams.

**Unit- II: Statistical Averages**

Arithmetic mean, weighted arithmetic mean, Median, Mode, Geometric mean and Harmonic mean. Uses and limitations of averages.

**Unit- III: Dispersion and Skewness**

Concept of Dispersion, Methods of measuring Dispersion- Range, Quartile deviation, Mean deviation and Standard deviation, Coefficient of variation, Coefficient of Skewness- Karl Pearson's and Bowley's method.

**Unit- IV: Correlation Analysis**

Concept and Importance of correlation, Types of correlation, Coefficient of correlation by Karl Pearson's, Spearman's Rank and Concurrent deviation method, Probable error.

**Unit- V: Index Numbers**

Meaning, Types of index numbers and its uses, Methods of constructing index numbers- Simple aggregative method, weighted aggregative methods, Fisher's ideal method. Test of adequacy of index number formula- Unit test, Time reversal, Factor reversal test, and Circular test, Consumer price index number and its implications.

**Suggested Readings:**

1. Beri, G.C. (2009). *Business Statistics*, Tata Mc Graw Hill.
2. Sharma, J.K. (2007). *Business Statistics*, Pearson Education.

3. Gupta, S.P. (2014). *Statistical Methods*. S. Chand & Sons.
4. Render, & Stair, J.R. (2017). *Quantitative Analysis for Management*. Prentice - Hall India.
5. Rubin, L. (2011). *Statistics for Management*. Person Education, New Delhi.
6. Black, K. (2016). *Business Statistics for Contemporary Decision Making*. Wiley Publication.





**BBA I Semester**  
**FINANCIAL ACCOUNTING**  
**Paper Code: BBA-104**

**Max. Marks :100**  
**Min. Marks: 33**  
**External: 60**  
**Internal: 40**  
**Credits: 06**

**Course Outcomes:**

CO1: To enable students to understand basic theory, concepts, and practice of financial accounting.  
CO2: To enable students to understand the Information contained in the published financial statements of companies and other organizations.  
CO3: To enable students in the preparation of accounting statements.

**Learning outcomes:**

After the completion of this course, students will be able:

LO1: To make entries of financial transactions.

LO2: To ascertain the correctness of the financial accounts prepared. LO3; To prepare final accounts.

LO4: To understand final accounts, which are part of companies' annual reports.

**Unit - I: Introduction to Accounting**

Accounting- Nature, scope, and objectives of accounting; Users of Accounting Information; Basic accounting terms; GAAP; Accounting concepts and conventions.

**Unit - II: Journal and Ledger**

Journal and Ledger: Double Entry System; Journal and recording of entries in journal with narration; Ledger – Posting from Journal to respective ledger accounts.

**Unit - III: Trial Balance**

Trial Balance: Need and objectives; Application of Trial Balance; Different types of errors; Rectification of errors.

**Unit - IV: Depreciation Accounting**

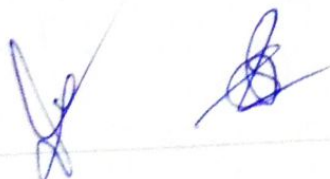
Depreciation Accounting; Concepts; Meaning of Depletion and Amortization; Methods (Straight line method and Written down method).

**Unit - V: Final Accounts**

Final Accounts: Concept of Adjustment; Preparation of Trading Account and Profit and Loss Account; Preparation of Balance Sheet.

**Suggested Readings:**

1. Jain, S.P. & Narang, K.L. (2020). *Financial Accounting*, Kalyani Publisher.
2. Maheswari, S.N. Maheshwari S.K. (2018). *Financial Accounting*, Vikas Publishing House.
3. Mukherjee & Hanif (2020). *Fundamentals of Accounting*, McGraw Hill.



**Course Outcomes:**

Students will be able to understand the environmental forces- global, external and internal, and analyze their interaction and effect on businesses.

**Learning Outcomes:**

After the completion of course student will be able to:

LO1. Understand Micro and macro factors affecting a business organization and evaluate business and its Environment

LO2. Develop an understanding of the components of industrial relation and social Environment.

LO3. Get an insight of financial Environment by understanding and analyzing components of Indian financial system.

LO4. Understand the role and importance and apply and analyze the concepts relevant to Indian financial markets.

LO5. Develop the ability to explain indicators of economic development and assess India's economic reforms and foreign trade policy in shaping its economies.

**Unit I: Overview of Business Environment**

Meaning and types of business environment, Internal and external Environment, Micro and macro Environment, Factors (Cultural, social, Political economic legal, demographic and technological) effecting business environment.

**Unit II: Indian Industrial and Social Environment**

Industrial policy up to 1991, New industrial policy, Disinvestment, Industrial sickness, Competition Act 2009. Social Welfare Schemes- Start up India Seed Fund Scheme (SISFS), RERA Act 2016, PMAY scheme, PM Jan Dhan yojana, PM Ujjwala Yojana, PM Mudra Yojana, PM Jeevan Jyoti Beema Yojana.

**Unit III: Indian Financial System**

Indian Financial System- Evolution, Characteristics, importance and functions; Components of the Indian Financial System: Financial Institutions- Banking/Depositories and Non-banking institutions; Financial Assets- Call money, Notice money, Term Money, Treasury Bills, Certificate of deposits, Commercial papers; Financial Services- Banking, Insurance, Investment, Foreign exchange.

**Unit IV: Financial Markets**

Financial Markets: Meaning, characteristics, role and types; Capital Market- Corporate Securities Market, Government Securities Market, Long Term Loan Market; Money Market- Organized money market, Unorganized money market; Foreign Exchange Market- Feature, Types and Functions; Credit Market- Factors affecting credit market, Types- Government Securities market, Corporate Bond market.





## Unit V: Economic Environment

Indian Economy- Overview, Indicators of economic development; India's economic reforms- past, present and future; Green and white revolution- achievements and failures; Liberalization, Privatization and Globalization process in India; Foreign trade policy 2015- 2020- Merchandise Export from India Scheme (MEIS), Service Exports from India Scheme (SEIS), Special economic zones (SEZs), Export processing zones, (EPZs).

### References:

#### 1. Books:

- Cherunilam, F. (2016). *Business Environment* (25<sup>th</sup> ed.). Himalaya publishing House.
- Fernando. (2011). *Business Environment* (1<sup>st</sup> ed.). Pearson Education India.
- Misra, S. K., & Puri, V. K. (2010). *Economic Environment of Business* (6<sup>th</sup> ed.). Himalaya Publishing House.
- Bedi, S. (2004). *Business Environment*. Excel Books.
- Shaikh, S. (2010). *Business Environment* (2nd ed.). Pearson Education.
- Bhatia, H.L. *International Economics*, Vikas Publications.
- Gupta, C. B. (2008). *Business Environment* (4th ed.). Sultan Chand & Co. New Delhi.

#### 2. Websites:

- Evolution of banking system in India can be understood at:  
<https://lawtimesjournal.in/evolution-of-banking-system-in-india/>
- Components and Evolution of Indian financial system can be found at:  
<https://commercemates.com/evolution-of-indian-financial-system/>
- Characteristics, importance, functions and components of Indian financial system can be understood at: <http://data-flair.training/blogs/indian-financial-system/>
- The concept of indicators of economic development- Indian perspective can be understood at:  
<https://prepp.in/news/e-492-indicators-of-economic-development-indian-economy-notes>  
<https://pib.gov.in/newsite/erecontent.aspx?relid=51797#:~:text=All%20the%20eight%20Export%20Processing,converted%20into%20Special%20Economic%20Zones.>
- Indian Economic Reforms- past, present and future can be found at:  
<https://www.orfonline.org/expert-speak/8-windows-view-india-economic-reformspastpresent-future/>
- The concept and types of credit market can be well assessed at:  
<https://scripbox.com/pf/credit-market/>
- Foreign exchange market can be explored in detail at:  
<https://www.vedwantu.com/commerce/the-foreign-exchange-market>



**BBA II Semester**  
**MANAGERIAL ECONOMICS**  
**Paper Code: BBA-202**

**Max. Marks:100**  
**Min. Marks: 33**  
**External: 60**  
**Internal: 40**  
**Credits: 06**

**Course Outcomes:**

CO1: To develop an understanding to take business decisions in different business situation using theory and concept.

CO2: To explain consumer equilibrium, indifference curve. CO3: To explain concept of demand and elasticity practically.

CO4: To explain the relationship between price and output determination in different market structure.

CO5: Demonstrate future demand of a product using qualitative and quantitative techniques.

**Learning outcomes:**

After the completion of course student will be able to:

LO1: Take business decisions in different business situation using theory and concept. LO2: Understand concepts related with consumer equilibrium & indifference curve.

LO3: Understand the concepts of Demand and Elasticity of Demand.

LO4: Understand relationship between price and output determination in different market structure.

LO5: Demonstrate future demand of a product using qualitative and quantitative techniques.

**Unit – I: Nature and Scope of Managerial Economics**

Nature, Scope and Significance of managerial economics, five fundamental concepts, Role and Responsibility of managerial economists.

**Unit – II: Analysis of Individual Demand**

Theory of demand, Measurement of utility, Consumer's equilibrium, law of demand, Law of diminishing marginal utility, Indifference curves. Market Demand and Demand Elasticity Meaning of market demand, Types of demand, Determinants of market demand, Demand function, Elasticity of demand.

**Unit-III: Pricing Decision under different Market forms**

Introduction, Market and Market Structure, Price-Output Determination: Perfect, Monopoly, Monopolistic & Oligopoly; Pricing Strategies.

**Unit-IV: Theory of Production**

Basic concepts of production, Laws of production, Laws of returns to scale, Laws of returns to scale through production function, Optional input combination.

**Unit-V: Business and Demand Forecasting**

Business Cycle, Meaning of demand forecasting, Techniques of forecasting demand (Quantitative & Qualitative Methods)-Survey and Statistical methods, Demand estimation for new products.

**Suggested Readings:**

1. Baumol, W. J., Panzar, J. C., & Willig, R. J. (1982). *Contestable markets and the theory of industry structure*. Harcourt Brace Jovanovich.
2. Baye, M. R. (2010). *Microeconomics and business strategy*. McGraw Hill Irwin.



**BBA II Semester**  
**ORGANIZATIONAL BEHAVIOUR**  
**Paper Code: BBA-203**

**Max. Marks :100**  
**Min. Marks: 33**  
**External: 60**  
**Internal: 40**  
**Credits: 06**

**Course Outcomes:**

- CO1: To explain the basic concepts and models related to organizational behavior.  
CO2: To develop an understanding of individual behavior in organizations, including attitudes, job satisfaction, emotions, personality, values, perception, decision making, and motivational theories.  
CO3: To explain the concepts of group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.  
CO4: To develop an understanding of organizational system, including organizational structures, culture, human resources, and change.

**Learning Outcomes:**

After the completion of course students will be able to:

- LO1: Understand the concepts of organizational behavior and its application in managing people.  
LO2: Understand the dynamic of perceptual process.  
LO3: Understand the personality determinants of personality and personality traits.  
LO4: Understand the principles of learning process and its application in work life situation.  
LO5: Understanding the dynamics of learning theory and relevance in work life situation.  
LO6: Understand the importance of groups and leadership styles.  
LO7: Understand the meaning of motivation concept and its dynamics in work life situations. LO9: Handle conflict and identify their own conflict handling styles.

**Unit- I:**

Introduction: Emergence of organizational behavior, Nature and Scope of OB, Foundations of organizational behavior, Fields and Models of OB, Challenges and Opportunities in managing organizational behavior, Hawthorne Studies.

**Unit- II:**

Individual Behavior: Personality: Determinants and Theories, Perception: Perceptual process, Perceptual Errors, Learning: Components and Theories of learning, Attitude: Types, Measurements of attitude, Cognitive Dissonance Theory.

**Unit- III:**

Group Dynamics: Stages of Group Development, Dynamics of formal and informal work groups, Comparative study of formal and informal organization, Leadership: Theories and styles, Likert's management systems.

**Unit- IV:**

Conflict Management, Organizational Culture: Nature and Dimensions of organizational culture; Concept and theories of Motivation.

**Unit-V:**

Organizational Dynamics: Change Management: Resistance to change, Change agent, Process. Organizational Power and Politics, Stress Management.

**Suggested Readings:**

1. Robbins S.P. (2001). *Organizational Behavior*. Pearson Education India.
2. Luthans. (2005). *Organizational Behavior*. McGraw Hill.
3. New Strom J.W. and Davis, K. (1986). *Human Behavior at work*. Mc Graw Hill.

**Course Objectives**

The objectives of the course are to provide students with a solid foundation in the field of organizational behavior. The course will focus on the following areas: understanding the individual, the group, and the organization; the role of leadership; and the impact of organizational culture. The course will also provide students with the opportunity to apply their knowledge to real-world situations.

**Learning Objectives**

By the end of the course, students should be able to: understand the individual, the group, and the organization; identify the role of leadership; and analyze the impact of organizational culture. Students should also be able to apply their knowledge to real-world situations.

**Unit I**

Introduction to Organizational Behavior: The field of organizational behavior is the study of how individuals, groups, and organizations behave in the workplace.

**Unit II**

The Individual: This unit covers the individual's role in the organization, including the individual's perception, motivation, and performance.

**Unit III**

The Group: This unit covers the group's role in the organization, including the group's structure, processes, and performance.

**Unit IV**

Leadership: This unit covers the role of leadership in the organization, including the leader's characteristics, behaviors, and effectiveness.

**Unit V**

Organizational Culture: This unit covers the role of organizational culture in the organization, including the culture's definition, characteristics, and impact.



**BBA II Semester**

**PERSONALITY DEVELOPMENT AND COMMUNICATION SKILLS**

**Paper Code: BBA-204**

**Max. Marks:100**

**Min. Marks: 33**

**External: 60**

**Internal: 40**

**Credits: 04**

**Course Objectives:**

- CO1: Understanding the fundamentals of English Grammar required for effective communication.
- CO2: Enhancing English vocabulary & Improving English Speaking Skills (Accent, Intonation & pronunciation).
- CO3: Enhancing confidence articulation Skills (to listen, speak and write in English at workplace.
- CO4: Demonstrating instant sophistication through soft skills, body language & presentation skills.
- CO5: Grooming for corporate etiquettes, group discussion, resume writing (basic ingredients) & mock Interviews.

**Learning Outcomes:**

After the completion of course student will be able to:

- LO1: Acquire skills and knowledge of effective communication in the business world.
- LO2: Understanding the theory of communication in the business context and its application to effective business writing at all levels (hierarchy), persuasive and appropriate verbal and non-verbal communication, and interpersonal skills across teams and cultures.
- LO3: Develop knowledge and high-level skills in business writing, and will assemble a portfolio of key written business documents to demonstrate capability as prospective employees. This will include resume, reports, memorandums, business letters, emails, telephone etiquette, press release.

