



ಬೆಂಗಳೂರು ಉತ್ತರ ವಿಶ್ವವಿದ್ಯಾಲಯ

ಟಮಕ, ಕೋಲಾರ – 563103

CHOICE BASED CREDIT SYSTEM

(Semester Scheme with Multiple Entry and Exit Options for Under Graduate Course)

SYLLABUS AS PER NEP GUIDELINES

SUBJECT: BACHELOR OF BUSINESS ADMINISTRATION

2021-22 onwards

BBA



CURRICULUM AND REGULATIONS OF BBA DEGREE (REGULAR & HONOURS)

Under the National Education Policy – 2020

ಬೆಂಗಳೂರು ಉತ್ತರ ವಿಶ್ವವಿದ್ಯಾಲಯ
BENGALURU NORTH UNIVERSITY



SRI DEVARAJ URS, EXTENSION TAMAKA,
KOLAR – 563103.



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The approval of the National Education Policy (NEP) by the Ministry of Human Resource Development, Government of India has been well deliberated as discussed from the last 4 years and more. The advent of industry 4.0 scenario has led our current system of education outdated. Hence, the NEP is designed to contemplate the current skill requirements. The Indian education system with its earlier policies on education has greatly led to creation of fragmented system of education. However, bringing the whole system into one large umbrella remains a key issue. The current NEP has attempted to cure the same by getting rid of standalone institutions and institutions of affiliated nature and proposed formation and upgradation of institutions to offer multidisciplinary education. Multidisciplinary education system with inbuilt flexibility for both undergraduate as well as post graduate and research level is a key highlight of the NEP. It focuses on promoting and building vocational skills/skill enhancement courses, right from the school level, which can ease the burden on the employment opportunities and supply of proficient/talented workforce. As the experts rightly put it as the syllabi which academia develops should be student centric rather than teacher centric, which used to be so far. As already the Union Cabinet has approved the NEP 2020, it aims to pave way for transformational reforms in school and higher education systems in the country. This policy will replace the 34-year-old National Policy on Education (NPE), 1986.

VISION OF THE NATIONAL EDUCATION POLICY 2020

- An education system that contributes to an equitable and vibrant knowledge society, by providing high-quality education to all.
- Develops a deep sense of respect towards the fundamental rights, duties and Constitutional values, bonding with one's country, and a conscious awareness of one's role and responsibilities in a changing world.
- Instils skills, values, and dispositions that support responsible commitment to human rights, sustainable development and living, and global well-being, thereby reflecting a truly global citizen.

This National Education Policy 2020 is the first education policy of the 21st century and aims to address the many growing developmental aspirations of our country. This Policy proposes the revision and revamping of all aspects of the education structure, including its regulation and governance, to create a new system that is aligned with the aspirations & goals of 21st century education, including SDG4, while building upon India's traditions and value systems. NEP aims for India to have an education system by 2040 that is second to none, with equitable access to the highest-quality education for all learners regardless of social or economic background and seeks to "ensure inclusive and equitable quality education and promote lifelong learning opportunities for all" by 2040. "The whole of the NEP policy is a medication to cure the shortcomings in the education system for the last 35 to 36 years. The failure or success of the NEP will rely completely on the implementation and its acceptance by the stakeholders. For which we need to join hands in strengthening the system.

The BBA Programme provides a best career opportunist for students to develop managerial and entrepreneurial skills in order to pursue employment opportunities in the corporate sector or venture into their own business. The course takes a student over the functional areas of management including manufacturing, marketing, finance, HRM, sales, strategy management etc. ... Plus, soft skill development such as communication, attitude, leadership and other skills.

I. OBJECTIVES OF THE BBA DEGREE

- To develop entrepreneurship by equipping them with all the skills and knowledge required to start a business.
- To develop ethical managers with inter disciplinary knowledge
- To enable students to apply knowledge of management theories and practices to solve business problems.
- To promote ethical and value-based leadership ability.
- To equip students for the world of work, particularly the work of the future.
- To enable students to demonstrate use of appropriate techniques to effectively manage business challenges.
- To encourage analytical and critical thinking abilities for business decision making.
- To empower students to take up competitive examinations like UPSC, KPSC, and other examinations.

II. GRADUATE ATTRIBUTES

The graduate attributes are the outline of the expected course learning outcomes mentioned in the beginning of each course. The characteristic attributes that a graduate will be able to demonstrate through learning various courses which are listed below:

DISCIPLINARY KNOWLEDGE

Capability of executing comprehensive knowledge and understanding of one or more disciplines that form part of commerce.

COMMUNICATION SKILLS

- Ability to communicate long standing, unsolved problems in commerce.
- Ability to show the importance of commerce as precursor to various market developments since the beginning of civilization.

CRITICAL THINKING

- Ability to engage in reflective and independent thinking by understanding the concepts in every area of Commerce and Business.
- ii. Ability to examine the results and apply them to various problems appearing in different branches of Commerce and Business.

PROBLEM SOLVING

- Capability to reduce a business problem and apply the classroom learning into practice to offer a solution for the same.
- ii. Capabilities to analyse and synthesize data and derive inferences for valid conclusions.
- iii. Able to comprehend solutions to sustain problems originating in the diverse management areas such as Finance, Marketing, Human Resource, Taxation and so on

RESEARCH RELATED SKILLS

- Ability to search for, locate, extract, organise, evaluate, and use or present information that is relevant to a particular topic.
- Ability to identify the developments in various branches of Commerce and Business.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) DIGITAL LITERACY

- Capability to use various ICT tools (like spreadsheet) for exploring, analysis, and utilizing the information for business purposes.

SELF-DIRECTED LEARNING

- Capability to work independently in diverse projects and ensure detailed study of various facets of Commerce and Business.

MORAL AND ETHICAL AWARENESS/REASONING

- Ability to ascertain unethical behaviour, falsification, and manipulation of information. ii. Ability to manage self and various social systems.

LIFE-LONG LEARNING

- Capability of self-paced and self-directed learning aimed at personal development and for improving knowledge/skill development and reskilling in all areas of Commerce.

ELIGIBILITY FOR ADMISSION

Candidates who have completed two years Pre – University course in any discipline of Karnataka State or its equivalent as notified by the university from time to time are eligible to seek admission for this course.

DURATION OF THE PROGRAMME

The Duration of the Programme is Four (04) years of Eight Semesters. Progressive Certificate, Diploma, Bachelor Degree or Bachelor Degree with Honors provided at the end of each year of Exit of the four years Undergraduate Programme as the case maybe as follows:

YEAR	EXIT OPTION WITH	CREDITS REQUIREMENT*
CBA	On successful completion of Two Semesters of BBA at the end of First year, the student will be eligible for the award of CERTIFICATE IN BUSINESS ADMINISTRATION	48
DBA	On successful completion of four Semesters of BBA at the end of Second year, the student will be eligible for the award of DIPLOMA IN BUSINESS ADMINISTRATION	96 (48+48)
BBA	On successful completion of Six Semesters of BBA at the end of Third year, the student will be eligible for the award of BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION	138 (48+48+42)
BBA (H)	On successful completion of Eight Semesters of BBA at the end of fourth year, the student will be eligible for the award of HONOURS DEGREE IN BUSINESS ADMINISTRATION	180 (48+48+42+42)

MEDIUM OF INSTRUCTION

The medium of instruction shall be English only.