**Unit I:**

Techniques in Personality development: a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning.

**Unit II:**

Written communication: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

**Unit III:**

Communication skills and Personality Development a) Intra personal communication and Body Language b) Interpersonal Communication and Relationships c) Leadership Skills d) Team Building and public speaking.

**UNIT IV:**

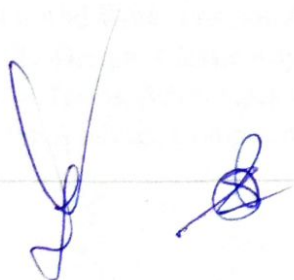
Business Communication: Meaning, Importance and process; Objectives of communication, Need for communication, Barriers to communication and Essentials of effective communication.

**UNIT V:**

Media and Types of communication: Verbal and Non-verbal communication, Formal vs. Informal channels of communication; Effective listening, Speeches, Presentation, Interview.

**Suggested Readings:**

1. Murphy, H.A., Hildebrandt, H.W. & Thomas, J.P. (1997). *Effective Business Communication*. McGraw Hill.
2. Harvard Business School Press. (2003). *Business Communication*. Harvard Business Press.
3. Shwom & Snyder (2019). *Business Communication: Polishing your professional presence*. Pearson.





### **Course Objectives**

1. To develop an understanding of basic concepts and functions of human resource management.
2. To gain an insight into HR forecasting methods.
3. To develop an understanding of recruitment and selection procedures.
4. To examine the significance of Job analysis in human resource management.
5. To substantiate the evaluation of employee involvement, diversity, competencies, absenteeism, employee turnover, employee retention, job satisfaction, employee loyalty, employee commitment, stress, and performance.

### **Learning Outcomes**

After completing the course students will be able to:

1. Plan human resources, analyze jobs and design job specification.
2. Utilize methods of forecasting HR demand and Supply.
3. Understand the recruitment and selection procedures.
4. Measure – employee involvement, diversity, competencies, absenteeism, employee turnover, employee retention, job satisfaction, employee loyalty, employee commitment, stress, and performance.
5. Write a job advertisement

### **Unit I: The Dynamic Environment of HRM**

Introduction, Functions, Scope and Significance of HRM; Human Capital in Organisations; Managing Human Resources in Organisation; HR Management Roles; Effects of Technology on HRM; Workforce

Diversity; HR Management Competencies and Careers; Best HR Practices of Top Business Organizations in India

### **Unit II: Recruitment and Selection**

Concept; Recruiting Goals, Factors that Affect Recruiting Efforts, Constraints on Recruiting Efforts, Recruiting Sources; Online Recruiting; Recruitment Alternatives; Foundation of Selection: Selection Process; Recruitment and Selection Process of Top Business Organisations in India

### **Unit III: Assessing Internal Workforce, Forecasting HR Supply & Demand**

Jobs and Skills Audit, Organizational Capabilities Inventory, Using a Skills Database; Forecasting Methods and Periods, HR On-The-Job Discovering what works with A "Skills Database", Forecasting the Demand for Human Resources, Forecasting the Supply of Human Resources.

### **Unit IV: Jobs and Job Analysis**

Nature of Job And Work; Position Analysis Questionnaire; The Multifaceted Nature of Job Analysis; Job Design/Re-Design: Classic Approaches to Job Design, Characteristics of Jobs, Using Teams in Jobs, Types of Teams, Advantages and Disadvantages of Team Jobs; Nature of Job Analysis: TaskBased Job Analysis, Competency-Based Job Analysis, Choosing a Job Analysis Approach; Job



Analysis Methods: Observation, Interviewing, Questionnaires, Computerized System; Behavioural Aspects of  
Job Analysis: "Inflation" of Jobs and Job Titles, Employee and Managerial Anxieties, Current Incumbent Emphasis; HR Metrics: Writing a Job Advertisement

### Unit V: Organization/Individual Relations

The Psychological Contract, Generational Differences; Job Satisfaction, Loyalty, Commitment, Individual Employee Performance, Individual Performance Factors, Individual Motivation, Management Implications for Motivating Individual Performance; Retention of Human Resources: Myths about Retention, Why People Stay or Leave; Drivers of Retention: Characteristics of the Employer, Job Design/Work, Career Opportunities **Suggested Readings:**

1. Decenzo, D. A., & Robbins, S. p. (2010). *Fundamentals of Human Resource Management*. John Wiley & Sons, Inc.
2. Mathis, R. L., & Jackson, J. H. (2009). *Human Resource Management*. Thomson South-Western.
3. Rao P. (2014). *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publishing House.
4. Luis R. Gomez-Mejia. David B. Balkin, Robert L Cardy. (2012). *Managing Human Resource*. PHI Learning.
5. Bernadin (2012). *Human Resource Management* 8th Edition. Tata McGraw Hill.
6. Wayne Cascio (2007). *Managing Human Resource*. McGraw Hill.
7. Ivancevich (2012). *Human Resource Management*. McGraw Hill.
8. Halder, U.K. (2012). *Human Resource Management*. Oxford.

### Websites:

1. **Fundamental concepts of human resource management can be accessed at:**  
<https://walkintoread.blogspot.com/2020/07/hrm-meaning-nature-scope-functions-of.html>  
<https://www.softwaresuggest.com/blog/roles-and-responsibilities-of-hr-manager/>  
[https://www.researchgate.net/publication/350134343\\_Impact\\_of\\_Technology\\_on\\_Human\\_Resource\\_Management](https://www.researchgate.net/publication/350134343_Impact_of_Technology_on_Human_Resource_Management)
2. **Study material on workforce diversity can be accessed at:**  
<https://www.feedough.com/workforce-diversity-definition-types/>
3. **Concepts related to recruitment and selection can be accessed at:**  
[https://www.tutorialspoint.com/recruitment\\_and\\_selection/recruitment\\_and\\_selection\\_quick\\_guide.htm](https://www.tutorialspoint.com/recruitment_and_selection/recruitment_and_selection_quick_guide.htm)
4. **Study material related to forecasting HR demand and Supply can be accessed at:**  
<https://www.whatishumanresource.com/hr-demand-forecasting>  
<https://www.whatishumanresource.com/hr-supply-forecasting>
5. **Study material on Job analysis can be accessed at:**  
<https://www.iedunote.com/job-analysis>
6. **Concepts related to organizational/Individual relations can be accessed at:**  
<https://oxford-review.com/oxford-review-encyclopaedia-terms/psychological-contract/>  
<https://www.shrm.org/resourcesandtools/toolsandsamples/toolkits/pages/managingforemployee-retention.aspx>  
<https://www.shrm.org/hr-today/news/hr-magazine/summer2020/pages/how-managers->



[canmotivate-employees.aspx](https://www.researchgate.net/figure/Three-Factors-that-Influence-Individual-PerformanceSourceAdapted-from-Mathis-and_fig1_343293625)

[https://www.researchgate.net/figure/Three-Factors-that-Influence-Individual-PerformanceSourceAdapted-from-Mathis-and\\_fig1\\_343293625](https://www.researchgate.net/figure/Three-Factors-that-Influence-Individual-PerformanceSourceAdapted-from-Mathis-and_fig1_343293625)

7. **Scales on employee performance, job satisfaction, employee commitment and employee loyalty can be accessed at:**

[https://www.tandfonline.com/doi/abs/10.1300/j022v13n02\\_01](https://www.tandfonline.com/doi/abs/10.1300/j022v13n02_01)

<https://www.researchgate.net/profile/Amer-AI>

[Atwi/post/How can I split my organisational commitment questionnaire in this dimension](https://www.researchgate.net/publication/24549107?casa_token=PoVp6PQ51rYAAAAA:SjmsAlRcqpnp06a)

[/a](https://www.researchgate.net/publication/24549107?casa_token=PoVp6PQ51rYAAAAA:SjmsAlRcqpnp06a)  
[ttachment/59d62d07c49f478072e9e4d9/AS%3A273553625157648%401442231674874/download/Meyer+and+Allen%2C+2004.pdf](https://www.researchgate.net/publication/24549107?casa_token=PoVp6PQ51rYAAAAA:SjmsAlRcqpnp06a)

[https://www.jstor.org/stable/24549107?casa\\_token=PoVp6PQ51rYAAAAA:SjmsAlRcqpnp06a](https://www.jstor.org/stable/24549107?casa_token=PoVp6PQ51rYAAAAA:SjmsAlRcqpnp06a)

[r](https://www.jstor.org/stable/24549107?casa_token=PoVp6PQ51rYAAAAA:SjmsAlRcqpnp06a)

[Kz\\_58nN1\\_mX3VAOkHXQimbhiIXpmlxvcWoWoaHPPRsBQT6RsXLT5As1rb\\_Atq4BJ6B4QeR3L2fxG1\\_Huwo9Up73JN3zR9TliXEac](https://www.jstor.org/stable/24549107?casa_token=PoVp6PQ51rYAAAAA:SjmsAlRcqpnp06a)

**Course Objectives:**

- CO1. To develop an understanding of the conceptual framework of marketing and its Environment.  
CO2. To gain an insight into market segmentation, targeting and positioning.  
CO3. To develop an understanding towards product mix and branding.  
CO4. To examine the relevance of pricing and distribution in product mix. CO5. To develop an understanding of the various promotion mix used.

**Learning Outcomes:**

After the completion of course student will be able:

LO1. Apply the basic concepts of marketing based on product LO2.  
To create market segmenting and targeting strategies.

LO3. To create Marketing mix for a product.

LO4. To create competitive pricing and distribution strategies for a product.

LO5. To apply elements of promotion mix based on a product.

**Note:** Students will be assigned a marketing project to assess their course learning.

**Unit – I**

**Introduction to Marketing and Marketing Environment:** Meaning and Concept of Market and Marketing, Core Marketing Concepts, Marketing and Selling (concepts and differences), Introduction to Marketing Mix, Elements of Company's Macro and Micro Environment, Responding to Company's marketing environment.

**Unit – II**

**Market Segmentation, Targeting and Positioning:** Concept, Needs, bases/ variables for segmenting consumer market, Attributes of Effective Segmentation, Challenges in segmentation, Concept of Target Market, Selection of Target Market, Market positioning.

**Unit -III**

**Product Management:** Definition of Product, Classification and Levels of Product, Concept of Product Line, Product Line Decision, Product Mix, Definition of Brand and Brand Equity, Selection of Brand Name.

**Unit -IV**

**Pricing Decisions and Channel Management:** Concept of Price, Factors Influencing Pricing, Methods of Pricing, Concept and Importance of Distribution Channels, Functions of Marketing Channels, Types of Marketing Intermediaries, Channel Design Decision, Wholesaling and retailing.



### Unit -V:

**Marketing Communication:** Definition, Concept of Integrated Marketing Communication, and Relevance of Integrated marketing Concept. Introduction to Elements of Promotion Mix, Advertising, sales promotion, personal selling, events and experiences, online marketing, social marketing, mobile marketing, direct marketing.

### Suggested Readings:

1. Ramaswamy, V.S. and Namakumari, S. (2010), *Marketing Management*. Macmillan: Publishers India Ltd, 4<sup>th</sup> edition.
2. Kotler, P. and Armstrong G. (2004) *Principles of Marketing*. Pearson Prentice Hall: New Delhi, 10<sup>th</sup> edition.

### Websites:

1. **Study material related to Marketing Mix can be accessed at:**  
<https://byjus.com/commerce/marketing-mix/>
2. **Study material related to Segmentation, Targeting and Positioning can be accessed at:**  
<https://www.smartinsights.com/digital-marketing-strategy/customersegmentationtargeting/segmentation-targeting-and-positioning/>
3. **Video based on Product Management can be accessed at:**  
<https://www.youtube.com/watch?v=88ZfjnDOmp4>
4. **Study material related to Pricing decisions and Channel Management can be accessed at:**  
[https://www.tutorialspoint.com/marketing\\_management/marketing\\_management\\_pricing\\_decisions.htm](https://www.tutorialspoint.com/marketing_management/marketing_management_pricing_decisions.htm) <https://www.marketing91.com/channel-management/>
5. **Study material related Marketing communication can be accessed at:**  
[https://www.tutorialspoint.com/advertisement\\_and\\_marketing\\_communications/marketing\\_communications\\_introduction.htm](https://www.tutorialspoint.com/advertisement_and_marketing_communications/marketing_communications_introduction.htm)



**BBA III Semester**  
**FUNDAMENTALS OF FINANCIAL MANAGEMENT**  
**Paper Code: BBA-303**

**Max. Marks :100**  
**Min. Marks: 33**  
**External: 60**  
**Internal: 40**  
**Credits: 06**

### **Course Objectives**

- CO1: Building the concept of financial management for decision making and its application in practice. CO2: It focuses on the critical elements of financial planning and decision-making for organizations, including investment decisions from various sources of finance.  
CO3: To study the cost associated with each component of capital structure and effect of borrowing on business.  
CO4: To provide student with knowledge of capital budgeting and understanding management of working capital and cash management.

### **Learning Outcomes:**

- On successful completion of this module, the students will be able to: LO1: Evaluate various finance functions to be performed in order to maximize shareholder's wealth. LO2: Apply the concept of financial planning, capitalization, and working capital structure.  
LO3: Demonstrate conceptual and practical knowledge of cost of capital and capital structure and how its relation with firm's value.  
LO4: Evaluate the optimum debt and equity mix for the individual company goals.  
LO5: Analyze and evaluate investment opportunities using capital budgeting techniques.

### **Unit I: Introduction**

Concept, Nature and Scope of Financial Management, Types of Financial Decisions, Objectives of financial management, Finance Functions of Organization, Responsibilities of Finance Manager, Financial Planning Concept and its types.

### **Unit II: Capitalization, Cost of Capital, and Capital Structure**

Concept of Capitalization, Undercapitalization Vs Overcapitalization, Overview of Cost of Capital, Computation of Cost of various Sources of capital, Weighted Average Cost of Capital, Capital Structure Decision: Meaning and Factors affecting Capital Structure, Capital Structure Theories.

### **Unit III: Capital Budgeting Decision**

Time Value of Money, Future Value of Single Amount, Present Value of Single Amount, Future Value of Annuity, Present Value of Annuity & Perpetuity, Concept & Importance of Capital Budgeting, Techniques of Capital Budgeting - Net Present Value, Internal Rate of Return, Profitability Index, Payback Period and Accounting Rate of Return.

### **Unit IV: Working Capital**

Concept of Working Capital, Types of Working Capital, Factors affecting Working Capital, Financing Policies, Estimation of Working Capital requirement, Operating Cycle & Cash Cycle.



### Unit V: Operating & Financial Leverage

Operating Leverage: Break-Even Analysis, Degree of Operating Leverage (DOL), DOL and the Break-Even Point, DOL and Business Risk, Financial Leverage: EBIT-EPS, Break-Even, or Indifference, Degree of Financial Leverage (DFL), DFL and Financial Risk, Total Leverage: Degree of Total Leverage (DTL), DTL and Total Firm Risk.

#### Text Books:

1. Pandey, I.M (2016). *Financial Management*, 11th edition, S Chand publisher

#### Reference Books:

1. Prasanna. C. (2015). *Financial Management & Practice*, 9th Edition, Tata Mc-Graw Hill.
2. Singh, P. *Investment Management*, 19th Edition, Himalaya Publishing House, 2015 3.
- Gupta, S.K and Sharma (2017). *Financial Management*, Kalyani Publishers.
4. Bodhanwala, J. R. (January 2009). *Financial Management Using Excel Spreadsheet: Bodhanwala, R. J. Taxman Allied Service* (3rd edition ed.). Taxmann Publications Private Limited.
5. Gordon Donaldson Hunt, P. C. (1966) *Basic Business Finance* (3rd edition ed.). Text and Cases. Richard D. Irwin.
6. Horne, J. C. ( 22 March 2001). *Financial Management and Policy* (United States Edition ed., Vol. 22). Prentice-Hall Finance Series.
7. James C. Van Horne, J. M. (2008). *Fundamentals of Financial Management* (thirteenth edition ed.). Pearson Education Limited.

#### You tube links:

1. Watch this for overview of Cost of Capital and Capital Structure:  
<https://study.com/academy/lesson/capital-structure-the-cost-of-capital.html> 2.
- . Watch this for understanding concept of Leverage:  
<https://www.youtube.com/watch?v=IJFF-Y4YaVg>
3. Watch this for calculation of Time Value of Money:  
<https://www.khanacademy.org/economics-finance-domain/core-finance/interesttutorial/presentvalue/v/time-value-of-money>.
4. Watch this for working capital management:  
<https://archive.nptel.ac.in/courses/110/107/110107093/>

#### Websites:

1. Annual reports of the companies can be accessed at :  
<https://www1.nseindia.com/sme/marketinfo/corporates/annualreports/latestAnnualReports.jsp> 2
- Present and Future value table can be accessed at:  
<https://www.retailinvestor.org/pdf/futurevaluetables.pdf> 3
- Working Capital and Trend analysis reports can be accessed at:  
<https://www.solverglobal.com/report-budget-forecast-and-dashboard-template-glossary/workingcapital-trend-analysis-report/>.

**Course Outcomes:**

- CO1: To explain the basic working of computers and hardware and software.  
CO2: To explain working with MS Office, MS excel and MS office.  
CO3: To explain concept of database management system.  
CO4: To develop an understanding of communications system, types of networks, internet, WWW, emails.

**Learning Outcomes:**

- Upon completing this syllabus, students will be able to:  
LO1: Understand the basic working of computers and about hardware and software. LO2: Work on MSWord, MS-PowerPoint, MS-Excel and MS-Access.  
LO3: Acquire basic knowledge of Internet concepts.

**Unit-I: Introduction**

Computer hardware and software, Framework of computer, input and output devices, computer memories, central processing unit, types of computer; types of software: system software and application software, some basic terms related to operating system.

**Unit-II: MS Word**

Some basic terms- toolbar, format bar and status bar, insert tables, charts, smart arts, adding graphics, pages options, insert citations, creating, editing and saving word document, use of auto text, spelling and grammar tool, creating a cover letter, mail merge. MS Power point: Preparation of power point presentation, what to include and what not to include in slides, inserting new slide and deleting any slide, use of master slides, insertion of figure, graphics and charts in presentation.

**Unit-III: Introduction to MS Excel**

Understanding Basic working with Excel, Quick review on MS Excel Options, ribbon, sheets, Saving Excel File as PDF, CSV and older versions, Copy, Cut, Paste, Hide, Unhide and link the data in Rows, Columns and Sheet; Using paste special options, Formatting cells, Rows, Columns and sheets, Protecting and Unprotecting cells, rows, columns and sheets with or without password, Page Layout and Printer properties, Consolidation, Consolidating With Identical Layouts , Consolidating With Different Layouts.

**Unit-IV: Data Processing**

File Management System, Database Management System, Database Models, Main Components of a DBMS, Creating and Using a Database, Introduction to MS Access :  
Introduction to DBMS, Databases. Basic Working of MS-Access, Tools and Menus in MS- Access, creating tables in MS Access.





### Unit-V: Basic Elements of a Communication System

Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques, Modems, Analog versus Digital Transmission, Multiplexing Techniques, Need for Computer Communication Networks, Types of Networks, Network Topologies, Network Protocol, OSI and TCP/IP model, The Future of Internet Technology, Internet Protocol, World Wide Web, E-mail, Search Engines.

#### Suggested Readings:

1. Morley and Parker (2010). *Understanding Computers: Today and Tomorrow*, Cengage Learning.
2. Cox, J & Preppernau, J. (2007). *MS-Office 2007: Step by Step*, Pearson.
3. Rajaraman (2014). *Fundamentals of Computers by Rajaraman*. Prentice Hall of India: New Delhi.
4. Shelly (2001). *Business Data Communication*. Course Technology.
5. Ram, B. (2000). *Computer Fundamentals*. New Age International.
6. ITL ESL (2012). *Introduction to Information Tec-hnology*. Pearson Education India.



**Course Objectives:** The students will be able to

CO1: To develop an understanding of the basic concepts and applications to establish the cost associated with the production of products and provision of services and apply the same to determine prices.

CO2: To develop an understanding of cost accounting statements.

CO3: To acquire the ability to able to apply cost information for cost ascertainment, planning, control and decision making.

**Learning Outcomes:**

On successful completion of this module, the students will be able to:

LO1: Define and identify different elements of cost.

LO2: Distinguish different types of costs and understand their nature.

LO3: Compute material cost, employee cost and overheads cost.

LO4: Compute the cost and estimated profit of a construction contract.

LO5: Compute process costs that are part of different business operations.

LO6: To assess the cost of different stages of production and to reduce cost of production by way of cost control and cost reduction.

LO7: To prepare cost sheet and modify the cost structure with the help of standard costing technique.

**Unit-I: Introduction to Cost Accounting**

Objectives and Scope of Cost Accounting, Cost terms and Concepts, Cost Reduction and Cost Control, Elements of Costs, Separating the components of fixed, variable and semi-variable costs. Methods of Costing, Techniques of Costing. Cost Accounting with use of Information Technology. Elements of Cost and preparation of Cost sheets.

**Unit-II: Material Cost**

Procurement procedures- Techniques of fixing level of stocks- minimum, maximum, re-order point, safety stock, determination of optimum stock level, Determination of Optimum Order quantity- Economic Order Quantity (EOQ), Techniques of Inventory control.

**Unit-III: Employee Cost and Overheads**

Attendance and Payroll procedures- Elements of wages, Cost Control Employee Turnover- Methods of calculating employee turnover.

Functional analysis- Factory, Administration, Selling, Distribution, Research and Development. Allocation and Apportionment of overheads using Absorption Costing Method.

**Unit-IV: Methods of Costing**

Contract Costing - Ascertainment of cost of a contract, Progress payment, Retention money, Escalation clause, Cost plus contract, Value of work certified, Cost of Work not certified. Process /





Operation costing - Process cost recording, Process loss, Abnormal gains and losses, Equivalent units of production, Inter-process profit, Valuation of work in process.

#### **Unit-V: Cost Control and Analysis**

Standard Costing, Standard Costing as method of performance Measurement. Calculation and Reconciliation of Cost Variances-Material Cost Variance, employee Cost Variance, Variable Overheads Variance and Fixed Overhead Variance.

#### **Suggested Readings:**

1. Ashar, A. K. (2019). *Cost Accounting and Management Essentials (4th edition ed.)*. Vibrant Publishers.
2. M. N. Arora, P. K. (2012). *Cost Accounting: Principles & Practice (12th ed.)*. Vikas Publishing House Private Limited.
3. M.C. Shukla, T. S. (2007). *Cost Accounting: Texts and Problems*. S. Chand and Company Private Limited, New Delhi (An ISO 9001:2008 Company).
4. Mike Piper, C. (2017). *Cost Accounting Made Simple (3rd edition ed.)*. PHI Learning Pvt Ltd.
5. Maheshwari & Mittal (20//15). *Cost Accounting Principles And Practice*. Mahavir Publication.
6. Saxena V.K., V. C. (2006). *Cost Accounting - Problems & Solutions*. Sultan Chand & Sons.

#### **Websites:**

1. **Cost Sheet Formats of different companies can be accessed at:**  
<https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-costaccounting/format-of-cost-sheet/>
2. **Sample Report of Variance Analysis can be accessed at:**  
<https://efinancemanagement.com/budgeting/variance-analysis-report>
3. **Cost Accounting with use of Information Technology at:**  
[https://www.accountingdetails.com/use\\_of\\_information\\_technology\\_job\\_order\\_costing.htm](https://www.accountingdetails.com/use_of_information_technology_job_order_costing.htm)
4. **YouTube links:**  
**For basics of cost accounting watch**  
this:[https://www.youtube.com/watch?v=Paecdg2\\_fb4&list=PLOzRYVm0a65f5nj6Vw0jusG92KjTCq\\_z5](https://www.youtube.com/watch?v=Paecdg2_fb4&list=PLOzRYVm0a65f5nj6Vw0jusG92KjTCq_z5)



**BBA IV Semester**  
**MACRO ECONOMICS**  
**Paper Code: BBA-402**

**Max. Marks :100**  
**Min. Marks: 33**  
**External: 60**  
**Internal: 40**  
**Credits: 06**

**Course Objectives:**

- CO1. Understanding of different school of thoughts of Macroeconomics.
- CO2. Demonstrate a way to measure concepts of national income and its related measure.
- CO3. Examine the GAP between theory of money and the present concepts of money along with concepts of supply of money.
- CO4. Analyze determinants of consumption and saving in the macro-economic Environment CO5. Evaluate in-depth causes of unemployment and inflation and apply remedies over them in economic policy.

**Learning Outcomes:**

After the completion of course student will be able to:

- LO1. Become familiar with the focus of macroeconomics
- LO2. Describe key macroeconomics issues and questions.
- LO3. Use employment and national income to describe and analyze the economy in quantitative terms.
- LO4. Analyze fiscal and monetary policy decisions to counter business cycle swings.

**Unit –I**

Introduction to Macro Economics: Concept, Nature, Importance, Limitation, Origin & Growth of Macroeconomics – Classical Macroeconomics, 'Keynesian Revolution', & Post Keynesian Revolution (Monetarist School, Neo Classical Economics, Supply side economics & Neo-Keynesianism), Difference between Macro & Micro Economics.

**Unit – II**

National Income and its related concept: Meaning, Definition, Gross Domestic Product, Gross National Product, Net National Product, Methods for Measuring National Income in India (Net Product Method, Factor Income Method & Expenditure Method) and Its Problems.

**Unit -III**

Theory of Money: Definition of Money, the kinds of money, the function of money, the significance of money in modern economy, The Demand and Supply of Money: Demand for Money, Supply of Money, The source of Money supply, The measure of Money supply in India, Monetary Theories – Quantity theory of Money, Modern Theory of Money, Keynes theory of Money.

**Unit –IV**

Theories of Income and Employment: Keynesian Theory of Income and Employment: Effective Demand – Consumption Function: Average Propensity to Consume (APC) and Marginal



Propensity to Consume (MPC) – Factors Determining Consumption Function – Savings Function:  
Average  
Propensity to Save and Marginal Propensity to Save – Concepts of Multiplier and Accelerator

**Unit -V:**

Trade Cycles & Inflation: Meaning & definition and phases of trade cycle, Inflation Definition, Types, Causes and Effects of Inflation, Measures to control Inflation.

**Suggested Readings:**

1. Samuelson, P. A., Nordhaus, W. D., Samuelson, P. A., & Samuelson, P. A. (1998). *Economics*. Boston, Mass: Irwin/McGraw-Hill.k.
2. Mankiw, N. G. (2016). *Principles of microeconomics (8th ed.)*. CENGAGE Learning Custom Publishing.
3. Mankiw, N. Gregory author. (2016). *Macroeconomics*. New York. Worth Publishers,
4. Williamson, S.D, Pearson (2018). *Macroeconomics*. Harlow: Pearson Publishers.

**Websites**

1. <https://www.worldbank.org/en/topic/macroeconomics>
2. <https://dea.gov.in/>
3. <https://www.khanacademy.org/economics-finance-domain/macroeconomics>

**Youtube links**

1. **Macroeconomics** <https://youtu.be/myeLTXMEhC4>
2. **National Income** <https://youtu.be/Tco86yjprlc>
3. **Money** [https://youtu.be/nw0V\\_taNLcU](https://youtu.be/nw0V_taNLcU)
4. **Unemployment** <https://youtu.be/9bgg3nT0ZP8>
5. **Business cycle** <https://youtu.be/3tnUrtG3A98>



**BBA IV Semester**  
**INTERNATIONAL BUSINESS MANAGEMENT**  
**Paper Code: BBA-403**

**Max. Marks :100**  
**Min. Marks: 33**  
**External: 60**  
**Internal: 40**  
**Credits: 04**

**Course Outcomes:**

The course focuses imparting knowledge and skills on-

- CO1.** History, evolution, growth and development of International Business.
- CO2.** Reasons of existence of MNCs and their strategies.
- CO3.** Government policies and procedures applicable for International Business.

**Learning Outcomes:**

After the completion of course student will be able to:

- LO1.** Understand the foundations of international trade gains, opportunities and challenges involved, and support and strategize parameters of International Business from an Indian perspective.
- LO2.** Assess the country's business environment, select international market, and understand the suitability of different modes of entering international business.
- LO3.** Describe the process of globalization and how it affects markets, understand the role of MNCs and institutions in international business.
- LO4.** Develop an insight of legal Environment of foreign trade.
- LO5.** Understand and analyze export promotion measures, schemes and role of institutions in promoting exports.

**Unit –I Introduction to International Business**

Evolution of International Business, Nature of international business, need and importance of International Business, stages of Internationalization, EPRG approaches to international business, Theories of international Business – Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment. Tariff and non-tariff barriers

**Unit – II Modes of Entering International Business**

Country Evaluation and Selection: Introduction to political, economic, socio cultural and technological Environment of international business; International Business Analysis- Modes of entry- Exporting (Direct and Indirect), licensing, franchising, contract manufacturing, management contracts, turnkey projects, Joint ventures, Mergers, Acquisitions, Foreign direct investment – Comparison of different modes of entry.