ATTENDANCE

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

TEACHING AND EVALUATION

M.Com/MBA/MBS graduates with B.Com, B.B.M, and BBA & BBS as basic degrees from a recognized university are only eligible to teach and to evaluate the Courses (except languages, compulsory additional subjects and core Information Technology related subjects) mentioned in this regulation. Languages and additional courses shall be taught by the graduates as recognized by the respective Board of Studies.

RECORD MAINTENANCE AND SUBMISSION

- Every college is required to establish an Innovative business lab / computer lab to enable students to get practical knowledge of business activities and online learning.
- In every semester, the student should keep a record of the Business Lab/Field Study Activity and submit it to the concerned faculty.
- The BOE is authorized to make random surprise visits to the colleges and verify record-books and the internal marks awarded.

IX. GUIDELINES FOR CONTINUOUS INTERNAL EVALUATION (CIE) AND SEMESTER END EXAMINATION (SEE)

The CIE and SEE will carry 40% and 60% weightage each, to enable the course to be evaluated for a total of 100 marks, irrespective of its credits. The evaluation system of the course is comprehensive & continuous during the entire period of the Semester. For a course, the CIE and SEE evaluation will be on the following parameters:

SL No.	Parameters for the Evaluation	Marks
CONTINUOUS INTERNAL EVALUATION (CIE) – (A + B)		
A	Continuous & Comprehensive Evaluation (CCE)	20 Marks
B	Internal Assessment Tests (IAT)	20 Marks
C	Semester End Examination (SEE)	60 Marks
TOTAL OF CIE AND SEE (A + B + C)		100 MARKS

A. CONTINUOUS & COMPREHENSIVE EVALUATION (CCE):

The CCE will carry a maximum of 20% weightage (20 marks) of total marks of a course. The faculty member can select any four of the following assessment methods, Minimum of four of the following assessment methods of 5 marks each:

- Individual Assignments
- Seminars/Classroom Presentations/Quizzes
- Group Discussions /Class Discussion/ Group Assignments
- Case studies/Caselets
- Participatory & Industry-Integrated Learning/ Field visits
- Practical activities / Problem Solving Exercises
- Participation in Seminars/ Academic Events/Symposia, etc.
- Mini Projects/Capstone Projects
- Any other academic activity.

B. INTERNAL ASSESSMENT TESTS (IAT):

The IAT will carry a maximum of 20% weightage (20 marks) of total marks of a course, under this component, two tests will have to be conducted in a semester for 25 marks each and the same is to be scaled down to 10 marks each. Standard format is given below.

C. 50 PERCENT OF CIE

In the case of 50 percent of CIE weightage courses, faculty members can choose assessment methods accordingly for the required marks as mentioned above.

TEMPLATE FOR IAT QUESTION PAPER

INTERNAL ASSESSMENT TEST					
Name of the Course					
Name of the Subject:					
Subject Code:	BBA--	Duration:	1 HOURS	Total Marks	25
SECTION-A	Answer any two of the following three questions. (Questions related to Concepts)				2 X 2 = 4
SECTION-B	Answer any two of the following three questions. (Questions related to Understanding and Application)				2 X 5 = 10
SECTION-C	Answer any one of the following questions. (Questions related to analysis and evaluation)				1 X 11 = 11

X. APPEARANCE FOR THE EXAMINATION

A candidate shall be considered to have appeared for the examination only if he/she has submitted the prescribed application for the examination along with the required fees to the university.

XI. PATTERN OF QUESTION PAPER

SEMESTER END UNIVERSITY QUESTION PAPER TEMPLATE					
Name of the Course					
Name of the Subject:					
Subject Code:		Duration:	3 HOURS	Total Marks	60
SECTION-A	Answer any FIVE out of SEVEN sub questions (CONCEPTUAL QUESTIONS)			05 X 02 = 10 Marks	
SECTION-B	Answer any THREE out of FIVE questions (APPLICATION QUESTIONS)			03 X 05 = 15 Marks	
SECTION-C	Answer any THREE out of FIVE questions (ANALYSIS AND UNDERSTANDING QUESTIONS)			03 X 08 = 24 Marks	
SECTION- D	Answer any ONE out of TWO questions Question completely based on the SKILL BASED (LAB ACTIVITIES) OR A CASE STUDY.			01 X 11 = 11 Marks	

COURSE MATRIX

I SEMESTER

SL. NO	COURSE CODE	TITLE OF THE COURSE	CATEGORY OF COURSES	TEACHING HOURS PERWEEK (L+T+P)	SEE	CIE	TOTAL MARKS	CREDITS
1	LANG.1.1	Language - I	AECC	3+1+0	60	40	100	3
2	LANG.1.2	Language – II	AECC	3+1+0	60	40	100	3
3	BBA.1.1	Management Principles and Practice	DSC	4+0+0	60	40	100	4
4	BBA.1.2	Fundamentals of Business Accounting	DSC	3+0+2	60	40	100	4
5	BBA.1.3	Marketing Management	DSC	4+0+0	60	40	100	4
6	BBA.1.4	DigitalFluency	SEC-SB	1+0+2	50	50	100	2
7	BBA.1.5	Physical Education – Yoga	SEC-VB	0+0+2	-	25	25	1
8	BBA.1.6	Health and Wellness	SEC-VB	0+0+2	-	25	25	1
9	BBA.1.7	Any one of the following 1. Office Management 2. Business Organisation	OEC	3+0+0	50	50	100	3
SUB TOTAL - I					400	350	750	25

II SEMESTER

SL. NO	COURSE CODE	TITLE OF THE COURSE	CATEGORY OF COURSES	TEACHING HOURS PERWEEK (L+T+P)	SEE	CIE	TOTAL MARKS	CREDITS
10	Lang.2.1	Language – I	AECC	3+1+0	60	40	100	3
11	Lang.2.2	Language – II	AECC	3+1+0	60	40	100	3
12	BBA.2.1	Financial Accounting and Reporting	DSC	3+0+2	60	40	100	4
13	BBA.2.2	Human Resource Management	DSC	4+0+0	60	40	100	4
14	BBA.2.3	Business Mathematics/ Business Environment	DSC	3+0+2	60	40	100	4
15	BBA.2.4	Environmental Studies	AECC	2+0+0	50	50	100	2
16	BBA.2.5	Sports	SEC-VB	0+0+2	-	25	25	1
17	BBA.2.6	NCC/NSS/R&R,S&G/Cultural	SEC-VB	0+0+2	-	25	25	1
18	BBA.2.7	Any one of the following 1. People Management 2. Retail Management	OEC	3+0+0	50	50	100	3
SUB TOTAL - II					400	350	750	25

III SEMESTER								
SL. NO	COURSE CODE	TITLE OF THE COURSE	CATEGORY OF COURSES	TEACHING HOURS PER WEEK (L + T + P)	SEE	CIE	TOTAL MARKS	CREDITS
19	Lang.3.1	Language - I	AECC	3+1+0	60	40	100	3
20	Lang.3.2	Language – II	AECC	3+1+0	60	40	100	3
21	BBA.3.1	Cost Accounting	DSC	3+0+2	60	40	100	4
22	BBA.3.2	Global Business Ecosystem	DSC	4+0+0	60	40	100	4
23	BBA.3.3	Disaster Management	DSC	3+0+2	60	40	100	4
24	BBA.3.4	Artificial Intelligence	SEC	1+0+2	50	50	100	2
25	BBA.3.5	Advertising / Financial Literacy / Services Marketing	OEC	3+0+0	50	50	100	3
SUB TOTAL - III					400	300	700	23