**Unit -III Globalization, MNCs and International Business**

Globalization: Definition, Features, Advantages and Disadvantages; Distinction among Domestic companies, international companies, MNC, Global company and TNC – Merits and demerits;





World trading system & institutions: World Trade Organization –Basic principles and frame work, IMF, World Bank.

#### **Unit -IV Legal environment**

Foreign Trade Policy (FTP 2015-21), Types of FTAs (Free Trade Agreements), India-UAE CEPA, IndAus ECTA; FEMA –Origin and objective, framework of FEMA, Export Import documentation, ICPEN (International Consumer Protection and Enforcement Network), Settlement of International Trade Disputes- DSS in WTO.

#### **Unit -V: Export Promotion**

Export promotion measures and schemes: Exports from India Scheme, Duty exemption and remission schemes, EPCG Scheme (Export Promotion Capita Goods), EOU Scheme (Export Oriented Units), Other Schemes- TEE (Town of Export Excellence), MAI (Market Access Initiative), Status holder Scheme, Gold Card Scheme; Role and functions of IIFT, RBI, EXIM bank in promoting exports.

#### **Suggested Readings:**

##### **1. Books**

- Daniel, J.D., Radebaugh, L.H., Sulleman, D.P. (2005). *International Business: Environment and Operations* (11<sup>th</sup> ed.). Pearson.
- Varma, S., (2016). *International Business* (3<sup>rd</sup> ed.). Pearson Education.
- Cateora, P.R., Hess, J.M. (1971). *International Marketing* (5<sup>th</sup> ed.). Richard D. Irwin, Inc.
- Kirpalani, V.H. (1988). *International Marketing*. Random House USA Inc.

##### **2. Websites**

- International Consumer protection Enforcement Network (ICPEN) and settlement of international trade disputes can be understood at : <http://icpen.org>
- Process of International trade dispute settlement and WTO Appellate Body crisis and the multiparty interim appeal arrangement can be understood at:  
[https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690521/EPRS\\_BRI\(2021\)690521\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690521/EPRS_BRI(2021)690521_EN.pdf)
- Foreign trade policy can be found (in pdf) at: <https://www.dgft.gov.in/CP/?opt=ft-policy>
- Export promotion schemes can be found at:  
<https://www.indiantradeportal.in/vs.jsp?lang=0&id=0,25,857,3901#:~:text=Under%20this%20scheme%2C%20exports%20of,foreign%20exchange%20at%20specified%20rate.>



**BBA IV Semester**  
**USING WEB APPLICATION FOR BUSINESS**  
**Paper Code: BBA-404**

**Max.Marks:100**  
**Min.Marks.33**  
**External:60**  
**Internal :40**  
**Credits: 04**

**Course Objective:**

Upon successful completion of this course students will be able to:

CO1: Understand the impact of electronic commerce on business enterprises.

CO2: Explain the features of various E-Business Models.

CO3: Analyze the impact of E-Commerce on markets.

CO4: Understand various threats to E-Commerce.

**Learning Outcomes:**

After the completion of course students will be able:

LO1: To identify E-Commerce opportunities and challenges.

LO2: To understand models of e-Business and e- Commerce and the role of Management.

LO3: To apply basic knowledge of underlying technologies with emphasis on Internet Technologies. LO4: To analyze and create awareness of the cyber laws.

**Unit –I**

Introduction to ecommerce: Meaning and concept of ecommerce, advantages and disadvantages of ecommerce, value chain in e commerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B, G2C. E-commerce: Business Models and Concepts. Business to Business e-commerce: Meaning, benefits and opportunities in B2B, key B2B models and their main functions, EDI as a B2B tool. Ethical issues and legal issues in e – commerce.

**Unit – II**

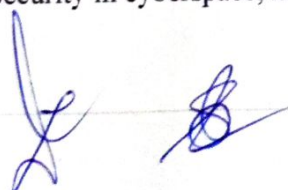
E-Commerce - A Consumer Oriented Approach: Traditional v/s E-Retailing, Key success factors in E-retailing, Models of E-retailing, and Characteristics of E-retailing. E-services: Categories of E-services, Web-enabled services, matchmaking services, Information selling on the web, E-entertainment, Auctions and other specialized services.

**Unit -III**

Technology in E-commerce: An overview of the internet, basic network architecture and the layered model, internet architecture, intranets and extranets, The making of world wide web, web system architecture, ISP, URLs and HTTP, cookies. Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques.

**Unit -IV**

Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS. Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication





channel threat, server threat, other programming threats, frauds and scams Basic cryptography for enabling security in e commerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL. Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH.

#### **Unit -V:**


Cyber Law Concepts: E Contract Contractual Obligation in cyberspace, Active Vs Passive Websites Email Transactions, Legal Meaning of Software, Legal Issues for Internet Commerce, Cyber Attack – Trojan, Virus, Worm, Spam, Hacking – Phishing, IP Spoofing.

#### **Suggested Readings:**

1. Awad, E. M. (2006). *Electronic Commerce From Vision to Fulfillment (3rd Edition ed.)*. PHI.
2. Kamath, N. (2016). *Laws Relating to Computers Internet & E-Commerce (4th Edition ed.)*. Universal Law Publishing Company.
3. Kamlesh K Bajaj, D. N. (2005). *E-Commerce –The Cutting Edge of Business (Second Edition ed.)*. McGraw Hill Education.
4. Kenneth C. Laudon, C. G. (2020). *E-Commerce –Business, Technology, Society*. Pearson.
5. Murthy, C. (2022). *E – Commerce Concepts, Models, Strategies*. Himalaya Publishing House.
6. P.T. Joseph, S. (2015). *E – Commerce: An Indian perspective*. PHI Learning Pvt Ltd.

#### **Websites:**

1. <https://egyankosh.ac.in/handle/123456789/72073>
2. <https://egyankosh.ac.in/bitstream/123456789/72082/1/Unit-1.pdf>
3. <https://egyankosh.ac.in/bitstream/123456789/72081/1/Block-1.pdf>
4. <https://www.slideshare.net/kamalgulati7/full-notes-on-ecommerce-study-material-for-ecommerce>



# BBA V SEMESTER





**BBA V SEMESTER  
FUNDAMENTALS OF GST  
PAPER CODE: BBA-501**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

**Course Outcomes:**

The students will be able to:

- CO1:** Familiarize and understand the Concept of direct and indirect taxes.
- CO2:** Analyze the difference between direct and indirect taxation, advantages of GST.
- CO3:** Evaluate the taxation structure before and after implementation of GST, types of tax rates under GST, eligibility and conditions for taking input credit.
- CO4:** Evaluate the taxes subsumed under CGST and SGST, eligibility and conditions for taking input credit, place of supply of Goods or services.

**Learning Outcomes:**

After completion of this course the students would be able:

- LO1:** Remember the basic concepts and principles of GST, define key terms and vocabulary related to GST and identify the components of the GST framework.
- LO2:** Understand the taxable event and the scope of GST and key provisions of GST laws and regulations.
- LO3:** Apply the ability to calculate GST liabilities for different scenarios and the rules of input tax credit to calculate the net GST liability.
- LO4:** Analyze the impact of GST on various sectors of the economy and compare and contrast GST provisions with the previous tax regime.
- LO5:** Create and develop strategies to mitigate the challenges and maximize the benefits of GST implementation for a business.

**UNIT I**

**Basic Concept of Indirect taxes and Introduction of GST**

Constitutional background (pre GST regime), Constitution (101<sup>st</sup> Amendment Act, 2016), Need for GST, Taxes Subsumed in GST and Taxes Not Subsumed in GST, Benefits of GST, Salient features of GST.

**UNIT II**

**Supply, Levy & Collection**

Meaning and scope of supply – of CGST/ SGST Act, Types of Supply, Activities which shall be treated neither supply of goods nor a supply of services, Power of Government to specify the nature of certain transactions of supply, Intra-state and Inter-state supply, Zero rated Supply,



Exemption from GST. Levy and Collection under CGST/IGST and UTGST Act, Tax payable on reverse charge basis of CGST/IGST and UTGST Act, Taxability of Composite and Mixed Supply.

### **UNIT III**

#### **Location of the Supplier and Place of Supply of Goods and Services**

Location of supplier of Goods and services, Place of Supply of goods and services, Composition levy (Composition Scheme), Restriction on the registered person, Benefits of Composition Schemes.

### **UNIT IV**

#### **Time of Supply and Value of Supply**

Time of supply of goods, Time of supply of services, Time of supply of goods or services with respect to rate of tax. Value of Supply, Value of Supply when consideration is not wholly in money, value of supply in case of lottery, betting, gambling and horse racing.

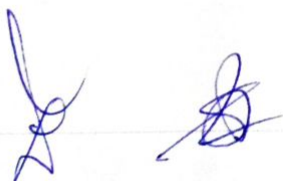
### **UNIT V**

#### **Input Tax Credit and its Utilisation**

Concept of ITC, Principles on Input Tax Credit, Conditions for Availment of ITC by a Registered Taxable Person, ITC in case of Capital Goods, ITC on the Basis of use of Inputs, Restrictions on ITC.

#### **Suggested Readings:**

- Ahuja, C. G., & Gupta, R. (2022). Systematic Approach to Taxation Containing Income Tax & GST (Set of 2 Vol.) - 47th Edition, 2023.
- Acharjee, M. (2017). Goods and Service Tax.
- Chatterjee, T. B., & Sony, V. (2018). Goods and Service Tax. Book Corporation.
- Subramanian, P. L. (2017). Guide to GST: Snow white Publications, India: 3rd Edition - April 2017.
- Datey, V. S. (2017). GST Ready Reckoner: Taxmann Publications, New Delhi, India: Ed. 1. April 2017.
- Garg, K. R. (2017). GST Ready Reckoner: Bharat Publisher, New Delhi, India: Ed. 3.
- Gupta, S. S. (2017). GST Law & Practice: Taxmann Publications, New Delhi, India: 2017 Edition.





**BBA V SEMESTER  
TOTAL QUALITY MANAGEMENT  
PAPER CODE: BBA-502**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 04**

**Course Outcomes:**

The course provides students with the knowledge to:

- CO1:** Understand the philosophy and core values of Total Quality Management.
- CO2:** Apply and evaluate best practices for the attainment of total quality.
- CO3:** Comprehend and Illustrate the TQM Principles.
- CO4:** Solve Quality Related Problems using Statistical Process Control.

**Learning Outcomes:**

- LO1:** Understand quality concepts and philosophies of TQM
- LO2:** Know the evolution of total quality management and significance of quality gurus' works to the management of modern organizations.
- LO3:** Apply TQM principles and concepts of continuous improvement
- LO4:** Apply and analyse the quality tools, management tools and statistical fundamentals to improve quality
- LO5:** Understand the TQM tools as a means to improve quality

**UNIT I**

Definition of Quality, Dimensions of Quality, Quality costs, Top Management Commitment, Quality Council, Quality Statements, Barriers to TQM Implementation, Contributions of Deming, Juran and Crosby.

**UNIT II**

**TQM PRINCIPLES:** Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement, 5S, Kaizen, Just-In-Time and TPS.

**UNIT III**

**STATISTICAL PROCESS CONTROL:** The seven tools of quality, New seven Management tools, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts, Causes of Variation, Concepts of Statistical Process Control, Use of Control Charts for Statistical Process Control, Control Charts for variables and attributes, Concept of six sigma.



#### **UNIT IV**

**TQM TOOLS:** Quality Policy Deployment (QPD), Quality Function Deployment (QFD), Benchmarking, Taguchi Quality Loss Function, Total Productive Maintenance (TPM), FMEA.

#### **UNIT V**

**QUALITY SYSTEMS:** Need for ISO 9000 and Other Quality Systems, ISO 9001:2000 Quality Management System Standards, Documentation, Implementation of ISO 9000:2000

#### **Suggested Readings:**

- Besterfield , D. H., Besterfield , C., Besterfield , G. H., Besterfield , M., Urdhwareshe, H., & Urdhwareshe, R. (2018). Total Quality Management (5th ed.). Pearson Education.
- Sharma, D. D. (2011). Total Quality Management Principles, Cases. Sultan Chand & Sons.
- Mahajan, M. (2016). *Statistical Quality Control*. Dhanpat Rai & Co. (P) Limited.





**Marketing Specialization**

**BBA V SEMESTER  
CONSUMER BEHAVIOR  
PAPER CODE: BBA-MM-503**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

**Course Outcomes:**

This course enables the students to:

- CO1:** Explain various aspects of consumer behavior
- CO2:** Develop an understanding of consumer attitudes.
- CO3:** Outline the role of personality in consumer behavior
- CO4:** Explain sociocultural factors which influences consumer behavior
- CO5:** Develop an understanding of various levels of consumer decision making process.

**Learning Outcomes:**

After the completion of this course, students will be able to :

- LO1:** Appraise the need for understanding of consumer behavior in any business.
- LO2:** Interpret attitude formation and reason for change in attitude
- LO3:** Evaluate various personality traits and their significance
- LO4:** Evaluate various socio cultural factors which influences consumer behavior
- LO5:** Design consumer decision making process.

**UNIT I**

**Introduction to Consumer Behavior:** Concept of consumer behavior, nature and Scope, the consumer research process, Concept of consumer motivation, Motivational research. Concept of perception, Perceptual Selection, Product and Service Positioning.

**UNIT II**

**Consumer Attitude formation and Change:**

Concept of attitude, Attitude formation, Cognitive dissonance theory and Attribution Theory. Concept of Opinion Leaders, Influence of Social Media on Consumer purchase Behavior.

**UNIT III**

**Personality and Consumer Behavior:**

Nature of personality, Freudian, Non- Freudian and trait theories. Elements of Consumer Learning and its significance.

Consumer perceptions, Psychographics - Values and Lifestyles, Click-o- graphic.



#### **UNIT IV**

##### **Socio-cultural Influences:**

Family Buying decision, Family Life Cycle, Culture, Subculture, Cultural aspects of emerging markets. Factors influencing consumer behaviour. Consumerism: Consumer rights and Marketers' responsibilities.

#### **UNIT V**

The Global Consumer Behaviour and Online buying behaviour; Consumer buying habits and perceptions of emerging non-store choices, Research and applications of consumer responses to direct marketing approaches, Issues of privacy and ethics.