IV SEMESTER								
SL. NO	COURSE CODE	TITLE OF THE COURSE	CATEGORY OF COURSES	TEACHING HOURS PER WEEK (L + T + P)	SEE	CIE	TOTAL MARKS	CREDITS
26	Lang.4.1	Language - I	AECC	3+1+0	60	40	100	3
27	Lang.4.2	Language – II	AECC	3+1+0	60	40	100	3
28	BBA.4.1	Accounting for Decision Making	DSC	3+0+2	60	40	100	4
29	BBA.4.2	Business Analytics	DSC	3+0+2	60	40	100	4
30	BBA.4.3	Financial Management	DSC	3+0+2	60	40	100	4
31	BBA.4.4	Constitution of India	AECC	2+0+0	50	50	100	2
32	BBA.4.5	Sports/NCC/NSS/others (if any)	SEC-VB	1+0+2	-	100	100	2
33	BBA.4.6	Insurance / Banking Operations / Travel & Tourism	OEC	3+0+0	50	50	100	3
SUB TOTAL - IV					400	400	800	25

V SEMESTER								
SL. NO	COURSE CODE	TITLE OF THE COURSE	CATEGORY OF COURSES	TEACHING HOURS PER WEEK (L + T + P)	SEE	CIE	TOTAL MARKS	CREDITS
34	BBA.5.1	Manufacturing and Operations Management	DSC	4+0+0	60	40	100	4
35	BBA.5.2	Income Tax	DSC	3+0+2	60	40	100	4
36	BBA.5.3	Elective-1	DSE	4+0+0	60	40	100	4
37	BBA.5.4	Elective-2	DSE	4+0+0	60	40	100	4
38	BBA.5.5	Information Technology for Managers	Vocational - 1	1+0+2	60	40	100	3
39	BBA.5.6	Cyber Security	SEC - VB	1+0+2	50	50	100	2
SUB TOTAL - V					350	250	600	21

VI SEMESTER								
SL. NO	COURSE CODE	TITLE OF THE COURSE	CATEGORY OF COURSES	TEACHING HOURS PER WEEK (L + T + P)	SEE	CIE	TOTAL MARKS	CREDITS
40	BBA.6.1	Business Regulation	DSC	4+0+0	60	40	100	4
41	BBA.6.2	Entrepreneurship & Startup Management	DSC	3+0+2	60	40	100	4
42	BBA.6.3	Elective - 3	DSE	4+0+0	60	40	100	4
43	BBA.6.4	Elective - 4	DSE	4+0+0	60	40	100	4
44	BBA.6.5	Goods & Services Tax (GST)	Vocational-2	1+0+2	60	40	100	3
45	BBA.6.6	Content and Technical Writing	SEC - SB	1+0+2	50	50	100	2
SUB TOTAL - VI					350	250	600	21

VII SEMESTER								
SL. NO	COURSE CODE	TITLE OF THE COURSE	CATEGORY OF COURSES	TEACHING HOURS PER WEEK (L + T + P)	SEE	CIE	TOTAL MARKS	CREDITS
46	BBA.7.1	Corporate Ethics & Governance	DSC	4+0+0	60	40	100	4
47	BBA.7.2	E – Business	DSC	4+0+0	60	40	100	4
48	BBA.7.3	Advance Statistics for Business Research	DSC	2+0+2	60	40	100	3
49	BBA.7.4	Elective – 5	DSE	4+0+0	60	40	100	4
50	BBA.7.5	Selected Statistical Software Application	Vocational-3	1+0+2	60	40	100	3
51	BBA.7.6	Research Methodology	DSC	3+1+0	60	40	100	3
SUB TOTAL - VII					350	250	600	21

VIII SEMESTER								
SL. NO	COURSE CODE	TITLE OF THE COURSE	CATEGORY OF COURSES	TEACHING HOURS PER WEEK (L + T + P)	SEE	CIE	TOTAL MARKS	CREDITS
52	BBA.8.1	Strategic Management	DSC	4+0+0	60	40	100	4
53	BBA.8.2	Operations Research and Quantitative Techniques	DSC	3+0+2	60	40	100	4
54	BBA.8.3	Project Management	DSC	4+0+0	60	40	100	4
55	BBA.8.5	Digital Marketing	Vocational-4	1+0+2	60	40	100	3
56	BBA.8.5	Research Projects / Internship with Viva-voce	PR	2+4+0	140	60	200	6
		OR	DSE	4+0+0	60	40	100	3
		Elective Paper 6 & 7 (Two Courses from the Selected Elective Group)	DSE	4+0+0	60	40	100	3
SUB TOTAL - VIII					500	300	800	21
TOTAL OF I TO VIII					3510	2350	5600	180

SELECTION OF ELECTIVES

Students have to select dual electives out of the list of electives given in Fifth and Sixth Semester. Electives selected in the fifth semester should be continued in the sixth semester. However they can change the electives in the seventh semester. The electives selected in the seventh semester will continue in the eighth semester.

EXIT OPTION WITH BACHELOR DEGREE

Ability to solve complex problems that are ill-structured requiring multi-disciplinary skills to solve them.

BACHELOR DEGREE WITH HONORS

Experience of workplace problem solving in the form of internship or research experience preparing for higher education or entrepreneurship experience.

NOTES

One Hour of Lecture	1 Credit.
One Hour of Tutorial	1 Credit. (Except Languages).
Two Hours of Practical	1 Credit.

ACRONYMS EXPANDED

AECC	Ability Enhancement Compulsory Course
DSC ©	Discipline Specific Core (Course)
SEC-SB/VB	Skill Enhancement Course-Skill Based/Value Based
OEC	Open Elective Course
DSE	Discipline Specific Elective
SEE	Semester End Examination
CIE	Continuous Internal Evaluation
L+T+P	Lecture + Tutorial + Practical(s)

Note: Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room depending on the requirement. One batch of students should not exceed half (i.e., 40 or less than 40 students) of the number of students in each class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for the entire class (i.e., more than 40 students) 2 Hours of Practical Class is equal to 2 Hours of Teaching.

ELECTIVE GROUPS AND COURSES

V SEMESTER	FINANCE	Advanced Corporate Financial Management
	MARKETING	Consumer Behavior
	HUMAN RESOURCE MANAGEMENT	Compensation and Performance Management
	DATA ANALYTICS	Financial Analytics
	RETAILING	Retail Operations Management
	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	Freight Transport Management

VI SEMESTER	FINANCE	Security Analysis and Portfolio Management
	MARKETING	Advertising Management & Sales promotion
	HUMAN RESOURCE MANAGEMENT	Employee Welfare & Social Security
	DATA ANALYTICS	Marketing Analytics
	RETAILING	Strategic Brand Management
	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	Sourcing for Logistics and SCM

VII SEMESTER	FINANCE	Strategic Financial Management
	MARKETING	Brand Management / Rural Marketing
	HUMAN RESOURCE MANAGEMENT	Labor Laws & IR
	DATA ANALYTICS	HR Analytics
	RETAILING	Merchandising Planning and Buying
	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	Managing Procurement contract and relationship

VIII SEMESTER	FINANCE	Derivatives and Risk Management
		International Financial Management
	MARKETING	B to B Marketing (Industrial Marketing)
		Sales & Distribution Management
	HUMAN RESOURCE MANAGEMENT	HRD
		International HRM
	DATA ANALYTICS	Web and Social Intelligence
		Machine Learning in Business
RETAILING	IT applications in Retail Business	

		Visual Merchandising
	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	Global Environment for Supply chain Management
		International Supply Chain

NOTE: Student shall continue with the same elective group in V and VI semesters, however, he/she may change the elective group in VII semester, but shall continue in the same group in VIII semester.