#### **Suggested Readings:**

- Mothersbaugh D., Hawkins, Kleiser & Roger. (2020). *Consumer Behavior: Building Marketing Strategy*. (14th edition) McGraw Hill.
- Hoyer, Wayne D. & MacInnis, Deborah J. & Pieters, Rik. & Chan, Eugene. & Northey, Gavin. (2018). *Consumer behavior*. South Melbourne, Victoria: Cengage Learning.
- Schiffman & Leon G. (2010). *Consumer behavior*. Pearson Education/Prentice Hall.
- Kapoor R., Madichie N.O. (2012). *Consumer Behavior: Text and Cases*. Tata McGraw Hill.
- Kazmi, S.H. & Batra, S.K. (2015). *Consumer Behavior*, (2nd edition.). Excel Books.





## Marketing Specialization

**BBA V SEMESTER  
ADVERTISING & SALES MANAGEMENT  
PAPER CODE: BBA-MM-504**

**Max. Marks: 100  
Min. Marks: 40  
External : 60  
Internal : 40  
Credits: 06**

### Course Outcomes:

This course enables the students to:

- CO1:** To get a thorough grounding in introductory advertising and sales management concepts.
- CO2:** To understand the concepts of Advertising Appeals and Design.
- CO3:** To gain skills in employing analytical and problem-solving approaches in advertising planning and sales force management.
- CO4:** To compare, contrast and apply different theories and models of advertising effectiveness.

### Learning Outcomes:

After the completion of course student will be able to:

- LO1:** Explain the roles which advertising can play in the contemporary marketing mix and marketing environment.
- LO2:** Explain the process of advertising planning.
- LO3:** Describe the contemporary context in which it is undertaken and the challenges which this poses for advertising agencies.
- LO4:** Explain different theories of advertising effectiveness and sales management
- LO5:** Describe a range of concerns about advertising's role in society and outline the industry's typical response to those concerns.

### UNIT I

**Advertising:** Concept and Definition, its Role and Importance. Advertising as a Means of Communication, its Objectives and Different Forms of Advertisements. Legal, Ethical and Social Aspects of Advertising. Concept of Digital Marketing Communication.

### UNIT II

**Creative Process and Methods in Advertising :** Creative process and methods. Visualization process and visualizer qualities. Message design: message theme, models, considerations. Message strategies: cognitive, affective, conative, and brand strategies. Advertising appeals: rational, emotional, sex and other ad appeals. Use of color in advertising.

### UNIT III

**Media Planning and Scheduling:** Advertising Budget, Advertising Agencies: Overview of an Advertising Agency, Role, Types, Functions and Various Departments of an Advertising Agency.  
**Methods to Measure Effectiveness of Advertisements:** Pre and Post Testing Various Different Aspects of Advertising: Social, Ethical and Legal.

### UNIT IV

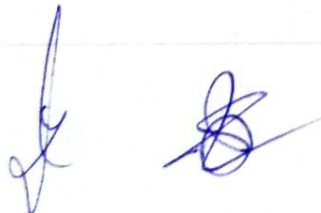
**Sales Management:** Definition, Nature, Scope and Importance of Sales Management, Evolution of Sales Management, Sales Management Strategies, Emerging Trends in Sales Management. Role and Skills of Sales Managers, Function and Qualities of a Sales Executive, Sales Objectives, Sales Strategies. Personal Selling Process.

### UNIT V

**Sales Force:** Recruitment and Selection Process for Sales Force, Training, Motivation and Compensation of Sales Personnel, Sales Territories and Quotas, Sales Budgets, Sales Audits, Role of Information Technology in Sales Management.

### Suggested Readings

- Belch, G., & Belch, M. (2020). *ISE Advertising and Promotion: An Integrated Marketing Communications Perspective* (12th edition.). McGraw-Hill Education.
- Kazmi, S. H. H., Batra, S. K. (2009). *Advertising and Sales Promotion*. India: Excel Books.
- Chunawalla, S. A. (2008). *Advertising, Sales, and Promotion Management*. India: Himalaya Publishing House.
- Kaser, K. (2012). *Advertising and Sales Promotion*. United States: Cengage Learning.





**HRM Specialization**

**BBA V SEMESTER  
HUMAN RESOURCE PLANNING  
PAPER CODE: BBA-HRM-503**

**Max. Marks: 100  
Min. Marks: 40  
External : 60  
Internal : 40  
Credits: 06**

**Course Outcomes:**

This course enables the students to:

- CO1:** Understand the basics of human resource planning, nature of human resource planning and models related with manpower planning/audit concepts.
- CO2:** Analyze different types of environmental impacts on human resource planning
- CO3:** Understand the concepts of Work Load Analysis in Human Resource Planning.
- CO4:** Familiarize some of the basic concepts used for analysis of Human resource Supply and determination of manpower needs at both macro and micro levels.
- CO5:** Understand the basic concepts of Human Resource Information System.

**Learning Outcomes:**

After the completion of this course, students will be able to:

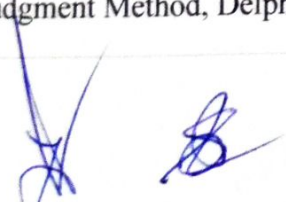
- LO1:** Analyze the strategic requirements, the system of strategic planning and correlate business plans with strategic plans.
- LO2:** Evaluate corporate level strategies as to optimize business plans in the shorter as well as longer run
- LO3:** Recognize the different strategic alternatives and be able to take appropriate decisions.
- LO4:** Analyze strategic implementation alternatives for effective decision making.
- LO5:** Evaluate the new business models and make appropriate plan for further action.

**UNIT I**

**Introduction of Human Resource Planning and its impact on the Environment:** Concept and Significance, Evolution. Objectives and Steps. Influencing Factors of Human Resource Planning. Influence of Technological, Social, Economic and Political Environment on Human Resource Planning.

**UNIT II**

**Determination of Human Resource Needs:** Time scale of Human Resource Forecasts. Workload Analysis Time Series Analysis, Moving 90Averages Method, Exponential Smoothing Method, Managerial Judgment Method, Delphi Technique, Nominal Group Method.



### **UNIT III**

**Analysis of Human Resource Supply:** Wastage Analysis- Labor Turnover Index, Stability Index, Cohort Analysis, Census Analysis, Manpower Models- Markov Models, Renewal Models, Cambridge Model, Simulation, Monte Carlo Simulation, Replacement Theory.

### **UNIT IV**

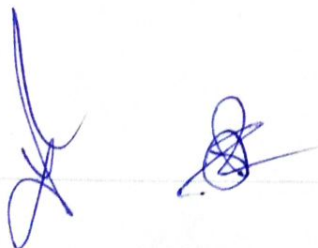
**Productivity and Human Resource Planning:** Concept, Defining and Improving Productivity. Total Factor Productivity, Corporate Sickness and its impact upon productivity.

### **UNIT V**

**Human Resource Planning Tools/Techniques and Information Systems:** Concept & Techniques of Job Analysis & Job Evaluation, Human Resource Audit and its Implications. Stages, Models, Contents, Features, Current Trends.

### **Suggested Readings:**

- Sekhri, A.(2022). *Human Resource Planning & Audit*(1st ed.). Himalaya Publishing House.
- Human Resource Planning for the 21st Century. (2018). UNITED Kingdom: IntechOpen.
- Belcourt Monica & Kenneth J.(2015). *Strategic Human Resource Planning* (7th ed.). Cengage Learning.
- Crumpton, M. A. (2015). *Strategic Human Resource Planning for Academic Libraries: Information, Technology and Organization*. Netherlands: Elsevier Science.





## **HRM Specialization**

**BBA V SEMESTER  
MANAGEMENT TRAINING & DEVELOPMENT  
PAPER CODE: BBA-HRM-504**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

### **Course Outcomes:**

**CO1:** To develop an understanding of how to plan and implement training activities in an organization.

**CO2:** To develop basic skills for application of consideration that underlies the management of training function in an organization.

### **Learning Outcomes:**

On Successful completion of this course, the students should be able to:

**LO1:** Understand the difference between training & development, and recognize the roles these activities play in Human Resource Management.

**LO2:** Design and develop basic skills for designing and conducting training programme.

**LO3:** Create an insight into how to conduct & evaluate training programs.

**LO4:** Understand Technology Based training programs- The future of Training & Development.

### **UNIT I**

#### **Introduction**

Training Concept; Meaning of Training & Development, Difference between training & development, Need and objectives of Training, Principles of Training, Types of Training, Techniques of Training, Training policy.

### **UNIT II**

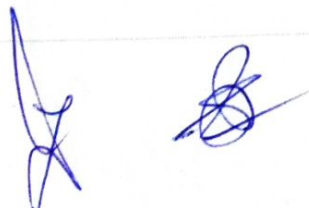
#### **Training Human Resources**

Training Human Resources; Nature of Training, Training Need Assessment, Process of Training, Training Design, Training Delivery, Training Evaluation & Follow-up.

### **UNIT III**

#### **Management Development & Career Planning**

Management Development; Need & Importance, Management Development Process, Management Development Techniques, Components of MD Programmes.  
Career Planning; Concept, Stages of Career development, Career Development programmes, Career Dynamics.



#### **UNIT IV**

##### **Training & Development Methodologies**

On the Job Training Methods; Coaching/Mentoring, Apprenticeship, Job Rotation, Job Instructions Training.

Off the Job Training Methods; Lectures, Conferences, Sensitivity Training, Group Discussions, In-Basket Exercises, Role Playing, Team Building, Counselling.

#### **UNIT V**

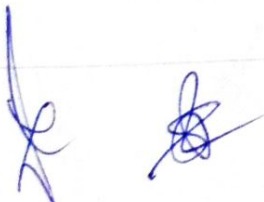
##### **Emerging Trends in Training & Development**

Gamification, Simulations, Six- Sigma Training, Electronic Enabled Training Systems (EETS), New-Challenges in Training & Development.

Need for Training in India, Training Institutions in India, Government policy on Training.

#### **Suggested Readings:**

- Dessler, G. (2016). *Human Resource Management*. Pearson Education Asia, New Delhi. 15<sup>th</sup> Edition.
- Gupta, C.B. (2020). *Human Resource Management: Text & Cases*. Sultan Chand & Sons. 5<sup>th</sup> Edition.
- Raymond, A. & Kodwani, A.D. (2018). *Employee Training & Development*. Tata McGraw Hill Education. 7<sup>th</sup> Edition
- Lynton, R. & Pareek, U. (2011). *Training for Development*. Sage India, New Delhi. 3<sup>rd</sup> Edition.





## **Finance Specialization**

**BBA V SEMESTER  
INVESTMENT MANAGEMENT  
PAPER CODE: BBA-FM-503**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

### **Course Outcomes:**

The Course enables students to:

- CO1:** Develop knowledge on investment and investment schemes.
- CO2:** Develop deeper knowledge of Financial Market and how a company list in stock exchange
- CO3:** Assess and understand the risk associated with investments
- CO4:** Familiarize with security analysis through fundamental and technical analysis

### **Learning Outcomes:**

After the completion of course student will be able to:

- LO1:** Demonstrate a basic understanding of investments and the nuances of investing
- LO2:** Exhibit the acquaintance of the securities market and its constituents
- LO3:** Apply knowledge gained to perform analysis of various securities
- LO4:** Analyze and apply EMH to evaluate securities performance and forecasting

### **UNIT I**

#### **Introduction to Investment Management**

Features of Investment, Principles of Investment, Kinds of Investment, Stages in Investment, Investment Vs Speculation.

### **UNIT II**

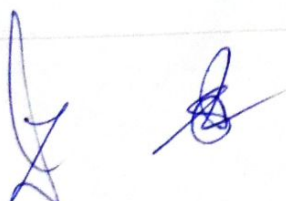
#### **Investment and financial Market**

Financial Market- Definition, Types, New Issue Market – Definition, Role, Function, Parties involved Methods of Floating New issues, Listing of Securities- objectives, procedure, types of listing, advantages of listing.

### **UNIT III**

#### **Fundamental Analysis**

Introduction, Need for Industry analysis, Industry life cycle analysis, SWOT Analysis of Industries, Concept & significance of economic analysis, Company Analysis.



#### **UNIT IV**

##### **Technical Analysis**

Different techniques of analysis, chart analysis

#### **UNIT V**

##### **Efficient Market Theory**

Random Walk, Weak Form, Semi Strong and Strong form of Market, Comparison between random walk, technical and fundamental analysis.

##### **Suggested Readings:**

- Pandian, P. (2022). *Security Analysis and Portfolio Management* (2nd ed.). Vikas Publishing House.
- Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Tata McGraw Hill Education Private Limited.
- Singh, P. (2010). *Investment Management*. Himalaya Publishing House.
- Sharpe, W. F., Alexander, G. J., Bailey, J. V. (2002). *Investments* (6th ed.). Prentice Hall India Learning Private Limited.





## Finance Specialization

**BBA V SEMESTER  
INDIAN FINANCIAL SYSTEM  
PAPER CODE: BBA-FM-504**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

### Course Outcomes:

This course enables students to:

- CO1:** Develops an insight into Indian financial system
- CO2:** Understand the operation of financial market and capital market
- CO3:** Develop knowledge of various financial services
- CO4:** Compare and analyze the various financial services offered in the Indian Financial System.
- CO5:** To understand the functions and role of various financial intermediaries and their importance in the financial system.

### Learning Outcomes:

After the completion of course student will be able to:

- LO1:** Understand structure of current financial system in India.
- LO2:** Analyze the financial market processes and their factors, and make successful financial decision at an individual as well as company level
- LO3:** Familiarize students with various financial services and its application
- LO4:** Understand the various financial intermediaries and their importance in the financial system
- LO5:** Analyze Mutual Fund market in Indian financial system

### UNIT I

#### Framework of Indian Financial System

Financial System – Introduction, Components, Functions, Elements, Nature and Role of Financial Institutions.

Financial Markets - Money and Capital Market, Recent Trends in Indian Money Market and Capital Market, Derivative Market.

### UNIT II

#### Factoring and Forfeiting

Distinctive Functions of Factors, Types, Difference between Factoring and Forfeiting, Legal Aspects, Advantages, Factoring vs. Bills Discounting, International Factoring.

### UNIT III

#### Consumer Finance and Lease Financing

Bill Discounting - Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills.

Credit Cards - Functioning of Credit Cards.

Lease Financing - Meaning and Types, Financial Evaluation from Lessor & Lessee Point of View, Economic Aspect of Lease.

Hire Purchase - Meaning and Legal Aspect / Position; Hire Purchase vs. Lease Finance, Hire Purchase vs. Installment Payment.

#### **UNIT IV**

##### **Financial Intermediaries**

Insurance: Introduction, Significance, IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund, Credit Rating.