Subject Name	MANAGEMENT PRINCIPLES AND PRACTICE		Subject Code	BBA 1.1	
Course Credits	4	No. of Hours per Week	4	Total No. of Teaching Hours	56
PEDAGOGY					
Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,					
COURSE OUTCOMES:					
<i>On successful completion of the course, the Students will demonstrate</i>					
<ul style="list-style-type: none"> • The ability to understand concepts of business management, principles and function of management. • The ability to explain the process of planning and decision making. • The ability to create organization structures based on authority, task and responsibilities and understand organizational Behavior, avoid conflicts, accept change and work in groups. • The ability to explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles. • The ability to understand the requirement of good control system and control techniques. 					
MODULE NO 1	INTRODUCTION TO BUSINESS & MANAGEMENT			10 HRS	
Introduction to Business, Forms of Business Organization, their merits, limitations and formation-Meaning Nature and Characteristics of Management Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.					
MODULE NO. 2	PLANNING AND DECISION MAKING			08 HRS	
Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- Importance and steps; MBO and MBE (Meaning only)					
MODULE NO. 3	ORGANIZING AND STAFFING			18 HRS	
Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing Organizational Behavior: Individual Behavior and Differences - Personality - Attitudes and Beliefs - Values - Perception - Perceptual Selectivity - Management of Stress Group Dynamics: Group Behavior-Formation - Understanding Work Groups- Conflict, Negotiation, and Intergroup Behavior - Management of Change - Resistance to Change - Organizational Development					
MODULE NO. 4	DIRECTING AND COMMUNICATING			12 HRS	
Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Communication Process, Barriers to Communication, Steps to overcome Communication Barriers, Types of Communication; Motivation theories - Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Mc.Gregor's X and Y theory. Leadership - Meaning, Formal and Informal Leadership, Characteristics of Leadership; Leadership Styles - Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style.					

MODULE NO. 5	COORDINATING AND CONTROLLING	08 HRS
Coordination–Meaning, Importance and Principles. Controlling-Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control (in brief).		
<p style="text-align: center;">SKILL DEVELOPMENTS ACTIVITIES</p>		
<ul style="list-style-type: none"> • Two cases on the above syllabus should be analyzed by the teacher in the classroom and the same needs to be recorded by the student in the Skill Development Book. • Draft different types of Organization structure. • Draft Control charts. 		
<p style="text-align: center;">TEXT & REFERENCE BOOKS</p>		
<ul style="list-style-type: none"> • Stephen P. Robbins, Management, Pearson • Koontz and O'Donnell, Management, McGraw Hill. • L M Prasad, Principles of management, Sultan Chand and Sons • V.S.P Rao/Bajaj, Management process and organization, Excel Books. GH25 • Appanniah and Reddy, Management, HPH. • T. Ramaswamy : Principles of Management, HPH. • Aswathappa : Organisation Behaviour 		
<p style="text-align: center;">NOTE: LATEST EDITION OF TEXT BOOKS MAY BE USED.</p>		

Subject Name	FUNDAMENTALS OF BUSINESS ACCOUNTING		Subject Code	BBA 1.2	
Course Credits	4	No. of Hours per Week	4	Total No. of Teaching Hours	56
PEDAGOGY					
Classrooms lecture, tutorials, and problem solving.					
COURSE OUTCOMES:					
<i>On successful completion of the course, the Students will demonstrate</i>					
<ul style="list-style-type: none"> • Understand the framework of accounting as well accounting standards. • The Ability to pass journal entries and prepare ledger accounts • The Ability to prepare subsidiaries books • The Ability to prepare trial balance and final accounts of proprietary concern. • Construct final accounts through application of tally. 					
MODULE NO. 1	INTRODUCTION TO FINANCIAL ACCOUNTING			08 HRS	
Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting – Users of Accounting Information – Limitations of Accounting – Accounting Cycle - Accounting Principles – Accounting Concepts and Accounting Conventions. Accounting Standards – objectives-significance of accounting standards. List of Indian Accounting Standards.					
Module No. 2	ACCOUNTING PROCESS			12 HRS	
Meaning of Double entry system – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance – Problems on Journal, Ledger Posting and Preparation of Trial Balance.					
Module No. 3	SUBSIDIARY BOOKS			14 HRS	
Meaning – Significance – Types of Subsidiary Books –Preparation of Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book , Double Column Cash Book , Three Column Cash Book and Petty Cash Book(Problems only on Three Column Cash Book and Petty Cash Book), Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement (Problems on BRS)					
Module No. 4	FINAL ACCOUNTS OF PROPRIETARY CONCERN			10 HRS	
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding and prepaid expenses, outstanding and received in advance of incomes, provision for doubtful debts, drawings and interest on capital.					
Module No. 5	ACCOUNTING SOFTWARE			12 HRS	
Introduction-meaning of accounting software, types accounting software-accounting software Tally-Meaning of Tally software – Features – Advantages, Creating a New Company, Basic Currency information, other information, Company features and Inventory features. Configuring Tally - General Configuration, Numerical symbols, accounts/inventory info – master configuration - voucher entry configuration. Working in Tally: Groups, Ledgers, writing voucher, different types of voucher, voucher entry Problem on Voucher entry - Generating Basic Reports in Tally-Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts, and Balance Sheet.					

SKILL DEVELOPMENTS ACTIVITIES

- List out the accounting concepts and conventions.
- Prepare a Bank Reconciliation Statement with imaginary figures
- Collect the financial statement of a proprietary concern and record it.
- Prepare a financial statement of an imaginary company using tally software.

TEXT BOOKS

- Hanif and Mukherjee, Financial Accounting, Mc Graw Hill Publishers
- Arulanandam & Raman; Advanced Accountancy, Himalaya Publishing House
- S.Anil Kumar, V.Rajesh Kumar and B.Mariyappa–Fundamentals of Accounting, Himalaya Publishing House.
- Dr. S.N. Maheswari, Financial Accounting, Vikas Publication
- S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication
- Radhaswamy and R.L. Gupta, Advanced Accounting , Sultan Chand
- M.C. Shukla and Goyal, Advaced Accounting, S Chand.

NOTE: LATEST EDITION OF TEXT BOOKS MAY BE USED.

Subject Name	MARKETING MANAGEMENT		Subject Code	BBA 1.3	
Course Credits	4	No. of Hours per Week	4	Total No. of Teaching Hours	56
PEDAGOGY:					
Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,					
COURSE OUTCOMES:					
<i>On successful completion of the course, the Students will demonstrate</i>					
<ul style="list-style-type: none"> • Understand the concepts and functions of marketing. • Analyse marketing environment impacting the business. • Segment the market and understand the consumer behaviour • Describe the 4 p's of marketing and also strategize marketing mix • Describe p's of service marketing mix. 					
MODULE NO. 1	INTRODUCTION TO MARKETING			10 HRS	
Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. Recent trends in Marketing-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, social media marketing and E-tailing (Meaning only).					
MODULE NO. 2	MARKETING ENVIRONMENT			10 HRS	
Micro Environment – The company, suppliers, marketing intermediaries competitors, public and customers; Macro Environment- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.					
MODULE NO. 3	MARKET SEGMENTATION AND CONSUMER BEHAVIOUR			10 HRS	
Meaning and Definition, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behavior-Factors influencing Consumer Behavior; Buying Decision Process.					
MODULE NO. 4	MARKETING MIX			20 HRS	
Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion. Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling, Pricing – Objectives, Factors influencing Pricing Policy, Methods of Pricing; Physical Distribution-Meaning, Factors affecting Channel Selection, Types of Marketing Channels. Promotion – Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning Only)					
MODULE NO. 5	SERVICES MARKETING			06 HRS	
Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).					
SKILL DEVELOPMENTS ACTIVITIES					
<ul style="list-style-type: none"> • Two cases on the above syllabus should be analyzed and recorded in the skill development • Design a logo and tagline for a product of your choice 					

- Develop an advertisement copy for a product.
- Prepare a chart for distribution network for different products.