#### **UNIT V**

Mutual Funds: Significance, Types & Organization, Association of Mutual Funds in India, UTI Disinvestment of PSUs, Systematic Investment Plans, NFO.

#### **Suggested Readings:**

- Pathak Bharti V. (2018). *Indian Financial System*. Pearson Education. 5<sup>th</sup> Edition.
- Gurusamy, S. (2009). *Indian Financial System*. Tata McGrawHill. 2<sup>nd</sup> Edition
- Khan, M. Y. (2015). *Indian Financial System*. Tata McGrawHill. 9<sup>th</sup> Edition.
- Machiraju, H. (2012). *Indian Financial System*. Vikas Publishing House. 4<sup>th</sup> Editio





# BBA

# VI

# SEMESTER



**Course Outcomes:**

- CO1:** To understand the concepts of Project Management for planning to execution of projects.  
**CO2:** To understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.  
**CO3:** To comprehend the fundamentals of Contract Administration, Costing and Budgeting.  
**CO4:** Analyzing, applying and appreciating modern project management tools and methodologies in the Indian context.

**Learning Outcomes:**

- LO1:** Manage the project's scope, cost, timing, and quality at all times, focused on project success as defined by project stakeholders.  
**LO2:** Align the project to the organization's strategic plans and business justification throughout its life cycle.  
**LO3:** Project goals, constraints, deliverables, performance criteria, control needs, and Identify resource requirements in consultation with stakeholders.  
**LO4:** Implement project management knowledge, processes, lifecycle, embodied concepts, tools, and techniques to achieve project success.  
**LO5:** Adapt projects in response to issues that arise internally and externally.  
**LO6:** Utilize technology tools for communication, collaboration, information management, and decision support.  
**LO7:** Implement general business concepts, practices, and tools to facilitate project success.

**UNIT I**

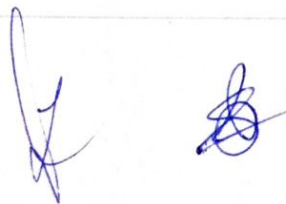
**Meaning, Nature and Importance of Project**

Introduction; Concept of Project and Project Management; Characteristics of Project; Classification of Project; Project Selection Process; Project Life Cycle.

**UNIT II**

**Generation and Screening Project Ideas and Project Appraisal**

Project Appraisal; Technical Appraisal; Market; Financial and Economical and Management; Corporate Appraisal; Social Cost Benefit Analysis; Monitoring the Environment.





### **UNIT III**

#### **Capital Expenditure Decision**

Project Financing; Sources of Finance; Role of Financial Institutions; Meaning and Features of Capital Budgeting Decisions; Importance of Capital Budgeting Decisions; Kinds of Capital Expenditure Decisions.

### **UNIT IV**

#### **Project Risk & Evaluation**

Introduction, Risk Management, Role of Risk Management, Steps in Risk Management, Project Evaluation, Post Project Evaluation (Post Audit). Project Contracts (Turnkey, Non-Turnkey, Sub Contracts, Tenders); Rehabilitation of Sick Projects.

### **UNIT V**

#### **Project Formulation and Network Techniques**

Project Formulation - Technical, Marketing & Financial Aspects, Total cost of the project; Means of Financing, Working Capital Requirement, and its Financing.

#### **Suggested Readings:**

- Chandra, P. (2017). Projects: Planning, Analysis, Selection, Financing, Implementation and Review (8th ed). Tata McGraw-Hill.
- Desai, V. (2017). Project Management and Entrepreneurship. Mumbai: Himalaya Publishing House.
- Kerzner, Harold. (2012). Project Management: A Systems Approach to Planning, Scheduling and Controlling. (10th ed.). Wiley.
- Lester, A. (2007). Project Management, Planning and Control: Managing Engineering, Construction and Manufacturing Projects to PMI, APM and BSI Standards. Netherlands: Elsevier/Butterworth-Heinemann.



**BBA VI SEMESTER  
STRATEGIC MANAGEMENT  
PAPER CODE: BBA-602**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 04**

**Course Outcomes:**

- CO1:** To understand strategic management concepts and their nature in the competitive and institutional landscape.  
**CO2:** To understand the Strategy formulation process, frameworks, tools and techniques of strategic analysis and its application.  
**CO3:** To understand the critical business issues/challenges/problems of business in light of a dynamic business environment.  
**CO4:** To assess the strategic performance of a firm, appreciation of the theoretical and empirical foundation of strategic management background.

**Learning Outcomes:**

- LO1:** To understand the strategic decisions that organizations make and have the ability to engage in strategic planning.  
**LO2:** To understand the basic concepts, principles, and practices of strategy formulation and implementation.  
**LO3:** To conduct an organizational resource-based situational analysis, including a comprehensive environmental scan.  
**LO4:** To analyze and evaluate critically real-life company situations and develop creative solutions using a strategic management perspective.

**UNIT I**

**Introduction**

Understanding strategy, The Concept of strategy, and Strategic decision-making. Introduction to Strategic Management- Definition of strategic management, Elements in the strategic management process, Model of Strategic Management Process.

**UNIT II**

**Strategy Formulation**

**Environmental Appraisal** – Concept of Environment, SWOT Analysis, Classification of Environmental Sectors, Environmental Scanning.

**Organizational Appraisal** – Dynamics of Internal Environment, Organizational Capabilities Factors, Methods, and Techniques Used for Organizational Appraisal.





### **UNIT III**

#### **Strategy Formulation**

**Corporate Level Strategies** – Expansion, Stability, Retrenchment, Concentration, Integration, Diversification Strategies, why are Diversification Strategies Adopted, Risks of Diversification, Diversification Strategies in Indian Context.

### **UNIT IV**

#### **Strategy Formulation**

**Business Level Strategies** – Generic Business Strategies, Tactics for Business Strategies, Business strategies for different industry conditions, Business strategies and internationalization, and Business strategies and digitalization.

### **UNIT V**

#### **Strategy Implementation**

Nature of Strategy Implementation, Barriers to strategy implementation, Interrelationship of Formulation and Implementation, A Model of Strategy Implementation.

#### **Strategy Evaluation and Control**

Nature of Strategy Evaluation and Control, Importance of Strategy Evaluation, Participants in strategic evaluation.

Strategic Control – Premise Control, Implementation Control, Special Alert Control.

#### **Suggested Readings:**

- Kazmi, A. (2020). *Strategic Management and Business Policy* (5th ed.). McGraw Hill.
- Wheelen, T.L. & Hunger, J. D. (2018). *Strategic Management and Business Policy: Toward Global Sustainability* (15th ed.). Pearson Education.
- Lynch, R. (2021). *Strategic Management*. United Kingdom: SAGE Publications.
- Huff, A. S., Floyd, S. W., Sherman, H. D., & Terjesen, S. (2008). *Strategic Management: Logic and Action*. John Wiley & Sons.
- Jamison, E., Simpson, J., Kumar, P., Kemp, A., Awate, K., Manning, K. (2020). *Strategic Management*. United States: Virginia Tech Publishing.
- Kim, W. C., & Mauborgne, R. A. (2014). *Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant* (Revised ed.). Harvard Business Review Press.



## Marketing Specialization

**BBA VI SEMESTER  
SERVICES MARKETING  
PAPER CODE: BBA-MM-603**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

### Course Outcomes:

This course enables the students to:

- CO1:** Distinguish goods with services, outline the characteristics of services and classify them
- CO2:** Understand the meaning of services and the significance of marketing the services by reflecting ongoing developments in the service economy.

### Learning Outcomes:

Students will be able to:

- LO1:** Understand basics of services trait in Global, Marketing Environment
- LO2:** Create an insight about 7Ps
- LO3:** Evaluate the Service quality model and learn to increase service quality
- LO4:** Understand complete Customer attitude and response to effective service recovery

### UNIT I

Basics of Services; Service concept, Characteristics and Classification, Challenges & Issues in Service Marketing, Good-Services continuum, Segmentation, Targeting and positioning of services.

### UNIT II

Marketing Strategies for Service companies, Industrial Services, Marketing Mix in Service Marketing (7Ps), Service Marketing Triangle.

### UNIT III

Service Management Process: Internal, External; Consumer behaviour in service context (The Three-Stage Model of Service Consumption), Service Marketing Information System.

### UNIT IV

Service Quality Model- Application and Limitations, Productivity in Services, Improving service quality and productivity

### UNIT V

Customer Satisfaction, Customer service process, Monitoring and Measuring Customer Satisfaction, Handling Complaints Effectively, Service Recovery





### Suggested Readings:

- Torres, E. N., Zhang, T. (2022). Customer Service Marketing: Managing the Customer Experience. UNITED Kingdom: Routledge.
- Wilson, A., Zeithaml, V., Bitner, M. J., Gremler, D. (2020). EBK: Services Marketing: Integrating Customer Service Across the Firm 4e. Spain: McGraw-Hill Education.
- Jauhari, V., Dutta, K. (2017). Services Marketing: Text and Cases. India: Oxford University Press.
- Hoffman, K. D., Bateson, J. E. (2016). Services Marketing: Concepts, Strategies, & Cases. UNITED States: Cengage Learning.
- Wirtz, J., Lovelock, C. (2016). Services Marketing: People, Technology, Strategy (Eighth Edition). Singapore: World Scientific Publishing Company.
- Chowdhary, N., & Choudhary, M. (2008). Marketing of Services. MacMillan Publishers India Limited.



**Marketing Specialization**

**BBA VI SEMESTER  
PRODUCT & BRAND MANAGEMENT  
PAPER CODE: BBA-MM-604**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

**Course Outcomes:**

**CO1:** To provide students with the skills and knowledge required to develop and execute a successful product and brand strategy by understanding how to build, measure and manage brand equity.

**CO2:** To develop an Understanding of the basic principles of branding and their exposure to classic & contemporary branding applications.

**CO3:** To acquaint the students with the appropriate concepts, theories, models and other tools to make better branding decisions.

**CO4:** To Make understand the students how to leverage the marketing-mix to build a strong platform with a strong consumer focus and interactive approach.

**Learning Outcomes:**

On Successful completion of this course, the students should be able to:

**LO1:** Understand the terms Products, Product Mix & Product line.

**LO2:** Learn how to design marketing programmes to build brand equity.

**LO3:** Appreciate the role of brand extensions in creating, enhancing and maintaining brand equity.

**LO4:** Understand how marketers enhance brand awareness, improves brand image, elicit positive brand responses and increase brand loyalty.

**LO5:** Develop an insight how brand differs from a product.

**UNIT I**

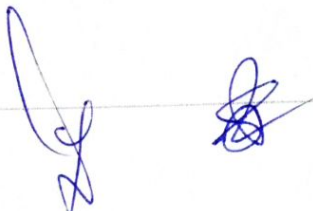
**Product Management**

Product; Definitions & Features; Product Levels; Classification of Products; Individual Product Purchase Decisions; Difference between Consumer Products and Industrial Products; Diffusion of Innovation & Consumer Adoption Process; Product Differentiation.

**UNIT II**

**New Product Development**

Factors Contributing to a new Product Design, New Product Development Process; Product Life Cycle; Product Mix; Factors Affecting Product Mix, Product Mix Strategies; Product Line; Product Line Decisions.





### UNIT III

#### **Brands & Branding**

Concept of Brands; Definition, Brands vs Products, What Can & Cannot be branded, Branding Challenges & Opportunities, Branding Concepts, Functions of Brand, Significance of Brands, Different types of Brands, Co-Branding.

Brand Elements; Classification of Brands, Brand Identity, Brand Image, Brand Personality, Process of Branding; Brand building blocks, Guidelines for effective branding, Factors effecting branding, Building a strong brand.

### UNIT IV

#### **Brand Strategies**

Successful Brands: Characteristics of Successful Brands, Brand Strategies, Consumer Perceptual Space & Clutter, Brand Positioning, Brand Extension Strategies, Brand Product Relationship, Brand Revitalization.

### UNIT V

#### **Brand Equity**

Brand Equity; Aaker's Model of measuring brand equity, Brand Loyalty Pyramid, Brand Equity, Factors Influencing Brand Equity, Different Methods of Brand Equity Measurement, Brand Customer Relationship.

#### **Suggested Readings:**

- Dutta, K. (2022). *Brand Management: Principles & Practices*. Oxford University Press. 2<sup>nd</sup> Edition.
- Keller, K.L. (2019). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Pearson. 5<sup>th</sup> Edition.
- Chunawalla, S.A. (2017). *Product Management*. Himalaya Publishing House. 10<sup>th</sup> Edition.
- Sengupta, S. (2005). *Brand Positioning: Strategies for Competitive Advantage*. McGraw Hill Education. 2<sup>nd</sup> Edition.
- Aaker, D.A. (2010). *Building Strong Brands*. Simon & Schuster Ltd. 1<sup>st</sup> Edition.
- Verma, H.V. (2006). *Brand Management: Text & Cases*. Excel Books, India. 2<sup>nd</sup> Edition.
- Ries, A & Trout, J. (2001). *Positioning: The Battle of Your Minds*. McGraw Hill Education. 2<sup>nd</sup> Edition.



## HRM Specialization

**BBA VI SEMESTER  
COMPENSATION & REWARD MANAGEMENT  
PAPER CODE: BBA-HRM-603**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

### Course Outcomes:

This course enables the students to:

- CO1:** To understand the basics of wage and salary administration, nature of wage and salary administration.
- CO2:** To explain the foundation of compensation strategies and the wage concepts and also to make relation between wages and skill levels
- CO3:** To analyse the changing trends in the determination of pay, the different payment methods
- CO4:** To familiarize with some changing trends in the determination of pay.
- CO5:** To apply critical thinking and problem-solving skills to the analysis and resolution of human resource problems.

### Learning Outcomes:

After the completion of this course, students will be able to:

- LO1:** Analyse the basics of wage and salary administration and its nature.
- LO2:** Evaluate the foundations of compensation strategies and wage concepts.
- LO3:** Recognize the changing trends in the determination of pay and payment methods.
- LO4:** Analyse different wage strategies used in different sectors.
- LO5:** Evaluate the changing trends in the determination of pay.

## UNIT I

### Introduction

Concept and Objectives of Compensation and Rewards. Elements and Significance of Employees Compensation & Benefits. Characteristics of Compensation Program. Types of compensation- Base & Supplementary compensation.

## UNIT II

### Wage Determination

Introduction to labour market. Wage policy, legal framework, Wage Determination - Unilateral, collective bargaining, pay commission, wage boards, Economic Theories of Wages.



### UNIT III

#### Compensation Management and Job Design

Introduction and Objectives of Job Design. Strategies and Techniques of Job Design, Components of Job Analysis-Job Analysis. Job Evaluation & Job Assessment, Work Measurement.