TEXT & REFERENCE BOOKS

- Philip Kotler, Marketing Management, Prentice Hall.
- Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI
- William J. Stanton, Michael J. Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill Education.
- Bose Biplab, Marketing Management, Himalaya Publishers.
- J.C. Gandhi, Marketing Management, Tata McGraw Hill.
- Ramesh and Jayanti Prasad: Marketing Management, I.K. International
- Sontakki, Marketing Management, Kalyani Publishers.
- P N Reddy and Appanniah, Marketing Management

NOTE: LATEST EDITION OF TEXT BOOKS MAY BE USED.

Subject Name	DIGITAL FLUENCY		Subject Code	BBA 1.4	
Course Credits	3	No. of Hours per Week	3	Total No. of Teaching Hours	45
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • Understand the basic Work in Word effectively. • Effectively communicate through Email • Concepts of Spreadsheet • Summarize data using Functions • Apply Conditions using formulas and Functions • Implement Basic financial Concepts in Spreadsheet 					
MODULE NO. 1	WORD DOCUMENT			16 HRS	
Introduction – Objective -Word Document Basic - Opening Word Document Package - Title Bar, Menu Bar, - Toolbars & Sidebar - Creating a New Document - Opening and Closing Documents Opening Documents - Save and Save As - Closing Document - Using The Help - Page Setup - Print Preview - Printing of Documents - PDF file and Saving a Document as PDF file - Document manipulation & Formatting - Text Selection - Cut, Copy and Paste - Font, Color, Style and Size selection - Alignment of Text - Undo & Redo - Spelling & Grammar - Shortcut Keys					
MODULE NO. 2	INTERNET & EMAIL			04 HRS	
Introduction – Objectives – Internet - protocols: HTTP, HTTPS, FTP - Concept of Internet & WWW - Website Address and URL - Applications of Internet - Modes of Connecting Internet (Hotspot, Wi-Fi, LAN Cable, Broadband, USB Tethering) - Popular Web Browsers (Internet Explorer/Edge, Chrome, Mozilla Firefox,) - Exploring the Internet - Surfing the web - Popular Search Engines - Searching on Internet - Introduction -Objectives - Structure - protocols: SMTP, IMAP, POP3 - Opening Email account - Mailbox: Inbox and Outbox - Creating and Sending a new E-mail - CC – BCC- Replying -Mail Merge Forwarding - attachments – Scheduling – Password Protect – Delete.					
MODULE NO. 3	INTRODUCTION TO SPREADSHEETS			04 HRS	
Introduction to spreadsheets - Office Suite overview - Basic text and cell formatting - Basic arithmetic calculation - Special paste - Freeze pane - Auto completion of series - Sort and filter - Charts.					
MODULE NO. 4	SUMMARIZING DATA USING FUNCTIONS			12 HRS	
Perform calculations by using the SUM function- Perform calculations by using MIN and MAX functions - Perform calculations by using the COUNT function - Perform calculations by using the AVERAGE function - Perform logical operations by using the IF function - Perform logical operations by using the SUMIF function - Perform logical operations by using the AVERAGEIF function - Perform statistical operations by using the COUNTIF function.					
MODULE NO. 5	DATA VALIDATION			09 HRS	

Text Functions: LEN, TRIM, PROPER, UPPER, LOWER, CONCATENATE. Skill Developments Activities: • Enter class data into rows and columns • Create Draft Marks Card in Spreadsheet • Create Draft profit and Loss and Balance Sheet in Spreadsheet • Create GST Invoice in Spreadsheet with Tax Rate Any other activities, which are relevant to the course.

SKILL DEVELOPMENTS ACTIVITIES

- Use word processor to prepare Resume
- Draft a covering letter using Word Processor
- Systematically draft different emails
- Prepare a Letter of Internship requisition and send email.
- Enter class data into rows and columns
- Create Draft Marks Card in Spreadsheet
- Create Draft profit and Loss and Balance Sheet in Spreadsheet
- Create GST Invoice in Spreadsheet with Tax Rate
- Any other activities, which are relevant to the course.

TEXT & REFERENCE BOOKS

- Learning MS-Word and MS-Excel, by Rohit Khurana
- Excel Formulas and Functions 2020: The Step by Step Excel Guide with Examples on How to Create Powerful Formulas: 1 by Adam Ramirez
- Excel 2013 in Simple Steps by Kogent Learning Solutions Inc.
- Excel Formulas and Functions: The Step by Step Excel Guide on how to Create Powerful Formulas by Harjit Suman

Subject Name	OFFICE MANAGEMENT (OEC)		Subject Code	BBA 1.7	
Course Credits	3	No. of Hours per Week	3	Total No. of Teaching Hours	42
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • An understanding of basic knowledge of office organisation and management • Demonstrate skills in effective office organization • Ability to maintain office records • Ability to maintain digital record. • Understanding of different types of organisation structures and responsibilities as future office managers. 					
MODULE NO. 1	FUNDAMENTALS OF OFFICE MANAGEMENT			06	
Introduction: Meaning, importance and functions of modern office, Modern Office Organisation: Meaning; Steps in office organisation; Principles of Office organisation, Organisation structure types, Nature of office services: Types of services in a modern office, decentralization and centralization of office services, Departmentation of Office Office management: Meaning, Elements and major processes of Office management Office Manager: Functions and qualifications of Office manager.					
MODULE NO. 2	ADMINISTRATIVE ARRANGEMENT AND FACILITIES			06	
Office Accommodation and its Importance: Location of Office, Choice of Location: Urban vs Suburban, Factors to be Considered in Selecting the Site, Securing Office Space, Office Lay-out: Objectives of Office Lay-out, Principles of Office Lay-out, Steps in Lay-out Planning, Advantages of a Good Lay-out. Types of offices: Open Office and Private Office- advantages and disadvantages.					
MODULE NO. 3	OFFICE ENVIRONMENT			10 HRS	
Meaning and Components of Office Environment, Interior Decoration: Colour conditioning, Floor Coverings, Furnishings, Furniture and Fixtures: Types of Furniture, Choice between Wooden and Steel Furniture, Principles Governing Selection of Furniture Lighting and Ventilation, Noise: Internal Noise, External Noise, Cleanliness, Sanitation and Health, Safety and Security					
MODULE NO. 4	RECORDS MANAGEMENT			10 HRS	
Module No. 4: Introduction to records: Importance of Records, types of office records, Records Management: Meaning, Principles of Record Keeping, Functions of 'Records Management Filing: Elements of Filing and Filing Functions, Objectives and Importance of Filing, Advantages of Filing, Essentials of a Good Filing System, Classification of Files, Filing Procedure or Routine. Filing Methods: Horizontal Filing - meaning, types and advantages, Vertical Filing- meaning, equipment used, advantage and disadvantages. Centralisation and Decentralisation of Filing- Centralised filing and Decentralised Filing Office manual: contents, Importance, types of office manuals. Indexing: Meaning, importance, advantages and essentials of good indexing, type of index Retention and disposal of files: Meaning and benefits of record retention, need for disposal of files, life-cycle stages of files.					

MODULE NO. 5	OFFICE MECHANISATION AND DATA PROCESSING	10 HRS
<p>Meaning, Importance and Objectives of Office Mechanisation, Advantages and disadvantages of Office Mechanisation, Factors Determining Office Mechanisation Kinds of Office Machines: Duplicating Machines and Photocopying Machines, Accounting, tabulating and computing machines, communication machines, Introduction to Data and Information: Distinction between Data and Information, Importance of Data and Information, Classification of Data, Classification of Information, Data Lifecycle (chart), Data Collection Methods- Primary and secondary data collection methods, Data presentation Methods of Presentation of Data, Data processing using computers: Components of Computers, Input and Output Devices, Software used in Computers (names and uses only), Computer Applications in Office Management, Advantages and Limitations of Computerisation</p>		
SKILL DEVELOPMENTS ACTIVITIES		
<ul style="list-style-type: none"> • Visit an office and enlist the different types of machines used in the office • Identify the different types of stationery used in offices today • Draw a data life cycle chart • Draw charts indicating different types of office layouts. 		
TEXT & REFERENCE BOOKS		
<ul style="list-style-type: none"> • S.P Arora, Office Organisation and Management, Vikas Publishing House Pvt Ltd • M.E Thakuram Rao, Office organisation and Management, Atlantic • Judith Read, Mary Lea Ginn, Record Management, 10th Edition, Cengage Learning. 		
NOTE: LATEST EDITION OF TEXT BOOKS MAY BE USED.		

Subject Name	BUSINESS ORGANISATION		Subject Code	BBA 1.7 (OEC)	
Course Credits	3	No. of Hours per Week	3	Total No. of Teaching Hours	42
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • An understanding of the nature, objectives and social responsibilities of business • An ability to describe the different forms of organisations • An understanding of the basic concepts of management • An understanding of functions of management. • An understanding of different types of business combinations 					
MODULE NO. 1	INTRODUCTION TO BUSINESS			08	
Business: Meaning, Nature, Scope and Social responsibility of Business, Objectives, Essentials of successful business; Functional areas of business. Concept of Business Organisation.					
MODULE NO. 2	FORMS OF BUSINESS ORGANIZATION			12	
Sole proprietorship: Definitions, Features, Merits and Demerits. Partnership: Definitions, partnership deed, Features, Merits and Demerits. Joint Stock Company: Definitions, Features, Merits and Demerits. Co-operatives: Definitions, Features, Merits and Demerits.					
MODULE NO. 3	PUBLIC ENTERPRISES			08 HRS	
Departmental Undertaking: Definitions, Features, Merits and Demerits. Public Corporations: Definitions, Features, Merits and Demerits. Government Companies: Definitions, Features, Merits and Demerits					
MODULE NO. 4	BUSINESS FUNCTIONS			08 HRS	
Functional Areas of Management Marketing Management: Marketing Concept; Marketing Mix; Product Life Cycle; Pricing Policies and Practices Financial Management: Concept and Objectives; Sources of Funds – Equity Shares, Debentures, Venture Capital and Lease Finance. Securities Market, Role of SEBI. Human Resource Management: Concept and Functions; Basic Dynamics of Employer - Employee Relations.					
MODULE NO. 5	MANAGEMENT OF ORGANIZATIONS			06 HRS	
Management- Meaning, Definitions, Difference between Management and Administration, Levels of Management, Objectives of Management, Functions of management- planning, organizing, staffing, directing, coordinating, controlling, Principles of Management.					
SKILL DEVELOPMENTS ACTIVITIES					
<ul style="list-style-type: none"> • Preparation of partnership deed • Draw a business tree • Make a list of 10 PSUs • Prepare a list of different types of business combinations • Prepare an Organization chart 					

TEXT & REFERENCE BOOKS

- C.B. Guptha - Business Organisation and Management, Sultan Chand & Sons.
- Dr. S. C. Saxena - Business Administration & Management, Sahitya Bhawan.
- M. C. Shukla - Business Organisation and Management. S Chand & Company Pvt. Ltd.
- S.A Sherlekar - Business Organization, Himalaya Publishing House.
- Y.K. Bhushan. Fundamentals of Business Organisation and Management, Sultan Chand & Sons.
- R.K. Sharma, Business Organisation & Management Kalyani Publishers
- Dr. I.M. Sahai, Dr. Padmakar Asthana, 'Business Organisation & Administration', Sahitya Bhawan Publications Agra.

NOTE: LATEST EDITION OF TEXT BOOKS MAY BE USED.

SubjectName	FINANCIAL ACCOUNTING AND REPORTING		Subject Code	BBA 2.1	
CourseCredits	4	No. of Hours per Week	4	Total No. of Teaching Hours	56
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • The ability to prepare final accounts of partnership firms • The ability to understand the process of public issue of shares and accounting for the same • The ability to prepare final accounts of joint stock companies. • The ability to prepare and evaluate vertical and horizontal analysis of financial statements • The ability to understand company's annual reports. 					
MODULE NO. 1	FINAL ACCOUNTS OF PARTNERSHIP FIRM			10	
Meaning of Partnership Firm, Partnership deed-clauses in partnership deed, Preparation of Final accounts of partnership firm-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partners capital account and Balance sheet. Goodwill- Nature, Factors influencing goodwill and methods of valuation of goodwill (Average and super profit methods)					
MODULE NO. 2	ISSUE OF SHARES			08	
Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form (Practical Problems).					
MODULE NO. 3	FINAL ACCOUNTS OF JOINT STOCK COMPANIES			12 HRS	
Statutory Provisions regarding preparation of Company Final Accounts – Treatment of Special Items, Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Profit and Loss Account and Balance Sheet (Vertical Form Schedule -III) (Practical Problems).					
MODULE NO. 4	FINANCIAL STATEMENTS ANALYSIS			12 HRS	
Comparative Statements - Comparative Income Statement, Comparative Balance Sheet; Common size Statements – Common Size Income Statement, Common Size Balance Sheet – Trend Percentages. (Analysis and Interpretation)					
MODULE NO. 5	CORPORATE FINANCIAL REPORTING			10 HRS	
Corporate Financial Reporting - meaning, types, characteristics of Corporate financial report, users of corporate financial report; Components corporate financial report– general corporate information, financial highlights, letter to the shareholders from the CEO, management's discussion and analysis; Financial Statements-balance sheet, income statement, cash flow statement, and notes to the financial statements; Auditor's report;					

Significant Accounting Policies; Corporate Governance Report; Corporate Social Responsibility Report (Discuss only), Role and Significance of above components of corporate financial report).

SKILL DEVELOPMENTS ACTIVITIES

- Collect financial statement of a company for five years and analyse the same using trend analysis.
- Refer annual reports of two companies and list out the components.
- Draft a partnership deed as per Partnership Act.
- List out the accounting policies in annual report of the company

TEXT & REFERENCE BOOKS

- Stephen P. Robbins, Management, Pearson
- Koontz and O'Donnell, Management, McGraw Hill.
- L M Prasad, Principles of management, Sultan Chand and Sons
- V.S.P Rao/Bajaj, Management process and organization, Excel Books.GH25
- Appanniah and Reddy, Management, HPH.
- T. Ramaswamy : Principles of Management, HPH.