### UNIT IV

#### Establishing Internal and External Equity

Meaning of Internal and External equity, Objectives, Communicating Compensation Policies, Developing Pay Structure, Wage and Salary Surveys, Pay Grades and Ranges.

### UNIT V

#### Incentives Compensation and Benefits

Introduction, Objectives, Need for Incentive Plans, Organization-wide Incentive Plan, Types of Employees Benefits.

#### Suggested Readings:

- Sharma, A.M. (2022). *Understanding Wage System* (12th ed.). Himalaya Publishing House.
- Mamoria, C.B. (2019). *Personnel Management* (13th ed.). Himalaya Publishing House.
- Singh, B.D. (2012). *Compensation and Reward Management* (2nd ed.). Excel Books.

## HRM Specialization

**BBA VI SEMESTER**  
**PERFORMANCE MANAGEMENT SYSTEMS**  
**PAPER CODE: BBA-HRM-604**

**Max. Marks: 100**  
**Min. Marks: 40**  
**External: 60**  
**Internal: 40**  
**Credits: 06**

### Course Outcomes:

- CO1:** To understand the concept of performance management.
- CO2:** To understand the planning and implementation of performance management.
- CO3:** To get a difference between performance appraisal and performance management.
- CO4:** To compare the thoughts regarding performance management.

### Learning Outcomes

After the completion of course student will be able to:

- LO1:** Understand and apply performance management processes
- LO2:** Manage underperformance using a defined performance improvement process
- LO3:** Provide effective and regular feedback on performance
- LO4:** Set clear expectations that improve performance and productivity
- LO5:** Explain the performance appraisal and monitoring
- LO6:** Define the issues in performance management.
- LO7:** Define some thoughts on performance management in Indian and western point of views.

### UNIT I

**Overview of Performance Management-** Employee Motivation & Needs (Vroom's & Adam's Theory of Motivation), Performance Appraisal: The past & the future, Human Resource Development & Performance Appraisal, Planning Performance & Role Clarity, Accountability and Effectiveness.

### UNIT II

**Process of Performance Appraisal-** Measuring Performance Appraisal – Objectives & Indicators, Methods of Appraisal – Contemporary & Modern methods, Performance feedback & counseling, PMS.

### UNIT III

**360-degree Feedback** - Definition, methodology, advantages/disadvantages of Feedback, RSDQ Model, and Criteria for success, Experiences in 360 appraisals.

### UNIT IV

**Potential Appraisal-** Concept, difference between performance appraisal and potential appraisal, Competency mapping & potential appraisal –case studies



## UNIT V

**Performance Management in application-** Performance Management and development, Performance Management and Pay, Creating High Performance organization.

### Suggested Readings:

- Performance Management Systems: An Experiential Approach. (2019). United Kingdom: SAGE Publications.
- Murphy, K. R., Cleveland, J. N., Hanscom, M. E. (2018). Performance Appraisal and Management. United States: SAGE Publications.
- Mills, C. (2017). Performance Management: A Practical Guide. United States: Author House.
- Demartini, C. (2013). Performance Management Systems: Design, Diagnosis and Use. Germany: Physica-Verlag.
- Performance Management System. (2009). India: Excel Books.
- Sadler-Smith, E. (2021). Human Resource Development: From Theory Into Practice. United Kingdom: SAGE Publications.



## Finance Specialization

**BBA VI SEMESTER  
ACCOUNTING FOR MANAGERIAL DECISION MAKING  
PAPER CODE: BBA-FM-603**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

### Course Outcomes:

- CO1:** Understand the nature, types of accounting.
- CO2:** Analyse and evaluate various financial statements, through balance sheet, fund flow and cash flow statement to know the financial position of a company
- CO3:** Perform cost-volume-profit analysis to evaluate how changes in costs and volume will impact operating profit.

### Learning Outcomes:

After the completion of course student should be able to:

- LO1:** Understand various types of accounting
- LO2:** Explain accounting statements and can analyse the financial statement with the help of ratio analysis
- LO3:** Create a cost-volume-profit model and analyse the situation of Break Even
- LO4:** Explain and analyse fund flow statement and cash flow statement.
- LO5:** Understand and describe Responsibility Accounting.

### UNIT 1

#### Introduction

Role of Financial Accounting and Cost Accounting for Management in Decision making, Management Accounting and Cost Accounting as internal control tools.

### UNIT II

#### Financial Statement Analysis

Accounting Ratio's- Liquidity; Profitability, Turnover and Market Test Ratios, Problems and Computation and Interpretation of various accounting ratios.

### UNIT III

#### Cost Volume Profit Analysis

Concept of Marginal Costing, Concept of contribution and its usages, Cost, Volume, Profit analysis, P/V ratio, Analysis and Implications, Breakeven point and Concept of safety margin, Usage of CVP analysis in decision making, Differential Costing and incremental costing.



#### UNIT IV

##### Cash Flow Analysis

Cash Flow Analysis- Cash from Operation, Preparation of Cash Flow Statement, Uses and Limitation, Distinction Between Funds Flow and Cash Flow Only Simple Problems.

#### UNIT V

Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing.

#### Suggested Readings:

- Bhattacharya, S.K. (2018). *Accounting for Management -Text & Cases*. Vikas Publishing House Pvt. Ltd. 3<sup>rd</sup> Edition.
- Maheshwari, S.N., Maheshwari, Suneel. K., Maheshwari, Sharad K. (2018) *Financial Accounting*. Vikas Publishing House Pvt. Ltd. 6<sup>th</sup> Edition.
- Horngren T Charles (2012). *Introduction to Financial Accounting*, Pearsons Education. 9<sup>th</sup> Edition.
- Tulsian, P.C (2013). *Financial Accounting*. Tata McGraw Hill.



## Finance Specialization

**BBA VI SEMESTER**  
**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**  
**PAPER CODE: BBA-FM-604**

**Max. Marks: 100**  
**Min. Marks: 40**  
**External: 60**  
**Internal: 40**  
**Credits: 06**

### Course Outcomes:

- CO1:** The course aims to teach students the fundamentals of security markets and different tools to analyse them.
- CO2:** To understand deeper how the market works and how investment in the securities market is evaluated based on Fundamental and Technical analysis.
- CO3:** It also discusses the application of Modern Portfolio Theory, active and passive investment strategies analysis, and portfolio performance measurement.
- CO4:** This course will also emphasize that students learn about forces that affect the security market.

### Learning Outcomes:

On completion of this course, students will be able to:

- LO1:** Understand the investor's needs and can apply different portfolio strategies to build an appropriate portfolio.
- LO2:** Apply Passive and Active Management in Equity and bonds.
- LO3:** Measure Expected Risk and Returns of Portfolio.
- LO4:** Evaluate the security market based on Economic, Industry and technical analysis.
- LO5:** Create a portfolio analysis report applying Portfolio Performance Measures.

## UNIT I

### Investment and Securities Markets

Investment Alternatives and Objectives - Introduction to Risk-Return Trade-off and Measures, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium.

## UNIT II

### Economic Analysis, Industry Analysis.

Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables.

Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns. Company Analysis, SWOT Analysis.





### **UNIT III**

#### **Efficient Market Hypothesis and Asset Pricing Models**

Introduction to Efficient Market Hypothesis- Random Walk Model.

Introduction to Portfolio Management – Measurement of Expected Risk and Returns of Portfolio, Alternative Risk Measures, Markowitz Portfolio Theory.

Introduction to Asset Pricing Models- Capital Market Theory, The Capital Asset Pricing Model.

### **UNIT IV**

#### **Equity Portfolio Management and Bond Fundamentals**

Equity Portfolio Management- Overview and Strategies, Passive and Active Management.

Bond valuation and Bond Yield. Determinants of bond Interest Rates.

### **UNIT V**

#### **Portfolio Performance and Evaluation of Bond Portfolio Performance**

Evaluation of Portfolio Performance – Treynor, Sharpe, Jensen. Application of Portfolio Performance Measures, Factors That Affect Use of Performance Measures.

#### **Suggested Readings:**

- Bodie, Z., Kane, A., & Marcus, A. J. (2019). Investments (11th ed.). McGraw Hill India.
- Brown, R. A., & Reilly, F. K. (2011). Investment Analysis and Portfolio Management (10th ed.). Cengage Learning.
- Chandra, P. (2021). Investment Analysis and Portfolio Management. Tata McGraw Hill Education Private Limited.
- Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). Modern Portfolio Theory and Investment Analysis (9th ed.). Wiley.
- Fischer, D. E., & Jordan, R. J. (1991). Security Analysis and Portfolio Management (5th ed.). Prentice-Hall.

#### **Website:**

NPTEL. (2021). Investment Analysis and Portfolio Management [Course Preview]. Retrieved from [https://onlinecourses.nptel.ac.in/noc21\\_mg99/preview](https://onlinecourses.nptel.ac.in/noc21_mg99/preview)



# BBA

# VII

# SEMESTER





**BBA VII SEMESTER  
INFERENCE STATISTICS  
PAPER CODE: BBA-701**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

**Course Outcome:**

To acquaint the student with quantitative techniques that are helpful in managerial decision-making practices.

**Learning Outcomes:**

After going through this course, the students will be able to:

**LO1:** Understand the concept of Sample and Sampling distribution.

**LO2:** Apply regression analysis.

**LO3:** Apply Analysis of variance and covariance.

**LO4:** Conduct factor analysis

**LO5:** Undertake research work in further studies

**UNIT-I**

**Concepts:** Population, Sample, Parameter, statistic, Sampling distribution, Standard error, Convergence in probability and convergence in distribution, law of large numbers, central limit theorem (statements only). Student's t- distribution, F – Distribution,  $\chi^2$ -Distribution: Definitions, properties and their applications.

**UNIT-II**

**Correlation and Regression;** Partial correlation, Non-metric correlation, Regression analysis, Bivariate regression, Statistics associated with bivariate regression analysis, Conducting bivariate regression analysis, Multiple regression, Statistics associated with multiple regression, Conducting multiple regression analysis, Multi co-linearity, Relative importance of predictors, Cross-validation Regression with dummy variables, Analysis of variance and covariance with regression.

**UNIT-III**

**Analysis of variance and covariance;** Objectives, Overview, Relationship among techniques, One-way ANOVA, Statistics associated with one-way ANOVA, Conducting one-way ANOVA, Applications of one-way ANOVA, n-way ANOVA, Analysis of covariance (ANCOVA), Issues in interpretation Repeated measures ANOVA, Non-metric ANOVA, Multivariate ANOVA.

**UNIT – IV**

**Factor analysis;** Objectives, Overview, Basic concept, Factor analysis model, Statistics associated with factor analysis, Conducting factor analysis, Applications of common factor analysis

**UNIT – V**

**Structural equation modelling and path analysis;** Objectives, Overview, Basic concepts in SEM, Statistics and terms associated with SEM, Foundations of SEM, Conducting SEM, Higher-order CFA, Relationship of SEM to other multivariate techniques, Application of

SEM: first-order factor model, Application of SEM: second-order factor model, Path analysis.

**Suggested Readings:**

- Malhotra, N. K., Nunan, D., Birks, D. F. (2020). *Marketing Research: Applied Insight*. United Kingdom: Pearson.
- *Fundamentals of Mathematical Statistics*. (2020). United Kingdom: Sultan Chand & Sons.
- Levin, R. I., Rubin, D. S., Siddiqui, M. H., Rastogi, S. (2017). *Statistics for Management*. India: Pearson Education India.
- Vohra, N. D. (2017). *Quantitative Techniques in Management* (5th ed.). McGraw Hill Education.
- Gupta, S. P. (2017). *Statistical Methods*. Sultan Chand & Sons.





**BBA VII SEMESTER  
ADVANCED RESEARCH METHODOLOGY- I  
PAPER CODE: BBA-702**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 04**

**Course Outcomes:**

- CO1: To create understanding regarding the process of research, methods used to assess the outcomes of research and generation of reports.  
CO2: To make student learn the application of research to various functions of management.

**Learning Outcomes:**

**On Successful completion of this course, the students should be able to:**

- LO1: Write a literature review that synthesizes and evaluates literature in a specific topic area to justify research questions.  
LO2: Apply appropriate research design and methods to address a specific research question and acknowledge the ethical implications of research.  
LO3: Create questionnaire using standardized scales.  
LO4: Apply appropriate sampling technique to collect the data.

**UNIT-I**

**Background**

Introduction to the Research and Research Process, Types of Research, Developing Research Questions, Contributions of Research to Theory and Practice, Research Ethics & Integrity.

**UNIT-II**

**Literature Review**

Identifying, Assessing and Managing Information & Scholarly Literature, Academic Writing & Referencing, Literature Review Development, Argumentation & Synthesis, Preparation of Review of Literature matrix using Excel.

**UNIT-III**

**Research Design & Data**

Defining the Research Problem, Research Design, Classification, Potential Sources of error in Research Design.

Primary & Secondary Data Collection, Internal Secondary Data, Geo-demographic Data analysis, Big Data, Web Analytics, Linking different types of data, Social Media Research.

**Hypothesis and its Testing**

A general procedure for hypothesis testing, Cross-tabulations, Statistics associated with cross-tabulation, Hypothesis testing related to differences.

**UNIT-IV**

**Questionnaire Design and Scaling & Sampling**

Questionnaire Design, Designing & Coding Questionnaires, Measurement and scaling, Scale characteristics and levels of measurement, Primary scales of measurement, A comparison of scaling techniques, Comparative scaling techniques, non-comparative scaling techniques, Itemized rating scales, Itemized rating scale decisions, multi-item scales, Scale evaluation, Choosing a scaling technique, mathematically derived scales.

## UNIT-V

### Sampling

The sampling design process, A classification of sampling techniques, non-probability sampling techniques, Probability sampling techniques, choosing non-probability versus probability sampling, Summary of sampling techniques, Determining Sample Size.

### Suggested Readings:

- Malhotra, N.K., Nunan, D., Birks, D.F. (2017). *Marketing Research: An Applied Approach*. Pearson Education. 5<sup>th</sup> Edition.
- Cooper, D. R., & Schindler, P. S. (2018). *Business Research Methods*. McGraw Hill International Edition.
- Creswell, J. W., & Creswell, J. D. (2022). *Research Design: Qualitative, Quantitative, and Mixed methods approach*. Sage publications. 6<sup>th</sup> Edition.
- Gaurav, G., & Kothari, C. R. (2019). *Research methodology: Methods and Techniques*. India: New Age International (P) Limited Publishers. 4<sup>th</sup> Edition.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. Cengage learning.





**Course Outcomes:**

The student receives a comprehensive capsule of world market environment.

**Learning Outcomes:**

Students successfully completing this course will be able to:

**LO1:** Learn the best ways to market products or services to other countries.

**LO2:** Design and evaluate sustainable strategies in global business environments for marketing of products and services.

**LO3:** Apply the steps and processes involved in market entry strategy of a firm into a foreign market.

**LO4:** Learn and apply export and import procedure.

**LO5:** Learn various functions of foreign exchange market and analyze exchange risk in foreign markets.

**LO6:** Critically analyze role of WTO in international business.

**LO7:** Explore dimensions of intellectual property rights and their effect in marketing of products and services internationally.

**UNIT I**

Overview of World Business and Framework of International Marketing and Trade Theories: Introduction to International Marketing- Process of International Marketing, Benefits of International Marketing; Basis for International Trade: Principle of Absolute Advantage, and Principle of Comparative / Relative Advantage, Factor Endowment Theory.

**UNIT II**

World Market Environment: Political Environment-Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to Minimize Political Risk; Cultural Environment- Culture and its Characteristics, Influence of Culture on a) Consumption, b) Thinking, c) Communication Process, and Cultural Universals, Learning to Legal Environment- Legal Systems, Legal form of Organization, Multiplicity of Legal Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

**UNIT III**

Foreign Entry Strategies and International Marketing mix: Foreign Market Entry Strategies- Foreign Direct Investment, Exporting, Licensing, Joint venture, Acquisition, Strategic Alliance

Manufacturing, Assembly Operations, Management Contracts, Turnkey Operations, International Research and Segmentation, Develop Global Products and Pricing, International Promotion and Advertising, International Distribution Systems.

#### **UNIT IV**

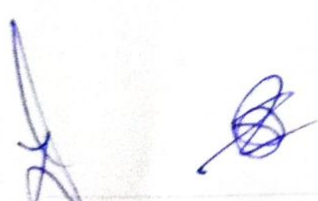
The Indian Export Scenario and Foreign Exchange Market: The Export Import Current Scenario in India; Import- Export Policy; Export Documentation; Export Procedure; Meaning of Foreign Exchange Market- Exchange Rate Systems; Concept of Exchange Risk;

#### **UNIT V**

International Trade Developments: GATT/WTO- WTO and its Agreement, TRIPS and TRIMS, and Indian Patent law (in backdrop of Indian Patent Act 1970); World Intellectual Property Organization (WIPO): Objectives and its Functions.

#### **Suggested Readings:**

- Cateora, P. R., Gilly, C. M., & Graham, L. J. (2018). *International Marketing* (16th Edition.). McGraw Hill Education.
- Hofstede, G. (2003). *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations* (2nd ed.). SAGE Publications Inc.
- Onkvisit, S., & Shaw, J. (2008). *International Marketing: Strategy and Theory* (5th ed.). Routledge.





**BBA VII SEMESTER  
STRATEGIC HUMAN RESOURCE MANAGEMENT  
PAPER CODE: BBA-HRM-703**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 04**

**Course Outcomes:**

**This course enables the students to:**

- CO1: To understand the basics of Strategic Human Resource management, nature of strategic human resource management, and its objective.  
CO2: To explain the impact of different environments on strategic Human Resource Management and the relation between environmental appraisal and strategic Human Resource Management  
CO3: To analyze different types of strategies and integration of strategic Human Resource plans with business plans.  
CO4: To familiarize the Strategic Analysis and Implementation Concepts.  
CO5: To familiarize strategy evaluation concept for strategic planning and for decision making.

**Learning Outcomes:**

**After the completion of this course, students will be able to:**

- LO1: Identify the key HRM functions and operations  
LO2: Define, explain, illustrate, and reason with the key human resource management concepts.  
LO3: Identify the linkages between HRM functions and operations and organizational strategies, structures, and culture.  
LO4: Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.  
LO5: Exhibit behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

**UNIT-I**

Introduction to Strategic Human Resource Management: Definition, Need and Importance of SHRM, Evolution of SHRM, Strategic Fit: A Conceptual Framework, Distinctive Human Resource Practices, Theoretical Perspective on SHRM.

**UNIT-II**

Goal Setting: A Strategic Path to Success- Relationship between Vision, Mission and Goal Setting, Approaches to Goal Setting, Process of Goal Setting, Characteristic of Goal Setting (SMART).



### UNIT-III

Human Resource Evaluation: Definition and Overview, HRM and Firm Performance, Rationale for HR Evaluation, Contemporary Approaches to HR Evaluation: Balanced Scorecard, HR Scorecard, Benchmarking and Business Excellence Model (BEM).

### UNIT-IV

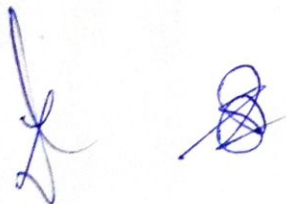
Acquiring Human Resources: Internal and External Influences on Staffing, Methods and New approaches to Recruitment, Selection Outcomes, Strategic Recruitment and Selection. Training and Development: Need and Purposes of Training and Development, Linkage between Business Strategy and Training. Performance Management: Objectives of and developing Performance Management Systems, Strategic Linkage of Performance Management. Compensation and Reward: Determinants, Approaches, Trends in Top-Level Executive Compensation, Business Strategy and Compensation.

### UNIT-V

Managing Careers: Career Management- An SHRM Approach. Mentoring Relationship: A strategic HRM approach. Work-Life Integration: A Strategic Approach to Work-Life Integration.

### Suggested Readings:

- Das Gupta, A. (2020). Strategic Human Resource Management: Formulating and Implementing HR Strategies for a Competitive Advantage (1st ed.). Productivity Press. <https://doi.org/10.4324/9780429327728>
- Dessler, G., & Varkkey, B. (2023). *Human Resource Management* (17th ed.). Pearson Education.
- Bailey, C., Mankin, D., Kelliher, C., Garavan, T. (2018). Strategic Human Resource Management. United Kingdom: Oxford University Press.





**BBA VII SEMESTER  
FOREIGN EXCHANGE MANAGEMENT  
PAPER CODE: BBA-FM-703**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 04**

**Course Outcomes:**

- CO1:** After Successful completion of this course student will:  
**CO2:** Understand concepts and techniques of foreign exchange.  
**CO3:** Deal with foreign exchange contracts and managing the exchange risk.

**Learning Outcomes:**

**After going through this course, student should be able to:**

- LO1:** Gain a brief idea on the concepts and techniques of foreign exchange.  
**LO2:** Make successful career in foreign exchange and control.

**UNIT- I**

**Foreign Exchange Market**

Foreign Exchange – The Foreign Exchange Market – Organization of the Foreign Exchange Market (Commercial Banks, FEDAI – RBI) – The Spot Market – The Forward Market – Relationship between the Forward Rate and the Future Spot Rate - Participants in Foreign Exchange Market.

**UNIT- II**

**Exchange Rate**

Exchange Rates – Exchange Rate Systems – Gold and the Bretton woods Systems – Fixed Exchange Rates – Flexible Exchange Rates – Exchange Rate Theories - Factors which influence the Determination of Exchange Rates – Exchange Control – Objectives and Methods of Exchange Control.

**UNIT- III**

**Foreign Exchange Transactions**

Foreign Exchange Transactions - Purchase and Sale Transactions – Spot and Forward Transactions – Principal types of Buying Rates – Principal types of Selling Rates – Ready Rates based on Cross Rates – Inter Bank Deals – Cover Deals, Trading, Swap deals.

**UNIT- IV**

**Forward Exchange Contracts**

Forward Exchange Contracts – Factors that Determine Forward Margins – Calculation of Fixed Forward Rates and Option forward Rates – Forward Exchange Rates Based on Cross Rates.



## UNIT- V

### Exchange Exposure and Risk

Exchange Exposure and Risk Management: Transaction Exposure – Translation Exposure, Economic Exposure, Management of Risk Exposure (netting, Marketing, leading, and lagging).

#### Suggested Readings:

- Jeevanandam, C. (2020). *Foreign Exchange: Practice, Concepts and Control* (17th ed.). Sultan Chand & Sons.
- Apte, P. G., & Kapshe, S. (2020). *International Financial Management* (8th ed.). McGraw Hill.
- Shapiro, A. C., & Hanouna, P. (2019). *Multinational Financial Management* (11th ed.). Wiley.
- Eun, C. S., & Resnick, B. G. (2017). *International Financial Management* (7th ed.). McGraw Hill Education.

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# BBA

# VIII

# SEMESTER

ENGT-111  
Operations Research: Origin of Operations Research, Methodology, Definition, Branches, Characteristics, Importance, Applications of Operations Research.

ENGT-112  
Decision Theory: Introduction, Decision Making under Certainty, Decision Making under Risk, Decision Making under Uncertainty, Markov Decision Process, Linear Programming, Goal Programming, Simulation, Inventory Control, Project Management.

ENGT-113  
Financial Management: Risk, Return, Portfolio Theory, Capital Budgeting, Cost of Capital, Dividend Policy, Leverage, Risk-Neutral Pricing, Option Pricing.

ENGT-114  
Transportation and Assignment Problems: Introduction, Formulation, Solution Methods, Sensitivity Analysis, Duality, Network Flow Problems, Shortest Path Problems, Traveling Salesman Problem.

ENGT-115  
Game Theory: Introduction, Two Person Zero Sum Game, Two Person Non-Zero Sum Game, Non-Zero Sum Game, Cooperative Game Theory, Nash Equilibrium, Mixed Strategy Equilibrium, Dominant Strategy Equilibrium, Bayesian Games, Signaling Games, Mechanism Design.

ENGT-116  
Project Management: Introduction, Project Identification, Project Selection, Project Planning, Project Execution, Project Control, Project Evaluation, Project Risk Management, Project Communication Management, Project Quality Management, Project Resource Management, Project Stakeholder Management.



**BBA VIII SEMESTER  
DECISION SCIENCES  
PAPER CODE: BBA-801**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 06**

**Course Outcomes:**

The student learns the application of select tools of operations research and how it can be used in business decision making.

**Learning Outcomes:**

- LO1:** Understand the role of mathematical techniques in business situations.
- LO2:** Make use of LPP techniques for optimization of production mix problem in industry.
- LO3:** Evaluate transportation, assignment and travelling salesman problem.
- LO4:** Apply quantitative techniques in business decision making under conditions of certainty, risk and uncertainty
- LO5:** Apply project management techniques.

**UNIT-I**

**Operations Research:** Origin of Operation Research, Methodology, Different Phases, Characteristics, Scope and Application of Operations Research.

**Decision Theory:** Introduction, Decision under certainty, Decision under risk, Decision under uncertainty: Laplace criterion, Maxi-Min criterion, Mini-Max criterion, Mini-Max regret criterion, Hurwicz criterion, Decision tree.

**UNIT-II**

**Linear Programming Problem:** Basic Assumptions, Formulation of LP, General Statement of LP, Solution techniques of LP: Graphical Methods, Sensitivity Analysis.

**UNIT-III**

**Transportation and Assignment:** Transportation Problems definition, Solution methods: North west corner method, least cost method, Vogel's approximation method. Degeneracy in transportation, Modified Distribution method, Unbalanced problems and profit maximization problems.

Assignment Problems and Travelling sales man Problem.

**UNIT-IV**

**Game Theory:** Introduction, Characteristics of Game Theory, Two Person, Zero sum games, Pure strategy. Dominance theory, Mixed strategies (2x2, M x2), Algebraic and graphical methods.

**UNIT-V**

**Project Management:** Introduction to PERT and CPM, Critical Path calculation, float calculation and its importance. Cost reduction by Crashing of activity.



### **Suggested Readings:**

- Sharma, J. K. (2009). *Operations Research: Problems and Solutions* (3rd ed.). Laxmi Publications.
- Taha, H. A. (2019). *Operations Research: An Introduction* (10th ed.). Pearson Education.
- Kapoor, V. K. (2013). *Operations Research: Quantitative Techniques for Management*. Sultan Chand & Sons.
- Vohra, N. D. (2017). *Quantitative Techniques in Management* (5th ed.). McGraw Hill Education.

### **E- Resources:**

1. <http://www.learnaboutor.co.uk/>
2. <http://www.theorsociety.com/>
3. [www.orcomplete.com/](http://www.orcomplete.com/)
4. <http://www.orsi.in/>



**BBA VIII SEMESTER  
ADVANCED RESEARCH METHODOLOGY- II  
PAPER CODE: BBA-802**

**Max. Marks: 100  
Min. Marks: 40  
External: 60  
Internal: 40  
Credits: 04**

**Course Outcomes:**

CO1: Learn to use advanced data analysis tools in research.

CO2: Learn how to write a research report.

**Learning Outcomes:**

**On Successful completion of this course, the students should be able to:**

LO1: Apply appropriate experimental research design.

LO2: Set hypothesis and test the same.

LO3: Select an appropriate statistical analysis technique and apply the same for hypothesis testing.

LO5: Create a research report.

**UNIT-I**

**Causal Research Design-I**

Concept of causality, Conditions for causality, Definitions and concepts, Definition of symbols, Validity in experimentation, Extraneous variables, Controlling extraneous variables.

**UNIT-II**

**Causal Research Design-II**

A classification of experimental designs, pre-experimental designs, True experimental designs, Quasi-experimental designs, Statistical designs, Laboratory versus field experiments, Experimental versus non-experimental designs.

**UNIT-III**

**Data Analysis- I**

Association; Correlation Coefficients, Bivariate Regression, Chi-Square Tests.  
Difference; t-tests, ANOVA, Reliability, Validity & Rigour.

**UNIT-IV**

**Data Analysis- II**

Discriminant & Logit Analysis, Factor Analysis; Exploratory & Confirmatory, Cluster Analysis, Multidimensional Scaling & Conjoint Analysis; Practice data analysis using SPSS & AMOS.

**UNIT-V**

**Report Preparation**

Reporting a Quantitative Study, Types & Layout of Research Report, Precautions in Preparing the Research Report, Bibliography and Annexures in Report, Use of reference management software.





### **Suggested Readings:**

- Malhotra, N.K., Nunan, D., Birks, D.F. (2017). *Marketing Research: An Applied Approach*. Pearson Education. 5<sup>th</sup> Edition.
- Cooper, D. R., & Schindler, P. S. (2018). *Business Research Methods*. McGraw Hill International Edition.
- Creswell, J. W., & Creswell, J. D. (2022). *Research Design: Qualitative, Quantitative, and Mixed methods approach*. Sage publications. 6<sup>th</sup> Edition.
- Gaurav, G., & Kothari, C. R. (2019). *Research methodology: Methods and Techniques*. New Age International Publishers. 4<sup>th</sup> Edition.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. Cengage learning.