NOTE: LATEST EDITION OF TEXT BOOKS MAY BE USED.

Subject Name	HUMAN RESOURCE MANAGEMENT		Subject Code	BBA 2.2	
Course Credits	4	No. of Hours per Week	4	Total No. of Teaching Hours	56
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • Ability to describe the role and responsibility of Human resources management functions on business • Ability to describe HRP, Recruitment and Selection process • Ability to describe to induction, training, and compensation aspects. • Ability to explain performance appraisal and its process. • Ability to demonstrate Employee Engagement and Psychological Contract. 					
MODULE NO. 1	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT			10 HRS	
Meaning and Definition of HRM – Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager, Trends influencing HR practices					
MODULE NO. 2	HUMAN RESOURCE PLANNING, RECRUITMENT & SELECTION			14 HRS	
Human Resource Planning: Meaning and Importance of Human Resource Planning, Process of HRP, HR Demand Forecasting- Meaning and Techniques (Meanings Only) and HR supply forecasting, Succession Planning – Meaning and Features, Job Analysis: Meaning and Uses of Job Analysis, Process of Job Analysis – Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only) Recruitment – Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment, Selection – Meaning, Steps in Selection Process, Psychometric tests for Selection, Barriers to effective Selection, Making Selection effective; Placement, Gamification – Meaning and Features					
MODULE NO. 3	INDUCTION, TRAINING AND COMPENSATION			10 HRS	
Induction: Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning. Training: Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development. Compensation: Direct and Indirect forms of Compensation (Meaning Only), Compensation Structure.					
MODULE NO. 4	PERFORMANCE APPRAISAL, PROMOTION & TRANSFERS			14 HRS	
Performance appraisal: Meaning and Definition, Objectives and Methods of Performance Appraisal – Uses and Limitations of Performance Appraisal, Process of Performance Appraisal Promotion: Meaning and Definition of Promotion, Purpose of Promotion, Basis of promotion Transfer: Meaning of Transfer, Reasons for Transfer, Types of Transfer, Right Sizing of Work Force, Need for Right Sizing					
MODULE NO. 5	EMPLOYEE ENGAGEMENT AND PSYCHOLOGICAL CONTRACT			08 HRS	
Employee Engagement (EE): Meaning and Types of EE, Drivers of Engagement - Measurement of EE, Benefits of EE. Psychological contract: Meaning and features					

SKILL DEVELOPMENTS ACTIVITIES

- Preparation of Job Descriptions and Job specifications for a Job profile
- Choose any MNC and present your observations on training program
- Develop a format for performance appraisal of an employee.
- Discussion of any two Employee Engagement models.
- Analysis of components of pay structure based on the CTC sent by the Corporate to the institute for the various jobs of different sectors.

TEXT & REFERENCE BOOKS

- Aswathappa, Human Resource Management, McGraw Hill Edwin Flippo, Personnel Management, McGraw Hill C.B.Mamoria, Personnel Management, HPH
- Subba Rao, Personnel and Human Resources Management, HPH Reddy & Appanniah, Human Resource Management, HPH Madhurimalal, Human Resource Management, HPH
- S.Sadri & Others: Geometry of HR, HPH Rajkumar: Human Resource Management I.K. Intl
- Michael Porter, HRM and Human Relations, Juta & Co.Ltd.
- K. Venkataramana, Human Resource Management, SHBP Chartered Accountants of India, New Delhi.

NOTE: LATEST EDITION OF TEXTBOOKS MAY BE USED.

Subject Name	BUSINESS MATHEMATICS		Subject Code	BBA 2.3	
Course Credits	4	No. of Hours per Week	4	Total No. of Teaching Hours	56
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • The Understanding of the basic concepts of business maths and apply them to create solve and interpret application problems in business • Ability to solve problems on various types of equation. • Ability to solve problems on Matrices and execute the laws of indices, law of logarithm and evaluate them. • Ability to apply the concept of simple interest and compound interest bills discounted, calculate Correlation and Regression for situations • Ability to solve problems on Arithmetic progression, Geometric progression and construct logical application of these concepts. 					
MODULE NO. 1	THEORY OF EQUATIONS			10 HRS	
Introduction business mathematics and its importance – Equations - Meaning - Types of Equations – Simple/ Linear Equations and Simultaneous Equations (only two variables), Elimination and Substitution Methods only. Quadratic Equation - Factorization and Formula Method ($ax^2 + bx + c = 0$ form only). Simple problems.					
MODULE NO. 2	INDICES, MATRICES AND LOGARITHMS			16 HRS	
Meaning – types – operation on matrices – additions – subtractions and multiplication of two matrices – transpose – determinants – minor of an element – co-factor of an element – inverse – crammers rule in two variables – problems. Indices and Logarithms: Meaning- Basic Laws of Indices and their application for simplification. Laws of Logarithms – Common Logarithm, Application of Log Table for Simplification.					
MODULE NO. 3	COMMERCIAL ARITHMETIC			16 HRS	
Simple Interest, Compound Interest including yearly and half yearly calculations, Annuities, Percentages, Bills Discounting, Ratios and proportions, duplicate-triplicate and sub- duplicate of a ratio. Proportions: third, fourth and inverse proportion - problems.					
MODULE NO. 4	BUSINESS STATISTICS			12 HRS	
Meaning and importance Measures of central tendency – Mean, Median, Mode, G.M. and H.M. Dispersion – Range – Q.D. – M.D. – S.D. – C.V.					
MODULE NO. 5	BUSINESS STATISTICS – 2			09 HRS	
Simple Correlation and Regression					
SKILL DEVELOPMENTS ACTIVITIES					
<ul style="list-style-type: none"> • Develop an Amortization Table for Loan Amount – EMI Calculation. • Secondary overhead distribution summary using Simultaneous Equations Method. 					

- Application of Matrix In Business Problems
- Application of Correlation and Regression

TEXT & REFERENCE BOOKS

- Saha: Mathematics for Cost Accountants, Central Publishers
- R.G. Saha and Others – Methods and Techniques for Business Decisions, VBH
- Dr. Sancheti and Kapoor: Business Mathematics and Statistics, Sultan Chand
- Zamarudeen: Business Mathematics, Vikas
- R.S Bhardwaj : Mathematics for Economics and Business
- Madappa, mahadi Hassan, M. Iqbal Taiyab – Business Mathematics, Subhash
- G.R. Veena and Seema : Business Mathematics and Statistics I.K. Intl Publishers
- Gupta Statistical methods

NOTE: LATEST EDITION OF TEXT BOOKS MAY BE USED.

SubjectName	BUSINESS ENVIRONMENT		Subject Code	BBA 2.3	
CourseCredits	4	No. of Hours per Week	4	Total No. of Teaching Hours	56
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • An Understanding of components of business environment. • Ability to analyse the environmental factors influencing business organisation. • Ability to demonstrate Competitive structure analysis for select industry. • Ability to explain the impact of fiscal policy and monetary policy on business. • Ability to analyse the impact of economic environmental factors on business. 					
MODULE NO. 1	INTRODUCTION BUSINESS ENVIRONMENT				12 HRS
Meaning of business, scope and objectives Business, business environment, Micro and Macro-environment of business (social, cultural, economic, political, legal technological and natural) Impact of these factors on decision making in business, Environmental analysis, and Competitive structure analysis of Business.					
MODULE NO. 2	GOVERNMENT AND LEGAL ENVIRONMENT				16 HRS
Government Functions of the State, Economic role of government, State intervention in business- reasons for and types of state intervention in business. Impact of Monetary policy, Fiscal policy, Exim policy and industrial policy on business.					
Legal environment - Various laws affecting Indian businesses					
MODULE NO. 3	ECONOMIC ENVIRONMENT AND GLOBAL ENVIRONMENT				13 HRS
An overview of economic environment, nature of the economy, structure of economy, factors affecting economic environment. Globalisation of business; meaning and dimensions, stages, essential conditions of globalisation, foreign market entry strategies, merits and demerits of globalisation of business, Impact of Globalisation on Indian businesses, Forms of globalisation of businesses - MNCs, TNCs etc..					
MODULE NO. 4	TECHNOLOGICAL ENVIRONMENT				10 HRS
Meaning and features; types of innovation, Impact of Technological changes on business, Technology and Society, Technological Acquisition modes, IT revolution and business, Management of Technology.					
MODULE NO. 5	NATURAL ENVIRONMENT				05 HRS
Meaning and nature of physical environment. Impact of Natural environment on business.					
SKILL DEVELOPMENTS ACTIVITIES					
<ul style="list-style-type: none"> • List out key features of recent Monetary policy published by RBI impacting businesses. 					

- Give your observation as to how technology has helped society.
- Draft Five Forces Model for Imaginary business.
- Identify the benefits of Digital transformation in India.

TEXT & REFERENCE BOOKS

- Dr. K Ashwatappa: Essentials Of Business Environment
- Sundaram & Black: The International Business Environment; Prentice Hall
- Chidambaram: Business Environment; Vikas Publishing
- Upadhyay, S: Business Environment, Asia Books
- Chopra, BK: Business Environment in India, Everest Publishing
- Suresh Bedi: Business Environment, Excel Books
- Economic Environment of Business by M. Ashikary.
- Business Environment by Francis Cherrinulam
- Note: Latest edition of text books may be used.

SubjectName	PEOPLE MANAGEMENT(OEC)		Subject Code	BBA.2.7	
CourseCredits	3	No. of Hours per Week	3	Total No. of Teaching Hours	45
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • Ability to examine the difference between People Management with Human resource Management • Ability to explain the need for and importance of People Management. • Ability to explain role of manager in different stages of performance management process • Ability to list modern methods of performance and task assessment. • Ability to analyse the factors influencing the work life balance of an working individual. 					
MODULE NO. 1	INTRODUCTION TO PEOPLE MANAGEMENT			06 HRS	
Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.					
MODULE NO. 2	GETTING WORK DONE AND ASSESSMENT AND EVALUATION			12 HRS	
Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members. Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.					
MODULE NO. 3	BUILDING PEER NETWORKS AND ESSENTIALS OF COMMUNICATION			12 HRS	
Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace. Essentials of Communication: Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication.					
MODULE NO. 4	MOTIVATION			08 HRS	
Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation					
MODULE NO. 5	MANAGING SELF			07 HRS	
Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.					

SKILL DEVELOPMENTS ACTIVITIES

- Analyse two cases on any of the above content indicated above.
- List out the modern tools to performance assessment and evaluation.
- Conduct a survey of work life balance of working individuals
- Draft a Career development of working individual in the middle level management.

TEXT & REFERENCE BOOKS

- McShane, Steven L. and Mary Ann Von Glinow, *Organizational Behavior: Emerging Knowledge and Practice for the Real World*. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.
- Bernardin, H. John and Joyce E. A. Russell. *Human Resource Management: An Experiential Approach*. McGraw-Hill, 6/e. ISBN: 0078029163
- Argyris, C. (1974). *Personality vs. Organization*. *Organizational Dynamics*. Vol. 3. No. 2, Autumn.
- Blume, B. Baldwin, T. and Ryan, K. (2013). *Communication Apprehension. A barrier to students leadership, adaptability and multicultural appreciation*. *Academy of Management Learning & Education*, Jun, Vol. 12 Issue 2, p158-172.
- Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) *Organizational Behavior: Improving Performance and Commitment in the Workplace* (International edition). New York: McGraw-Hill.
- Goleman, D. (1998). *Working with Emotional Intelligence*. Bantam Books

NOTE: LATEST EDITION OF TEXT BOOKS MAY BE USED.

SubjectName	RETAIL MANAGEMENT (OEC)		Subject Code	BBA 2.7	
CourseCredits	3	No. of Hours per Week	3	Total No. of Teaching Hours	42
PEDAGOGY					
Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.					
COURSE OUTCOMES					
<i>On successful completion of the course, the Students will be able to</i>					
<ul style="list-style-type: none"> • An understanding of basic knowledge of Retail organisation and management • Demonstrate skills in effective Retail organisation • Ability to maintain office records • Ability to understand digitalization of retailing. • Understanding of different types of Retailing 					
MODULE NO. 1	RETAIL THEORY & PRACTICES RETAIL				
Nature, Scope, History, Retail Institutions, Types, Retail Management Process, Indian Retailing Scenario, Retail Managers – Roles, Skills and Scope, Evolution of Management Theory, Organizational Environment in Retail Sector, Ethical Issues in Retailing Job Opportunities in Retail Industry- Personality Traits of Retailers, Retail Entrepreneur, Employment Opportunities, Internationalization and Globalization of Retailing.					
MODULE NO. 2	RETAIL MARKETING STRATEGY				
Introduction, Building Retail Brand, Sales Enhancement Strategies, Business Intelligence, Customer Service, Social Media Marketing, Pricing Strategy, Point of purchase communication, Role of Packaging, Pricing Strategy, Merchandise Management, Private Labels, Retail Promotion, Building Store Loyalty					
MODULE NO. 3	RETAIL ORGANIZATION & FUNCTIONAL MANAGEMENT				
Introduction, Classification of Retail Organization, Franchising, Human Resource Management in Retail, Building and Sustaining Relationship in Retailing, Customer relationship Management,					
MODULE NO. 4	STORE PLANNING				
Location, Layout, Store Operations: POS (Point of Sale) /Cash Process, Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management, Setting up Stores before Opening, Working with Floor Plans and Store Requirements					
MODULE NO. 5	ELECTRONIC RETAILING				
Introduction, Types of Technology in Retailing, Role of IT in Business; Influencing Parameters for use of IT in Retailing; Efficiency in Operations, Effective Management of Online catalogues; Direct Retailing Methods, Database Management; Data warehousing; Critical Analysis of E-Retailing Strategies; Customer Relationship Management					
SKILL DEVELOPMENTS ACTIVITIES					
<ul style="list-style-type: none"> • Draw a retail organization chart • Classify different types of retailers • Conduct a customer satisfaction survey 					

- Do a SWOC Analysis of a retail organisation

TEXT & REFERENCE BOOKS

- Levy Michael, Weitz Barton - Retailing Management, V Edition, Tata McGraw Hill, New York, 2. Berman Berry, Evans J.R. - Retail Management- A Strategic Management Approach, IX Edition, Pearson Education, New York,
- Lucas G.H., Bush Robert, Gresham Larry- Retailing, Houghton Mifflin Company, Boston
- Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill, India,
- Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi
- Agarwal, Bansal, Yadav, Kumar- Retail Management, Pragati Prakashan, Meerut
- Berman Berry, Evans J.R. - Retail Management- A Strategic Management Approach, IX Edition, Pearson Education, New York,
- Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill