

# ***Department of Management Studies***



***BBA Syllabus (Semester I - VI)***


***(New -2024)***

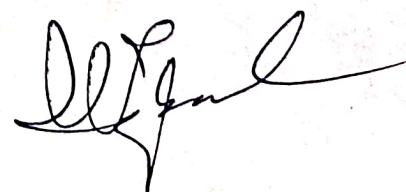
***Batches (2024, 2025 & 2026)***

# Scheme BBA Semester – I

For Batches: 2024, 2025, 2026

SEMESTER – I					
Course Code	Title of the Course	University Examination	Internal Assessment	Total Marks	Credits
BBA – MJ – 110	Management Principles and Practices	60	40	100	04
BBA – MJ – 111	Fundamentals of Accounting	60	40	100	04
BBA – MR – 112	Business Ethics and Environment	60	40	100	04
BBA – MD – 113	Soft Skills for Business (Offered by DMS for Students of other Departments)	45	30	75	03
	Students of BBA are required to opt for Multi-disciplinary subject offered by other department(s))				
BBA – AE – 114	Communication Skills	45	30	75	03
BBA – AE – 115	Professional Excellence in Business	30	20	50	02
BBA – VA – 116	Environmental Studies	30	20	50	02
<b>TOTAL</b>		<b>330</b>	<b>220</b>	<b>550</b>	<b>22</b>

  
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# Scheme BBA Semester – II

For Batches: 2024, 2025, 2026

SEMESTER – II (EXIT OPTION: UG Certificate in Business Administration)					
Course Code	Title of the Course	University Examination	Internal Assessment	Total Marks	Credits
BBA – MJ – 210	Organizational Behavior	60	40	100	04
BBA – MJ – 211	Management Accounting	60	40	100	04
BBA – MR – 212	Managerial Economics	60	40	100	04
BBA – MD – 213	Fundamentals of Banking and Insurance (Offered by DMS for Students of other Departments)	45	30	75	03
	Students of BBA are required to opt for Multi-disciplinary subject offered by other department(s))				
BBA – AE – 214	Business Statistics	45	30	75	03
BBA – SE – 215	Event Management	30	20	50	02
BBA – VA – 216	Digital and Technological Solutions	30	20	50	02
<b>TOTAL</b>		<b>330</b>	<b>220</b>	<b>550</b>	<b>22</b>

## CREDITS (Semester – I & Semester – II):

Category	Symbol	Credits		Total
		Semester - I	Semester - II	
<i>Core Courses (CC)</i>	<b>MJ / MR</b>	12	12	<b>24</b>
<i>Ability Enhancement Courses (AEC)</i>	<b>AE</b>	05	03	<b>07</b>
<i>Multi-disciplinary Courses (MDE)</i>	<b>MD</b>	03	03	<b>06</b>
<i>Value Added Courses (VAC)</i>	<b>VA</b>	02	02	<b>04</b>
<i>Skill Enhancement Courses (SEC)</i>	<b>SE</b>	00	02	<b>02</b>
<b>TOTAL CREDITS</b>		<b>22</b>	<b>22</b>	

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**Syllabus: BBA Semester – I (Batch 2024, 2025, 2026)**

Course Title	Management Principles and Practices	Maximum Marks	100
Course Code	BBA – MJ – 110	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The course aims to familiarize the learner with extant and emerging management theories and practices for reflective and holistic thinking on management principles and practices.

**UNIT-I**

Management Concepts, Definition, Nature, Importance, Management as Art, Science and Profession; Principles and Functions, Scientific Management by F.W. Taylor, Administrative Management by Henri Fayol, Bureaucratic Management by Webber, Human Relations Approach by Elton Mayo, Systems Approach and Contingency Approach.

**UNIT-II**

Mintzberg's Managerial Roles (Interpersonal roles, Informational roles and Decisional roles), Management Levels and Skills; Challenges of management; Work Life Balance.

**UNIT-III**

Management Process; Planning Concept, Objectives, Types and Steps in Planning, Strategic Planning; Management by objectives (MBO); Decision Making and Steps in Decision Making. Forecasting meaning, Organizing - Definition and Characteristics; Principles of Organization, Organizational Structure-Peter Drucker; Types of Organizational Structure- Formal and Informal; Authority, Responsibility and Accountability, Span of Control; Delegation of Authority.

**UNIT-IV**

Staffing Function- Meaning, Process and Importance, Directing - Definition and Nature; Types and Barriers, Leadership - Definition and Styles, Motivation - Definition, Theories - Maslow's, Herzberg's and McGregor's Theories of Motivation, Communication: Types and Barriers, Controlling: Meaning, Process & Importance, Process of Control, Types of Control; Employee Engagement, Employee Management System.

**UNIT-V**

SR - Meaning, Definition and Importance; Areas of Corporate Social Responsibility; Ethics - Definition, Meaning and Importance; Basic Approaches to Ethics; Ethical and Unethical Behaviour, Whistle Blowing, Encouraging Ethical Behaviour and Creating an ethical workplace, Current Corporate Social Responsibility and Ethics Issues.

**COURSE OUTCOMES:**

CO1: Explain the evolution of management & analyze the principles of management which enables them to gain valuable insights.

CO2: Utilize the appropriate approach and analytical skills to deal with issues that arise when one is employed or in any management situations in the organization.

CO3: Illustrate the basic concepts of planning and organizing.

CO4: Determine the directing and control process including: the importance of control, tools for measuring organizational performance, and managerial actions.

CO5: Identify and evaluate social responsibility and ethical issues involved in business situations.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. Section A will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. Section B will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.


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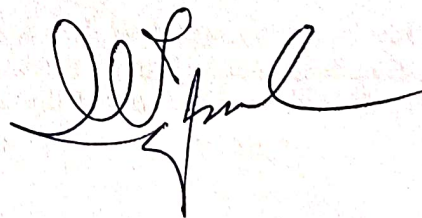


### SUGGESTED READINGS:

1. Principles of Management: Tripathy, P.C. and P.N. Reddy, Tata McGraw Hill Pub. Co., Ltd. 6th Edition 2017.
2. Principles and Practices of Management: B.P Singh, T N Chabra, Dhanpat Rai Publication, Delhi
3. Principles of Management: An Analysis of Managerial Functions: Koontz, O'Donnell, McGraw Hill, Tokyo



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2024/2025

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**Syllabus: BBA Semester – I (Batch 2024, 2025, 2026)**

Course Title	Fundamentals of Accounting	Maximum Marks	100
Course Code	BBA – MJ – 111	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course aims to equip the learners with the knowledge of accounting process and preparation of final accounts of sole trader.

**UNIT-I**

**Accounting:** Meaning, Objectives, Need, Development of Accounting. Definition and Functions of Accounting, Nature, Scope and Importance of Accounting, Process of Accounting, Accounting Cycle, Difference between Accounting and Book Keeping.

**UNIT-II**

**Principles of Accounting:** Business Entity Concept, Money Measurement Concept, Going Concern Concept, Accounting Period Concept, Dual Aspect Concept, Accounting Conventions - Convention of Full Disclosure, Convention of Conservatism, Convention of Consistency, Accounting Equation, Types of Accounts.

**UNIT-III**

**Journalizing of Transactions:** Origin of Transactions and Source Documents, Rules of Debit and Credit for Assets, for Liabilities, for Capital, for Revenue and for Expenditure, Meaning, Format and Recording of Entries; Journal, Purpose of Journal, Need of Journal, Types of Journal, Journal Entry.

**UNIT-IV**

**Ledger Posting and Trial Balance:** Ledger Posting, Meaning, Utility, Format, Trial Balance Meaning, Objectives and Preparation, Errors effecting Trial Balance and Errors not effecting Trial Balance.

**UNIT-V**

**Financial Statements:** Learning Objectives, Meaning of Financial Statements, Uses of Financial Statements, Difference between Trading Account and Profit and Loss Account. Preparation of Financial Statements.

**COURSE OUTCOMES:**

- CO1: Understand the Basics of Accounting and its importance to Business Management.
- CO2: To gain knowledge about accounting records.
- CO3: To understand the accounting cycle.
- CO4: To know about the accounting principles.
- CO5: To know the process of preparing end results.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. T S Grewal (2010), Financial Accounting, Sultan Chand & Sons, New Delhi.
2. Naseem Ahmad & Javed Iqbal (2019), Financial Accounting.
3. Dearden J and S K Bhattacharya (2007), Accounting for Management.
4. Gupta R L (2008), Advanced Financial Accounting.
5. Monga J R (2005), Advanced Financial Accounting.

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**Syllabus: BBA Semester – I (Batch 2024, 2025, 2026)**

Course Title	Business Ethics and Environment	Maximum Marks	100
Course Code	BBA – MR – 112	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course aims to make learners understand the concept of upholding moral standards and values in business practices thereby ensuring fairness, transparency and accountability in environmental management.

**UNIT-I**

**Business Ethics:** Nature, Objectives, Scope, Need for Business Ethics, Relationship between Business and Ethics: Unitarian view of Ethics, Separatist view of Ethics and Integration view of Ethics.

**Ethical Theories:** Meta Ethics, Normative Ethics and Applied Ethics, Ethical Dilemmas at work place and their Resolution, Work Ethics, Importance, Values, Nature, Types and Importance, Sources.

**UNIT-II**

**Management of Ethics:** Corporate Codes - Development and Implementation of Corporate Codes, Corporate Governance, Importance, The Current context of Corporate Governance Theories of Corporate Governance, Models of Corporate Governance, Ethical Issues in Environment, HR, Marketing, Finance and Cyber Age.

**UNIT-III**

**Business Environment:** Meaning, Nature and Significance of Business Environment, Types of Business Environment, Factors Affecting Business Environment.

**Components of Environment:** Economic, Political, Natural, Social, Demographic and Technological, Need to scan the Business Environment and Techniques of Scanning the Business Environment.

**UNIT-IV**

**Business and Society:** Social Responsibility of Business: Meaning, Nature and Importance, Responsibilities towards different Sections.

**Social Audit:** Objectives, Methods and Obstacles, Consumer Rights, UN Guidelines for Consumer Protection, Consumerism in India, Features of Consumer Protection Act, Industrial Sickness in India, Industrial Disputes, Preventive Measures for Disputes.

**UNIT-V**

**Politico Legal Environment and Economic Environment:** Features of Indian Economy, Main features of Economic Planning with respect to Business, Planning in India, Industrial Development in India, Industrial Policy, Small Scale Industries, Competition Policy and Competition Act 2002.

**COURSE OUTCOMES:**

CO1: Explain the relevance of ethics in business & its management which enables them to gain valuable insights.

CO2: Utilize the appropriate approach to deal with issues that arise when one is employed or in any management situations in the organization.

CO3: Illustrate the basic concepts of values and its importance

CO4: Identify and evaluate social responsibility, ethical, Political, legal and economic issues involved in business situations.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each UNIT, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each UNIT. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

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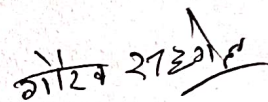
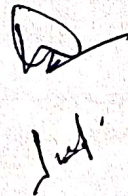
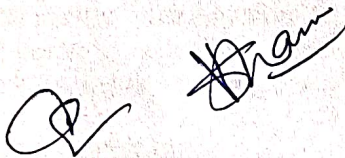
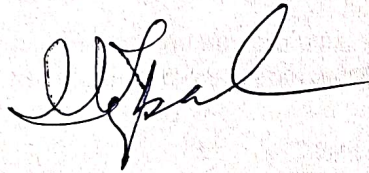


**SUGGESTED READINGS:**

1. Paul Justin (2010), Business Environment, 3rd Edition, Tata McGraw Hill Education Pvt. Ltd.
2. Upadhyay A.K (2010), Business Environment, 2<sup>nd</sup> Edition Asian Books Pvt. Ltd.
3. Bhatia , S.K (2010), Management by Values, Excel Books Pvt. Ltd.
4. Cheunillum Francis, Business Environment, Himalayan Publisher.



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**Syllabus: BBA Semester – I (Batch 2024, 2025, 2026)**

Course Title	Soft Skills for Business	Maximum Marks	75
Course Code	BBA – MD – 113	University Examination	45
Credits	03	Internal Assessment	30

**COURSE OBJECTIVE:** To equip students with essential soft skills that will enhance their professional and personal effectiveness in business environments.

**UNIT-I**

**Introduction:** Understanding Communication and Importance of Communication, Understanding Communication Environment, Meaning and Importance of Listening and Speaking Skills. Developing Effective Listening and Speaking Skills. Starting and Sustaining Conversation. Effective Interaction Skills.

**UNIT-II**

**Non-verbal Communication Skills:** Meaning and Importance of non-verbal communication skills in personal and professional life, Appropriate and contextual use of facial expressions, gestures, paralinguistics (such as loudness or tone of voice), body language, proxemics or personal space, eye gaze, haptics (touch), appearance.

**UNIT-III**

**Social Skills:** Interpersonal and intrapersonal skills, Understanding the importance of various skills involved in developing enriching interpersonal relationships. Social skills for workplace success, Methods for improving social skills, Negotiation skills and Conflict handling skills.

**UNIT-IV**

**Business Etiquettes:** Introduction to business etiquette, basic rules of etiquette, rules for developing introduction correctly, telephone etiquette, business dining and table manner business to business etiquette, negotiation skills, factor effecting negotiations, negotiation process.

**COURSE OUTCOMES:**

- CO1: To improve speaking and listening skills in communication.
- CO2: To learn about effective use of non-verbal communication skills.
- CO3: To develop social skills.
- CO4: To know about basic rules of business etiquette.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 09 objective-cum-short answer type questions, each carrying 01 mark. **Section B** will contain 08 long answer type questions, two from each Unit. The students will be required to answer 04 questions, one from each unit, each question carries 09 marks.

**SUGGESTED READINGS:**

1. Varinder Kumar, Bodh Raj; Business Communication Skills, Kalyani Publishers, New Delhi, latest edition.
2. Lesikar/Flatly ; (2009) Business Communication , Tata McGraw Hill.
3. Jeff Butterfield; (2012) Soft Skills for Everyone, Cengage Learning Centre.
4. Rai and Rai ; Business Communication Prentice Hall, New Delhi
5. Namita Gobar; (2009) Business communication, New Age International Publisher.
6. C. S. Rayudu ; Communication skills , Edition, 9 ; Himalayan Publishing House
7. Asha Kaul; (2010), Effective Business Communication, Prentice Hall.
8. Hurlock, E.B ; Personality Development, Tata McGraw Hill.

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**Syllabus: BBA Semester – I (Batch 2024, 2025, 2026)**

Course Title	Communication Skills	Maximum Marks	75
Course Code	BBA – AE – 114	University Examination	45
Credits	03	Internal Assessment	30

**COURSE OBJECTIVE:** To enhance students' ability to communicate effectively in various professional and personal contexts.

**UNIT-I**

**Introduction:** Meaning, Nature and Scope of Communication, Levels of Communication, Importance and Purpose of Communication, Process of Communication, Types of Communication, Barriers to Communication, Principles of Effective Communication.

**UNIT-II**

**Oral Presentation:** Principles of Oral Presentation, Designing Formal Presentation, Development of Presentation Content, Delivering Presentation Guidelines, Factors Effecting Presentation

**Group Discussion:** Concept and basic framework of Group Discussion, Methods of Group Discussion, Critical Success factors for Group Discussion.

**UNIT-III**

**Writing Skills:** Meaning and Importance of Writing Skills, Purpose of Writing, Principles of Effective Writing, Writing Business Letters, Memos and Paragraphs

**Report Writing:** Characteristics of a Good Report, Types of Reports (Letter Report, Memo Report, Routine Report, Progress Report, Business Report), General Elements of Report.

**UNIT-IV**

**Business Etiquettes:** Introduction to business etiquette, Basic rules of Etiquette, Rules for developing introduction correctly, Telephone Etiquette, Business dining and table manner, Business to business Etiquette, Negotiation skills, Factor effecting negotiations, Negotiation process.

**COURSE OUTCOMES:**

CO1: To understand the importance of communication in business.

CO2: To learn the process and importance of oral presentations and Group discussions.

CO3: To develop effective writing skills.

CO4: To learn about negotiation skills.

CO5: To learn about business etiquette.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 09 objective-cum-short answer type questions, each carrying 01 mark. **Section B** will contain 08 long answer type questions, two from each Unit. The students will be required to answer 04 questions, one from each unit, each question carries 09 marks.

**SUGGESTED READINGS:**

1. Varinder Kumar, Bodh Raj; Business Communication Skills, Kalyani Publishers, New Delhi, latest edition.
2. Lesikar/Flatly ; (2009) Business Communication , Tata McGraw Hill.
3. Jeff Butterfield; (2012) Soft Skills for Everyone, Cengage Learning Centre.
4. Rai and Rai ; Business Communication Prentice Hall, New Delhi
5. Namita Gobar; (2009) Business communication, New Age International Publisher.
6. C. S. Rayudu ; Communication skills , Edition, 9 ; Himalayan Publishing House
7. Asha Kaul; (2010), Effective Business Communication, Prentice Hall.
8. Hurlock, E.B ; Personality Development, Tata McGraw Hill

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**Syllabus: BBA Semester – I (Batch 2024, 2025, 2026)**

Course Title	Professional Excellence in Business	Maximum Marks	50
Course Code	BBA – AE – 115	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** This course aims to equip students with the essential knowledge, skills and attitudes to excel in professional settings.

**UNIT-I**

**Introduction:** Meaning of professionalism, Importance of Professionalism, Difference between Profession, Professional and Professionalism, Professionalism on and off workplace, Handling Customers and Identifying their need.

**UNIT-II**

**Personal Skills:** Meaning, Importance, Personal Development, Physical and Mental Fitness.

**Interpersonal Skills:** Core Interpersonal Skills, Building Interpersonal Relationship.

**UNIT-III**

Management Games, Managing Customer Centric approach for Business, Resume preparing activities, Team building activities, Leadership Development activities.

**COURSE OUTCOMES:**

CO1: To enhance the knowledge of professionalism.

CO2: To develop personal and interpersonal skills.

CO3: to develop customer centric approach for business.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

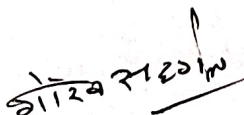
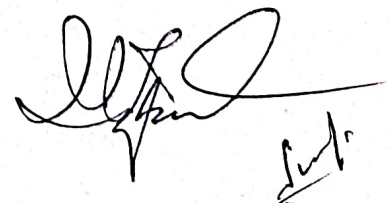
**SUGGESTED READINGS:**

1. Alan P. Rossiter, 2008 "Professional excellence: beyond technical competence
2. Frederic P. Bemak. Ronert K. Conyne. 2017 "journey to professional excellence.
3. Sharma. P. 2020 "soft skills personality development for life success".



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**Syllabus: BBA Semester – I (Batch 2024, 2025, 2026)**

Course Title	Environmental Studies	Maximum Marks	50
Course Code	BBA – VA – 116	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** This course is a multidisciplinary field that explores the complex relationships between humans and the natural environment.

**UNIT-I**

**Introduction:** Definition, scope and importance of environmental science, natural resources, forest resources: uses, deforestation, its impact, water resources: uses and over utilization of surface and ground water.

**Energy resources:** Growing energy needs, renewable and non-renewable energy resources, effects of modern agriculture.

**UNIT-II**

**Ecosystem:** Concept, structure, function, consumers and decomposers, energy flow in ecosystem; ecological succession, food chains, food web and ecological pyramids. Types, characteristic features and functions of forest, grassland, desert and aquatic ecosystems.

**UNIT-III**

**Pollution:** Air pollution, water pollution, marine pollution, soil pollution, noise pollution and nuclear pollution: causes, effects and control measures.

**Environmental Management:** Wild life conservation, waste management; urban and industrial wastes, Disaster management: floods, earthquakes, cyclones and landslides.

**COURSE OUTCOMES:**

CO1: To understand the relationship between human beings and environment and the interaction between them.

CO2: To identify various environmental problems/issues and can contribute meaningfully towards the betterment of the environment for accomplishing the goal of sustainable development.

CO3: To develop the self-confidence, positive attitudes and personal commitment towards environmental protection and improvement of the environment.

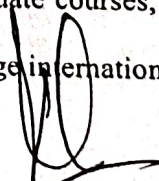
CO4: To develop a holistic or integrated perspective of the environment as a composite of natural and human-made surroundings with the intricate interactions and interdependence that exists.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. Agarwal K.C (2018), Environmental Biology, Nidi Publication Ltd, Bikaner.
2. Berry Joseph (2016), Environmental Studies, PHI.
3. Erach Bharucha (2006), Textbook of Environmental Studies for undergraduate courses, UGC University Press.
4. Anubha Kaushik, 7<sup>th</sup> Edition, Perspectives in Environmental Studies, New age international publishers.



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**Syllabus: BBA Semester – II (Batch 2024, 2025, 2026)**

Course Title	Organizational Behavior	Maximum Marks	100
Course Code	BBA – MJ – 210	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The course aims to provide students with a comprehensive understanding of the factors that influence workplace behavior and how organizations can effectively manage and leverage human capital.

**UNIT-I**

**Introduction:** Concept, Features, Scope and nature of organizational behavior, contributing disciplines to the field of organizational behavior, Individual behavior; Determinants and Models of Individual Behavior, O.B Models; Need to understand human behavior; Challenges and Opportunities.

**UNIT-II**

**Attitudes and Perception:** Concept of attitude; attitude, opinions and beliefs; attitudes and behavior; theories of attitude; formation of attitude; factors determining formation of attitude, Definition and meaning of perception; Process of Perception; factors influencing perception, Barriers to Perception.

**UNIT-III**

**Personality Development:** Definition and meaning of personality, types of Personality, theories of development of Personality, Factors contributing personality development.

**Learning:** Meaning, importance, theories, principles of learning, determinants of learning and process of learning.

**UNIT-IV**

**Group Dynamics:** The concept of groups, types and functions, stages of group development, group cohesiveness, group thinking, group dynamics, determinants of group behavior, importance of informal groups to the organization, group decision making.

**UNIT-V**

**Motivation and Organizational Effectiveness:** Motivation; concept, process, theories of motivation, motivation at the workplace, concept of organizational effectiveness; effectiveness and productivity; approaches of organizational effectiveness; contributing factors of organizational effectiveness.

**COURSE OUTCOMES:**

CO1: Explain the models, challenges and opportunities in the field of organization behavior.

CO2: Analyze the behavior of individuals in the workplace as influenced by personality, values, perceptions and learning.

CO3: Outline the elements of group behavior including group dynamics, communication, effectiveness and conflict.

CO4: Explain how organizational change and culture affect working relationship within organizations.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Stephen P Robbins (2012), Organization Behavior, 12<sup>th</sup> Edition, Pearson Education Asia.
2. Greenburg and Baron (2010), Behavior in Organization, Pearson Publications.
3. Fred Luthans (2010), Organization Behaviour, 10<sup>th</sup> Edition, Tata McGraw Hill.
4. Prasad L. M. (2011), Organizational Behavior, Sultan Chand Publications.

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**Syllabus: BBA Semester – II (Batch 2024, 2025, 2026)**

Course Title	Management Accounting	Maximum Marks	100
Course Code	BBA – MJ – 211	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The course aims to equip students with the necessary knowledge and skills to effectively use management accounting information for strategic and operational purposes.

**UNIT-I**

**Management Accounting:** Meaning, Nature, Scope and Importance of Management Accounting, Development and Emergence of Management Accounting, Functions of Management Accounting, Role of Management Accounting in Decision Making, Relationship between Management Accounting, Cost Accounting and Financial Accounting

**UNIT-II**

**Introduction to Analysis and Interpretation of Financial Statements:** Meaning, Nature and uses of Ratio Analysis, Significance and Limitations of Ratio Analysis, Classification of Ratios, Liquidity Ratios, Turns over Ratios, Solvency Ratios and Profitability Ratios.

**UNIT-III**

**Statements of Change in Financial Position:** Cash Flow Statement - Meaning, Use and Significance, Difference between Cash Flow and Fund Flow Statement.

**UNIT-IV**

**Budgets and Budgetary Control:** Introduction, Meaning of a Budget and Nature of Budgetary Control, Objectives of Budget, Budgeting vs Forecasting, Limitations of the Budget and Budgetary Control, Fixed and Flexible Budget and Sales Budget, Production Budget and Cash Budget.

**UNIT-V**

**Responsibility Centres:** Meaning and Significance, Responsibility centres, Cost centre, Profit centre and Investment centre, Objectives and Determinants of responsibility centres, Human Resource Accounting: Concept and Significance

**COURSE OUTCOMES:**

CO1: To understand the basics of Management accounting

CO2: To know the financial statement techniques

CO3: To know the cash flow statement

CO4: To know budget and budgetary control techniques

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Young (2010), Management Accounting, International Edition, 5<sup>th</sup> Edition, Pearson Publishers.
2. Jain S.P and K.L. Narang (2011), Cost and Management Accounting, Kalyani Publishers.
3. Pandey I M (2012), Financial Management, Vikas Publication House.
4. Ray Proctor (2008), Managerial Accounting for Business Decisions, 3<sup>rd</sup> Edition, Pearson Publishers.
5. Pauline Weetman (2008), Management Accounting, 2<sup>nd</sup> Edition, Pearson Publishers.

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**Syllabus: BBA Semester – II (Batch 2024, 2025, 2026)**

Course Title	Managerial Economics	Maximum Marks	100
Course Code	BBA – MR – 212	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course has been designed to equip students with the tools and knowledge necessary to make informed and effective business decisions. The primary objective is to apply economic principles to real-world managerial challenges.

**UNIT-I**

**Introduction:** Definitions and nature of economics, Economics is a science or art, scope and limitation of micro and macro-economics, relevance of economics in business management, discounting and opportunity cost principles of economics.

**UNIT-II**

**Demand Analysis:** Meaning, types and determinants of demand, demand schedule, demand curve, Law of demand, exception to law of demand, Demand Function and Elasticity of Demand and its uses in Business decisions, consumer utility, consumer surplus, law of equi- marginal utility and law of indifference curve.

**UNIT-III**

**Production Analysis:** Concept of Production, Factors, Laws of Production, Economies and diseconomies of scale. **Cost Analysis:** Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

**UNIT-IV**

**Market Analysis:** Nature, types and characteristics of different markets, Price-output determination in perfect competition, monopolistic, monopoly and oligopoly markets, Price discrimination under monopoly, degrees of discrimination.

**UNIT-V**

**Macro economics:** Introduction to Macro Economics. National Income Aggregates. Concept of Inflation, Policy Interrelationships – Tools of Fiscal and Monetary Policies. Business cycle.

**COURSE OUTCOMES:**

- CO1: Understand the basics of economics and its importance to Business Management.  
CO2: To gain knowledge about demand and utility.  
CO3: Understand production function analysis.  
CO4: To understand concept of inflation and business cycle.  
CO5: To know about different markets and how they determine price and optimum output.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Agarwal M.K. (2015), Industrial Economics, New Age International.
2. Peterson H.C & Lewis (2003) Managerial economics, Tata McGraw Hill.
3. Thomas & Maurice (2015), Managerial Economics, Tata McGraw Hill.
4. Koutsoyiannis. A. (2013) Modern Micro Economics. Mc Millan.

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**Syllabus: BBA Semester – II (Batch 2024, 2025, 2026)**

Course Title	Fundamentals of Banking and Insurance	Maximum Marks	75
Course Code	BBA – MD – 213	University Examination	45
Credits	03	Internal Assessment	30

**COURSE OBJECTIVE:** This course aims to provide students with a comprehensive understanding of the fundamental principles, operations and regulatory frameworks governing the banking and insurance industries.

**UNIT-I**

**Introduction:** Banking Structure, History of Banking in India, Role of Banking Sector towards the economy, Financial Markets, Financial Instruments and Financial Services.

**UNIT-II**

**RBI:** Role and Functions of RBI, Management Structure of RBI, Monetary Policy of RBI, Tools of Monetary Policy, Objective of Monetary Policy.

**UNIT-III**

**Commercial Banks:** Meaning and Function of Commercial Banks, Innovation in Banking Sector, Principles of Commercial Banks.

**Cooperative Banks:** Meaning, Structure and Functions of Cooperative Banks, Reforms in Cooperative Banks since LPG.

**UNIT-IV**

**Developments Banks:** IDBI, IFCI, ICICI, IRBI, SIDBI, Concept and Objective of Development Banks, Innovation in Development Banks.

**RRB's:** Structure and Functions of RRB's

**COURSE OUTCOMES:**

CO1: Understand the fundamentals of banking system in India.

CO2: Understand the role of commercial banks, development banks and RRB's.

CO3: Assess the impact of monetary policy on the stakeholders of the Economy.

CO4: Evaluate the impact of monetary policy on the stakeholders of the Economy

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 09 objective-cum-short answer type questions, each carrying 01 mark. **Section B** will contain 08 long answer type questions, two from each Unit. The students will be required to answer 04 questions, one from each unit, each question carries 09 marks.

**SUGGESTED READINGS:**

1. V K Puri and S K Mishra, Indian Economy, HPH.
2. Datt and Sundharam's, Indian Economy, S Chand.
3. Ramesh Singh, Indian Economy, McGraw Hill Education.
4. Khan and Jain, Financial Services, McGraw Hill Education, 8th edition.
5. RBI working papers.
6. SEBI Guidelines Issued from time to time.



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**Syllabus: BBA Semester – II (Batch 2024, 2025, 2026)**

Course Title	Business Statistics	Maximum Marks	75
Course Code	BBA – AE – 214	University Examination	45
Credits	03	Internal Assessment	30

**COURSE OBJECTIVE:** This is a foundational course that equips students with the essential tools to analyze and interpret data in a business context.

**UNIT-I**

**Introduction:** Concept, Scope and functions of Statistics. Data: Types of data, Methods of data Collection. Classification of Data: Individual data & Grouped data.

**Sample and Sampling Techniques:** Concept of Population, Census and sample; Techniques of Sampling, Random and Non-Random Sampling Techniques.

**UNIT-II**

**Measures of Central Tendency:** Arithmetic Mean, Median and Mode for grouped and ungrouped data, Direct and Assumed Mean Method, Cases of Missing frequencies and Inclusive series.

**UNIT-III**

**Measures of Dispersion:** Concept of dispersion, Absolute and relative measure of dispersion, Range, Absolute mean deviation, Variance, Standard deviation, Coefficient of variation, Quartile Deviation, Coefficient of Quartile deviation.

**UNIT-IV**

**Correlation and Regression (for ungrouped data):** Concept and types of correlation, Methods of finding correlation coefficient; Graphical method and Karl Pearson's Coefficient of correlation

**Regression Analysis:** Concept of regression analysis & types of variable, Methods of least square for finding regression equation of Y on X only.

**COURSE OUTCOMES:**

CO1: Understand the concept of statistics, data, its method of data collection and various sampling techniques.

CO2: Find and interpret the central tendencies of various types of data sets.

CO3: Find and interpret the dispersion of various set of data through various measures of dispersion

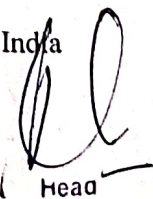
CO4: Apply the concept of correlation and regression analysis for various problems.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 09 objective-cum-short answer type questions, each carrying 01 mark. **Section B** will contain 08 long answer type questions, two from each Unit. The students will be required to answer 04 questions, one from each unit, each question carries 09 marks.

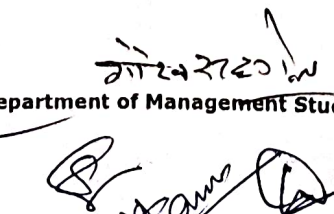

**SUGGESTED READINGS:**

1. Gupta S. P. (2011), Statistical Methods, Sultan Chand and Sons.
2. Sharma J.K. (2010), Business Statistics, Pearson Publication.
3. Hans. V.S., Anil Gupta, S.L. Aggarwal, Nissar Ahmed Yatoo, Kalyani Publishers, 2012.
4. Levin Richard I, David S Rubin, "Statistics for Management" 8th edition, Prentice Hall of India



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**Syllabus: BBA Semester – II (Batch 2024, 2025, 2026)**

Course Title	Event Management	Maximum Marks	50
Course Code	BBA – SE – 215	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** This course aims to equip students with the knowledge, skills and understanding necessary to plan, organize and execute successful events.

**UNIT-I**

**Conceptual Foundations of Events:** Major Characteristics, Five C's of Event Management, Conceptualization, Costing, Canvassing, Customization, Carrying out, Advantages of Events – to the Organizer, Event Planner, Participants, Economy and Society, Broad Classification of Events, Events Planning Process.

**UNIT-II**

**Concepts of MICE:** Evolution of MICE Industry, Components, Economic and Social Significance of MICE, Planning and Sustainable Planning for MICE, Professional Meeting Planning – Definition, Types and roles, Associate, Corporate and Independent Meeting Planners, TA's and TO's as Meeting Planners, Responsibilities / Roles of Meeting Planners.

**UNIT-III**

**Conference, Convention and Event Venues:** Concept and Types, Conference Venues – Facilities, Check-In and Check-Out Procedures, Requirements, Conference Room Layouts, Conventions – Meaning, Significance and Process, Convention Manager, Convention Visitor, Bureaus – Functions, Structure and Funding Sources, Introduction to Conference Facilities in India, Role and Functions of ICPB and ICCA

**COURSE OUTCOMES:**

CO1: Understand the concept of foundation of events.

CO2: To know about Economic and Social significance of MICE.

CO3: To understand about Conference, Convention and Events Venues.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. Coleman, Lee & Frankle, Powerhouse Conferences, Educational Institute of AH & MA.
2. Hoyle, Dorf & Jones, Meaning Conventions & Group Business, Educational Institute of AH & MA.
3. Judith Mair, Conference and Conventions: A research Perspective, Routledge – 20 Series.
4. Montgomery, R.J., Meeting, Conventions and Expositions, VNR New York.
5. Vassilios Ziakas, Event Portfolio: Planning and Management – A holistic Approach, Rout.

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5/12/2024



**Syllabus: BBA Semester – II (Batch 2024, 2025, 2026)**

Course Title	Digital and Technological Solutions	Maximum Marks	50
Course Code	BBA – VA – 216	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** The objective of this course is to familiarize with digital paradigms and sensitize about the role and significance with digital technology.

**UNIT-I**

**Introduction and Evolution of Digital Systems:** Role and Significance of Digital Technology, Information and Communication technology and Tools, Computer System and it's working, Software and it's types.

**Problem Solving:** Algorithms and Flowcharts.

**UNIT-II**

**Communication System:** Principles, Modes of Transmission Media.

**Computer Networks and Internet:** Concept and Applications, WWW, Web Browsers, Search Engines, Messaging, Email and Social Networking.

**Computer Based Information System:** Significance and Types, E-commerce and Digital Marketing – Basic Concepts, Benefits and Challenges.

**UNIT-III**

**Digital India and e-Governance:** Initiatives, Infrastructure, Services and Empowerment.

**Digital Financial Tools:** Unified Payment Interface, Aadhar Payment System, USSD, Credit / Debit Cards, e-Wallets.

**COURSE OUTCOMES:**

CO1: To have a knowledge about digital paradigm.

CO2: Realization of importance of Digital Technology, Digital Functional Tools, ecommerce.

CO3: Know about Communication and Networks and to understand the use and application of Digital Technology.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. John M. Jordan, Information Technology and Innovation: Resources for Growth in Connected World narrated by James Lewis.
2. Thomas L. Floyd, Digital Fundamentals, Eleventh Edition, AICTE recommended, Pearson.
3. Siebel. T. (2022), Digital Transformation: Survive and Thrive in an Era of Mass Extinction.

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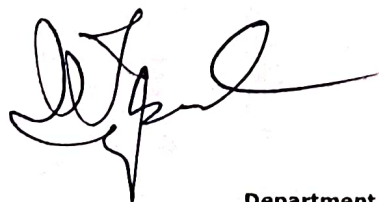
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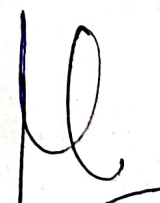


# Scheme BBA Semester – III

For Batches: 2024, 2025, 2026

SEMESTER – III					
Course Code	Title of the Course	University Examination	Internal Assessment	Total Marks	Credits
BBA – MJ – 310	Entrepreneurship Development	60	40	100	04
BBA – MJ – 311	Business Law	60	40	100	04
BBA – MJ – 312	Financial Management	60	40	100	04
BBA – MD – 313	Leadership Skills in Management (Offered by DMS for Students of other Departments)	45	30	75	03
	Students of BBA are required to opt for Multi-disciplinary subject offered by other department(s))				
BBA – SE – 314	Creative Writing in Business	30	20	50	02
BBA – SE – 315	Physical Education – Yoga	30	20	50	02
BBA – VA – 316	Health and Wellness	30	20	50	02
<b>TOTAL</b>		<b>315</b>	<b>210</b>	<b>525</b>	<b>21</b>



  
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# Scheme BBA Semester – IV

For Batches: 2024, 2025, 2026

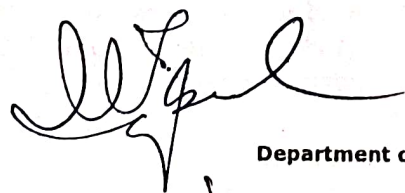
SEMESTER – IV (EXIT OPTION: Diploma in Business Administration)					
Course Code	Title of the Course	University Examination	Internal Assessment	Total Marks	Credits
BBA – MJ – 410	Human Resource Management	60	40	100	04
BBA – MJ – 411	Marketing Management	60	40	100	04
BBA – MJ – 412	Operations Management	60	40	100	04
BBA – MR – 413	Office Management	30	20	50	02
BBA – SE – 414	National Service Scheme	30	20	50	02
* BBA – SE – 415	Basic Course in Hindi	45	30	75	03
* BBA – SE – 416	Basic Course in Urdu	45	30	75	03
BBA – VA – 417	Understanding India	30	20	50	02
<b>TOTAL</b>		<b>315</b>	<b>210</b>	<b>525</b>	<b>21</b>

\* Students to choose any one Course out of BBA – SE – 415 and BBA – SE – 416.

**Note:** Students shall have to compulsorily undergo Industrial Training of 4-6 weeks (30 to 45 days) after Semester-IV, and shall be evaluated for the Summer Training in Semester-V.

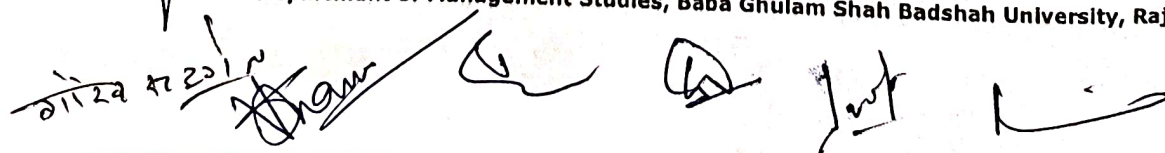
## CREDITS (Semester – III & Semester – IV):

Category	Symbol	Credits		Total
		Semester - III	Semester - IV	
<i>Core Courses (CC)</i>	<b>MJ / MR</b>	12	14	<b>26</b>
<i>Ability Enhancement Courses (AEC)</i>	<b>AE</b>	00	00	<b>00</b>
<i>Multi-disciplinary Courses (MDE)</i>	<b>MD</b>	03	00	<b>03</b>
<i>Value Added Courses (VAC)</i>	<b>VA</b>	02	02	<b>04</b>
<i>Skill Enhancement Courses (SEC)</i>	<b>SE</b>	04	05	<b>09</b>
<b>TOTAL CREDITS</b>		<b>21</b>	<b>21</b>	



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**Syllabus: BBA Semester – III (Batch 2024, 2025, 2026)**

Course Title	Entrepreneurship Development	Maximum Marks	100
Course Code	BBA – MJ – 310	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The Course aims to introduce the fundamental concept, issues and challenges in context of Entrepreneurship in order to encourage and promote entrepreneurship among the young business leaders who aspire to be successful business entrepreneurs

**UNIT-I**

**Entrepreneurship:** Meaning, Nature and Objectives of an entrepreneur, Entrepreneurial Traits, Classification of entrepreneurs. Concept of entrepreneurship, Need of entrepreneurship, Growth of entrepreneurship in India. Role of entrepreneurship in local economic development. Factors influencing entrepreneurship, Entrepreneurial decision process.

**UNIT-II**

**Entrepreneurship Knowledge and Skills:** Concept and need of entrepreneurship development, Phases of entrepreneurship development. Entrepreneurship environment, Entrepreneurship training, Types of entrepreneurship training. Institution's role in entrepreneurship training. Role of innovation in entrepreneurship, Entrepreneurial opportunity analysis.

**UNIT-III**

**Entrepreneurship Support System:** Relevance of Entrepreneurship support, Role of central government and J&K government in promoting Entrepreneurship, Introduction to various incentives, subsidies and grants, Fiscal and non –fiscal concessions available, Role and contribution of various developmental and financial institutions for Entrepreneurship development.

**UNIT-IV**

**Entrepreneurship and Family Business:** Meaning and Characteristics of family business. Importance of family business. Reasons of conducting family business. Steps for starting small business. Management of family business, Family Management Practices, Issues and problems in family business, Contemporary family Business Strategies.

**UNIT-V**

**Entrepreneurship and Economic Growth:** Role of an entrepreneur in economic growth as an innovator; Generation of employment opportunities; Complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and Import Substitution; Forex earning and augmenting & meeting local demand.

**COURSE OUTCOMES:**

CO1: Understand the concept of entrepreneurship, its characteristics, and its role in economic development.

CO2: Learn to recognize and evaluate potential business opportunities in various industries and markets.

CO3: Develop the characteristics of an entrepreneur, such as risk-taking, innovation, perseverance, and leadership.

CO4: Learn to create comprehensive business plans that outline the goals, strategies, and financial projections of a venture.

CO5: Analyze the relationship between entrepreneurship and economic development.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

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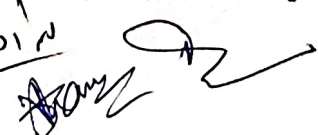



### SUGGESTED READINGS:

1. Principles of Marketing (1999) by Philip Kotler, Gary Armstrong, John Saunders and Veronica Wong, Prentice Hall, Publications, USA.
2. Marketing Management (2022) by Neha Tikoo, Excel Books Private Limited, Delhi.
3. Marketing Management (Text and Cases in Indian Context) (2011) by Dr. K. Karunakaran, Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Marketing Management (Text and Cases) (2005) by David Loudon, Robert Stevens and Bruce Wrenn, The Haworth Press, Inc. New York

  
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17/2/2021  
12/2/2021  
  




**Syllabus: BBA Semester – III (Batch 2024, 2025, 2026)**

Course Title	Business Law	Maximum Marks	100
Course Code	BBA – MJ – 311	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course aims to equip students with a comprehensive understanding of legal principles and their application to business operations.

**UNIT-I**

**The Indian Contract Act 1872:** Law of contract, contract and agreement, difference between an agreement and contract, offer and acceptance, capacities of parties, consideration and its essential elements, free consent, legality of object and consideration, Agreements proposed to public policy, void agreements and contingent contracts, performance, discharge and remedies of breach of a contract.

**UNIT-II**

**The Sale of Goods Act 1930:** Nature and Scope of Sale of Goods Act, 1930, essential elements of contract of sale, difference between sale and agreement to sell, type of goods, conditions and warranties, passing of property, sale by non-owners, delivery and its types, rights of an unpaid seller, rights of buyer.

**UNIT-III**

**The Negotiable Instruments Act 1881:** Introduction, meaning and nature of negotiable instrument, essential characteristics and types of negotiable instruments; **Promissory Notes:** essential characteristics and parties to promissory notes, bill of exchange and acceptance; **Cheque:** essentials and parties to a cheque, crossing of a cheque, bouncing or dishonor of cheque.

**UNIT-IV**

**Indian partnership Act 1932.** Meaning and essential of partnership, nature of partnership firm, types of partners, position of minor as partner, property of the firm, mutual rights and duties, reconstitution of firm and dissolution of firm.

**UNIT-V**

**Companies Act 2013:** Introduction to companies Act 2013, meaning, characteristics and types of companies, memorandum of association, articles of association, prospectus, share capital and membership, meetings and resolutions, company managements, winding up and dissolution of companies.

**COURSE OUTCOMES:**

- CO1: To demonstrate the relationship between law & economic activity by developing an awareness of legal principles involved in economic relationships and business transactions.  
CO2: To develop an understanding of the free enterprise system and the legal safeguards of the same.  
CO3: To develop in student an appreciation of the significant role played by the judiciary in the protection of individual liberty and private property.  
CO4: To develop habit of analytical thinking and logical reasoning as a technique for decision-making.  
CO5: To develop in student acceptable attitudes & viewpoints w.r.t. to business ethics and social responsibility

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Kapoor N.D. (2012), Mercantile Law, Sultan Chand Publications, New Delhi.
2. Avatar Singh (2011), Principal of Mercantile Law, 9<sup>th</sup> Edition, Tata McGraw Hill.
3. C S Priyanka Gupta (2012), Corporate Legal Environment, Kalyani Publishers.
4. Garg and Chawla (2012), Mercantile Law, Kalyani Publishers.
5. Tulsian P.C (2011), Mercantile Law, 9<sup>th</sup> Edition, Tata McGraw Hill

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**Syllabus: BBA Semester – III (Batch 2024, 2025, 2026)**

Course Title	Financial Management	Maximum Marks	100
Course Code	BBA – MJ – 312	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course aims to equip the students with the skills and knowledge necessary to make informed financial decisions.

**UNIT-I**

**Financial Management:** Introduction, Meanings and Definitions, Goals of Financial Management Finance Functions, Interface between Finance and Other Business Functions, Time Value of Money: Introduction, Rationale, Future Value, Present Value.

**UNIT-II**

**Working Capital Management:** Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital.

**UNIT-III**

**Inventory Management:** Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with Inventories, Inventory Management Techniques, Importance of Inventory Management Systems.

**UNIT-IV**

**Capital Budgeting:** Introduction, Importance of Capital Budgeting, Capital Budgeting Process, techniques of capital budgeting, Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing.

**UNIT-V**

**Capital Structure:** Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure. Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends.

**COURSE OUTCOMES:**

- CO1: To understand the concept of finance
- CO2: To gain knowledge about working capital
- CO3: To understand as to how to Manage inventory in Business
- CO4: To understand the concept of Optimum capital structure
- CO5: To gain understanding on Dividend decisions

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. S.K Gupta & R.K Sharma, 12<sup>th</sup> revised edition, Financial Management, Kalyani publishers, New Delhi.
2. I.M Panday New edition, Financial Management, New Delhi.
3. Kumar J.K & Ahmed K, (2021) Financial Management AKN Learning, New Delhi.
4. M.Y Khan New edition, Financial Management, New Delhi.

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**Syllabus: BBA Semester – III (Batch 2024, 2025, 2026)**

Course Title	Leadership Skills in Management	Maximum Marks	75
Course Code	BBA – MD – 313	University Examination	45
Credits	03	Internal Assessment	30

**COURSE OBJECTIVE:** This course aim to equip students with the essential competencies necessary to inspire, motivate and guide teams towards achieving organizational goals.

**UNIT-I**

**Introduction to Leadership:** Definition and significance of leadership, Distinction between leadership and management, Historical overview of leadership theories, Contemporary approaches to leadership, Trait theory of leadership, Behavioral theories of leadership, Situational and contingency theories, Transformational and transactional leadership, Authentic and servant leadership.

**UNIT-II**

**Personal Leadership Development:** Self-awareness and emotional intelligence, Values, ethics, and integrity in leadership Goal setting and self-motivation, Time management and personal productivity, Resilience and stress management, Rational and intuitive decision-making processes, Ethical decision making.

**UNIT-III**

**Organizational Culture and Leadership:** Leadership styles and their influence on culture, Fostering a culture of innovation and learning, Leading organizational change, Managing resistance to change.

**UNIT-IV**

**Team formation and Leadership:** Roles and responsibilities within teams, Establishing team norms and expectations, Managing conflicts within teams, Team performance evaluation and improvement.

**COURSE OUTCOMES:**

- CO1: To improve speaking and listening skills in communication.  
CO2: To learn about effective use of non-verbal communication skills.  
CO3: To develop social skills.  
CO4: To know about basic rules of business etiquette.


**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 09 objective-cum-short answer type questions, each carrying 01 mark. **Section B** will contain 08 long answer type questions, two from each Unit. The students will be required to answer 04 questions, one from each unit, each question carries 09 marks.




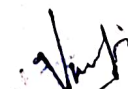
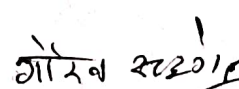
**SUGGESTED READINGS:**

1. Achua, Lussier, Effective Leadership, CENGAGE.
2. A. Chandramohan, Leadership and Management, Himalaya.
3. Gary Yukl, Leadership in Organization, Pearson.
4. Peter G. Northhouse, Introduction to Leadership, Concepts & Practices, SAGE.
5. Afsaneh Nahavandi, The Art & Science of Leadership, Prentice Hall.



  
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**Syllabus: BBA Semester – III (Batch 2024, 2025, 2026)**

Course Title	Creative Writing in Business	Maximum Marks	50
Course Code	BBA – SE – 314	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** The aim of this course is to understand mechanisms for different kinds and formats of writings for business communication and to describe effective interpretations of various types of writings

**UNIT-I**

**Creativity:** Introduction and Characteristics of Creativity, features of creativity, Creative writing, various types of creative writing, Techniques used in creative writing, process of business writing, Writing Process in the Workplace, Applying the Communication Process, Imagination & Writing- Peer-interaction, Activities on Imagination, Craft of Writing- Figure of Speech, Word Play, Character Creation.

**UNIT-II**

Organizing writing Ideas, Headings, Subheading and Lists, Writing Effective Paragraphs: Structuring a Paragraph, Organizing Within Paragraphs, Paragraph Transitions, Reverse Outlining: Creating a Reverse Outline, working with the Results of Reverse Outline, Proofreading & Editing: Proofreading & Editing of different types of writing, analysis, and interpretation of different works in Literature, Creative Writing & Media.

**UNIT-III**

Writing Emails, Memos, Letters: Memos; Introduction and format for Memos, organizing memos, Style and Tone of writing memos, Common Memo Writing Situations, Business Letters; types of business letters, Elements of a business letter, samples of various types of business letters, Writing Business Emails; types of business emails, writing effective business emails, formats of various types of business emails, principles of writing instant messages.

**COURSE OUTCOMES:**

CO1: Explain the basic essence of creative writing in the contemporary business world.

CO2: Understand the process and techniques for effective creative writing.

CO3: Understand how to organize creative writing ideas and also recognizing the basic structuring of paragraphs.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. Adelstein, Michael E. "Contemporary Business Writing" (1971) by New York, Random House, Publications.
2. Peter Hartley and Clive G. Bruckmann (2002), "Business Communication" by Routledge, London, UK.
3. Andrews, P.H. and Herschel, R.T. (1996) Organizational Communication: Empowerment in a Technological Society. Boston, MA: Houghton Mifflin.
4. Angell, D. and Heslop, B. (1994) The Elements of E-mail Style. Reading, MA: Addison Wesley.
5. Bovee, C.L. and Thill, J.V. (1995) Business Communication Today, 4th edition. New York: McGraw-Hill.

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**Syllabus: BBA Semester – III (Batch 2024, 2025, 2026)**

Course Title	Physical Education - Yoga	Maximum Marks	50
Course Code	BBA – SE – 315	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** This course has been designed with the objective to make the students understand the basic principles of yoga, including the history, philosophy, physical postures and it's misconceptions

**UNIT-I**

**Introduction to Yoga:** Definition of Yoga, History of Yoga, Terminology of Yoga, Aims and Objectives of Yoga, Benefits of Yoga, Types / Streams of Yoga, Journey of Yoga from India to the World. Ashtang Yoga.

**UNIT-II**

**Yoga and Yoga Practices:** Shatkarma - Meaning, Purpose, Procedure and their Significance in Yoga Sadhna; Mudra and Bandha – Meaning, Procedure, Types, Precautions and Health Benefits; Yogasanas - Meaning, Procedure, Principles, Types, Precautions and their Health Benefits; Pranayama and Dhayana - Meaning, Procedure, Types, Precautions and their Health Benefits; Yogic Management of Stress and its Consequences.

**UNIT-III**

**Yoga Philosophy on Diet and Health:** Concept of Aahara (Diet) according to Yogic Text, Significance of Hath Yoga practices in Health promotion, Concept of mental health well-being according to Patanjali Yoga, Yogic practice of Patanjali Yoga, Importance of Subjective experience in daily Yoga Practice, Yoga in prevention of common disease – Obesity, Hypertension, Low Back Pain, Bronchial Asthma, Arthritis.

**COURSE OUTCOMES:**

CO1: Students will be able to identify the different types of yoga and their benefits.

CO2: Students will be able to improve their flexibility, strength and balance.

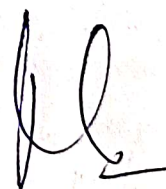
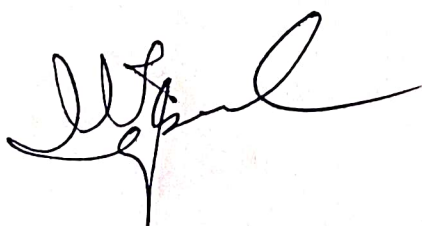
CO3: Students will be able to identify the relevance of healthy food habits.

**NOTE FOR PAPER SETTING:**

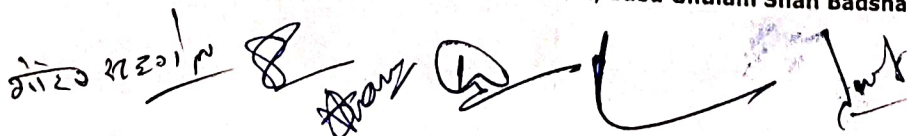
The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. Iyengar Yoga For Beginners, B.K.S. Iyengar, Penguin UK (3 August 2006)
2. Patanjali's Yoga Sutras, Swami Vivekananda, Fingerprint! Publishing (1 October 2019)
3. Yoga for Everyone: 50 Poses for Every Type of Body, Dianne Bondy, DK (10 June 2019)



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**Syllabus: BBA Semester – III (Batch 2024, 2025, 2026)**

Course Title	Health and Wellness	Maximum Marks	50
Course Code	BBA – VA – 316	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** The course aims at creating consciousness among the students towards health, fitness and wellness and in developing and maintaining a healthy life-style.

**UNIT-I**

**Introduction to Health and Wellness:** Define and differentiate health and wellness, Importance of health and wellness education, Local demographic, societal issues and factors affecting health and wellness, Diet and Nutrition for health and wellness, Essential components of balanced diet for healthy living with specific reference to the role of Carbohydrates, Proteins, Fats, Vitamins and Minerals.

**UNIT-II**

**Malnutrition:** Under-nutrition and Over-nutrition, Processed food and Unhealthy eating habits, Body system and common diseases, Sedentary lifestyle and it's risk of disease, Stress, Anxiety and Depression, Factors affecting Mental health, Identification of Suicidal Tendencies, Substance Abuse (Drugs, Cigarettes, Alcohols), De-addiction, Counseling and Rehabilitation.

**UNIT-III**

**Management of Health and Wellness:** Healthy food for prevention and progression of cancer, Hypertension, Cardiovascular and Metabolic Diseases (Obesity, Diabetics, Polycystic Ovarian Syndrome), Types of physical fitness and it's health benefits, Modern lifestyle and hypo-kinetic disease, Prevention and management through exercise, Postural deformities and corrective measures, Spiritual and mental health, Role of Yoga, Aasana and Meditation in maintaining health and wellness, Role of Sleep in maintenance of physical and mental health.

**COURSE OUTCOMES:**

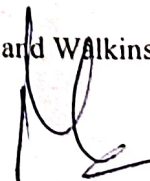
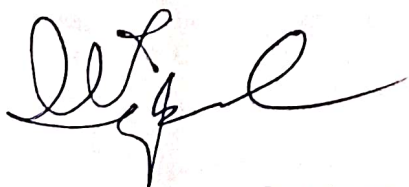
- CO1: To help understand the importance of healthy lifestyle.  
CO2: To familiarize students about physical and mental healthiness.  
CO3: To create awareness of various lifestyle related diseases.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. Physical Activity and Health, Claude, Bouchard, Steven N Blair, William L Haskell.
2. Mental Health Workbook, Emily and Marzia Fernadez, 2021.
3. Lifestyle Diseases: Lifestyle Diseases Management, C. Nyambichu and Jeff Lumiri, 2018.
4. AAPHERD, "Health related Physical Fitness Test Manual", 1980, Association Reston Virginia.
5. ACSM Fitness Book, Leisure Press Canada, Illions, 1996.
6. ACSM's "Health Related Physical Fitness Assessment Manual", Lippincott Williams and Wilkins, USA, 2005.



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**Syllabus: BBA Semester – IV (Batch 2024, 2025, 2026)**

Course Title	Human Resource Management	Maximum Marks	100
Course Code	BBA – MJ – 410	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The main purpose of the course is to expose the students to the basics of human resource management to acquire and develop decision making and problem-solving skills required in management.

**UNIT-I**

**Human Resource Management:** Nature, Importance, Objective, Growth of HRM, Personnel Management vs Human Resource Management, Managerial and Operative Functions of HRM, HRM Environment: University Examination and Internal Assessment Environment, Challenges facing HRM.

**UNIT-II**

**Human Resource Planning:** Concept and Process, Job Analysis- Purpose and Methods of Job Analysis, Job Description: Contents of Job Description, Job Specification, Recruitment Search- Concept, Sources of Recruitment, Selection- Process, Interview, Placement, and Induction.

**UNIT-III**

**Training and Development:** Concept, Need and Importance, Determination of Training Needs, Management Development Programmes - Importance, Process of Development Programmes, Development Methods- In Basket, Management Games.

**UNIT-IV**

**Performance Appraisal System:** Concept, Objectives, Benefits, Uses of Performance Appraisal, And Essentials of an effective appraisal system and Appraisal Errors, Compensation: Wages, Salary and Perquisites.

**UNIT-V**

**Industrial Relations:** Introduction, features, functions and scope, Significance of good Industrial Relation, causes for good and poor industrial relations, industrial disputes, causes of industrial disputes, preventive and settlement machinery for handling industrial disputes.

**COURSE OUTCOMES:**

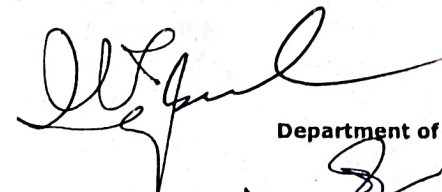
- CO1: Have the ability to understand and imbibe entrepreneurial traits.  
CO2: Know the parameters to assess opportunities & constraints for starting new business venture in rural areas.  
CO3: Understand systematic process to select viable business idea.  
CO4: Able to design strategies for the selection of an appropriate form of ownership structure.  
CO5: Have the knowledge about different supporting agencies and type of support provide by them.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

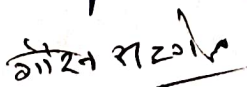
1. Gary Dessler: Human Resource Management, Pearson Education, New Delhi.
2. Monappa and Saiyadain: Peronnell Management, Tata McGraw Hill, New Delhi.
3. Memoria C.B.: Dynamics of Industrial Relations, Himalayan Publishing House, Mumbai.



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**Syllabus: BBA Semester – IV (Batch 2024, 2025, 2026)**

Course Title	Marketing Management	Maximum Marks	100
Course Code	BBA – MJ – 411	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The core learning objectives for this subject aim to equip students with the knowledge and skills necessary to become effective marketing professionals.

**UNIT-I**

**Introduction to Marketing Management:** Definition, nature and scope of marketing management, difference between marketing and selling, basic philosophies in marketing management, scope and functions of marketing management, problems and challenges associated with marketing management, The marketing environment: constituents of marketing environment, Marketing Mix: Introduction and Components.

**UNIT-II**

**Managing Customer Relations:** Introduction and evolution of customer marketer relationships, need for developing customer marketer relationships, relationship management theories (IMP Group Theory, Nordic School Theory, Anglo Australian School Theory), customer empowerment, types of customers, customer life cycle, customer orientation, customer management strategies, Distribution Channels: Functions and Types of Distribution Channels.

**UNIT-III**

**Product Development:** Introduction to new product development, categories of new product development, approaches to new product development, key stages in the process of product innovation, idea-screening criteria for product innovation, test marketing: definition and objectives of test marketing, steps in test marketing process, market diffusion: introduction and process of market diffusion, Market Segmentation: Introduction and Types of Segmentation.

**UNIT-IV**

**Marketing of Services:** Introduction and nature of services, difference between goods and services, characteristics of services, classification of services, spectrum of services, scope of services marketing, factors contributing to the growth of services sector, challenges and issues in services marketing, marketing mix for services, customer relationship management in services: objectives and types of customer relationship management in services.

**UNIT-V**

**Recent Development in Marketing:** Introduction to Relationship Marketing and levels of investment in customer-relationships, Levels of Relationship Marketing Programs, Social Actions Affecting Buyer-Seller Relationships, Web Marketing and benefits of web marketing, Problems faced by Web Marketing in India, Green Marketing: Introduction and Marketing Opportunities, Green Marketing Paradigms, Strategies of Green Marketing Success.

**COURSE OUTCOMES:**

- CO1: Understand the process and techniques used in Marketing Management.
- CO2: Understand how to Manage Customer Relations.
- CO3: Recognize the basic product development mechanism.
- CO4: Adopt mechanisms for understanding effective marketing of services.
- CO5: Describe the current and recent developments in Marketing Management.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

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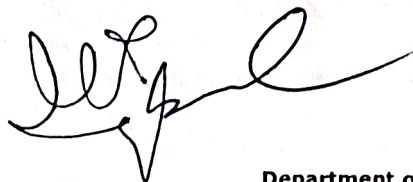


**SUGGESTED READINGS:**


1. Principles of Marketing (1999) by Philip Kotler, Gary Armstrong, John Saunders and Veronica Wong, Prentice Hall, Publications, USA.
2. Marketing Management (2022) by Neha Tikoo, Excel Books Private Limited, Delhi.
3. Marketing Management (Text and Cases in Indian Context) (2011) by Dr. K. Karunakaran, Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Marketing Management (Text and Cases) (2005) by David Loudon, Robert Stevens and Bruce Wrenn, The Haworth Press, Inc. New York.
5. Marketing Management, Millenium Edition (2002) by Philip Kotler, Pearson Custom Publishing, Boston.



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**Syllabus: BBA Semester – IV (Batch 2024, 2025, 2026)**

Course Title	Operations Management	Maximum Marks	100
Course Code	BBA – MJ – 412	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course has been designed with the objective to make the students understand the basic principles of operations management, including the advancements of technology in the field of operations management.

**UNIT-I**

**Overview of Production Process:** Concepts of Operations Management; Difference between Products & Services; History of Operations Management; Classification of industries based on production process; Business strategy and competitive priorities; Developing Operations Strategy; Productivity and Competitiveness; Order Qualifiers and Order Winners.

**UNIT-II**

**Work Study and Forecasting:** Time study; Work study; Method study; Job Evaluation; Forecasting – Types, Time Series Analysis, Simple Moving Average, Weighted Moving Average, Exponential Smoothing, Measures of forecasting methods, Selecting a forecasting method.

**UNIT-III**

**Materials Management and Quality:** Introduction and Objectives of Materials Management; Functions of Materials Management; Meaning & Objectives Purchasing, and Stores Management; Quality Control – Definition, Quality of design, Cost of quality, Concept of TQM, Tools for Identifying Quality problems and causes, ISO 9001-2000.

**UNIT-IV**

**Aggregate Production Planning:** Concept of Aggregate Production Planning (APP), Planning Hierarchies in Operation, need for App, Basic strategies for APP, APP Tools, alternatives for managing demand, alternatives for managing supply.

**UNIT-V**

**Enterprise Resource Management & Just-in-Time Production System:** Introduction to Enterprise Resource Planning; Overview of ERP & Related Business Software's; Introduction to Just-in-time Philosophy; JIT implementation requirements and benefits.

**COURSE OUTCOMES:**

- CO1: Students will gain knowledge of the principles and practices of operations management.
- CO2: Students will develop skills in analyzing and solving operations management problems.
- CO3: Students will understand Materials Management and related Quality tools.
- CO4: Students will develop skills in advanced operations management concepts and issues.
- CO5: Students will be aware about the technology to support operations management decisions.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Bagade S. P., "Productions & Materials Management", Himalayan Publishing House.
2. Bedi Kanishka, "Productions & Operations Management", Oxford University Press.
3. Mathur, "Implementing ISO 9001:2000", Vikas Publishing House Pvt. Ltd.
4. Manocha R. C., "Productions & Operations Management", Excel Book.
5. S. Anil Kumar, N. Suresh, "Operations Management", New Age International Publishers.

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**Syllabus: BBA Semester – IV (Batch 2024, 2025, 2026)**

Course Title	Office Management	Maximum Marks	50
Course Code	BBA – MR – 413	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** This course aims to make the students understand the basic concept of Office Management as well as make them aware of the fact that effective office management leads towards organizational success

**UNIT-I**

**Introduction:** Concept of Modern Office, Meaning, Importance and Functions of Office Management, Office Management vs Office Organization. Principles of Office Management and Organization. Principal Departments of Modern Office, Centralization vs. Decentralization of Office Services, Qualifications and Qualities of Office Manager.

**UNIT-II**

**Office Accommodation and Communication:** Selection of Office Site, Office Layout. Environment and Working Conditions.

**Office Communication:** Various means of Communication - their Uses, Merits and Limitations. Selection of Means of Communication, Correspondence through Internet.

**UNIT-III**

**Office Record Keeping:** Meaning, Importance and Classification of Office Records, Filing and Indexing, Centralization vs Decentralization of Filing System, Safety and Security of Office Machines and Equipment's, Office Manuals – Meaning, Need, Types of Office Manuals and Steps in preparing of Office Manuals, Electronic Record Management.

**COURSE OUTCOMES:**

CO1: To understand the concept of Modern Office Management and related terms.

CO2: To understand the importance of office record keeping

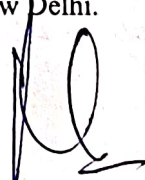
CO3: To gain knowledge about safety and security of office equipment's.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. Chhabra, T.N, Modern Business Organization, New Delhi, Dhanpat Rai & Sons.
2. Duggal, Balraj, Office Management and Commercial Correspondence, Kitab Mahal, New Delhi.
3. Ghosh, P. K, Office Management, Sultan Chand & Sons. New Delhi.
4. Chopra, R. K, Office Management, Himalaya Publishing House, New Delhi.

  
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**Syllabus: BBA Semester – IV (Batch 2024, 2025, 2026)**

Course Title	National Service Scheme	Maximum Marks	50
Course Code	BBA – SE – 414	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** A course on the National Service Scheme (NSS) has been developed with an aim to instill a sense of social responsibility and civic consciousness among students

**UNIT-I**

**National Service Scheme:**

- A) History and its Objectives.
- B) Organizational structure of N.S.S. at National, State, University and College Levels.
- C) Advisory Committee and their functions with special reference to College Principal, Programme Officer, N.S.S. Group Leader and N.S.S. Volunteers in the implementation

**UNIT-II**

**National Integration:**

- A) Need of National Integration
- B) Various obstacles in the way of National Integration; such as caste, religion, language and provisional problems etc.

**Special Programme:**

- A) Legal awareness
- B) Health awareness
- C) First-aid
- D) Career guidance
- E) Leadership training - cum - Cultural Programme
- F) Globalization and its Economic Social Political and Cultural impacts

**UNIT-III**

**Special Camping Programme:**

- A) Nature and its objectives
- B) Selection of camp site and physical arrangement
- C) Organization of N.S.S. camp through various committees and discipline in the camp.
- D) Activities to be undertaken during the N.S.S. camp.
- E) Use of the mass media in the N.S.S. activities

**COURSE OUTCOMES:**

- CO1: Understand the community in which they work and their relation  
CO2: Identify the needs and problems of the community and involve them in problem-solving  
CO3: Develop capacity to meet emergencies and natural disasters

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. National Service Scheme Manual, Government of India.
2. Training Programme on National Programme scheme, TISS.
3. Orientation Courses for N.S.S. Programme officers, TISS.
4. Case material as Training Aid for field workers, Gurmeet Hans.
5. Social service opportunities in Hospitals, Kapil K. Krishan, TISS.
6. Social Problems in India, Ram Ahuja.

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Syllabus: BBA Semester – IV (Batch 2024, 2025, 2026)

पाठ्यक्रम शीर्षक Course Title	हिंदी में बुनियादी पाठ्यक्रम Basic Course in Hindi	अधिकतम अंक Maximum Marks	75
पाठ्यक्रम संहिता Course Code	BBA – SE – 415	विश्वविद्यालय परीक्षा University Examination	45
क्रेडिट Credits	03	आंतरिक मूल्यांकन Internal Assessment	30

पाठ्यक्रम का उद्देश्य (COURSE OBJECTIVE): इस पाठ्यक्रम को निम्नलिखित उद्देश्यों को पूरा करने के लिए तैयार किया गया है:

- छात्रों को हिंदी भाषा और उसके मूल व्याकरण से परिचित कराना।
- हिंदी पढ़ने, लिखने और बोलने के मामले में छात्रों को उनके कौशल विकसित करने में मदद करें।

पहली इकाई (UNIT-I)

- ❖ भाषा, लिपि, बोली और व्याकरण

उपविषय: भाषा के दो प्रकार - मौखिक भाषा और लिखित भाषा, भाषा के अन्य रूप ; लिपि - वर्ण लिखने का ढंग ; व्याकरण की पहचान

- ❖ वर्ण विचार

उपविषय: स्वर और व्यंजन ; दोनों के भेद ; शब्दों का शुद्ध उच्चारण

- ❖ शब्द विचार

उपविषय: शब्दों के विभिन्न वर्गीकरण ; शब्द बनाने की प्रक्रिया

दूसरी इकाई (UNIT-II)

- ❖ संज्ञा, सर्वनाम, विशेषण

उप विषय: तीनों विकारी शब्दों के भेद

- ❖ क्रिया, काल

उप विषय: दोनों विषयों के भेद

- ❖ शुद्ध वाक्य रचना

उप विषय: शब्द और वाक्य

तीसरी इकाई (UNIT-III)

- ❖ क्रिया विशेषण, समुच्चय बोधक अव्यय, संबंध बोधक अव्यय, विस्मयादिबोधक अव्यय, निपात।

उप विषय: अधिकारी शब्दों के भेद

- ❖ वाक्य विचार

उप विषय: अर्थ के आधार पर ; रचना के आधार पर

- ❖ विराम चिह्न

उप विषय: चिह्नों की पहचान और प्रयोग

चौथी इकाई (UNIT-IV)

- ❖ किसी भी विषय पर अनुच्छेद लेखन

- ❖ पत्र लेखन

- ❖ विज्ञापन लेखन

- ❖ अणुडाक / विपत्र (ई-मेल) लेखन

(उपर्युक्त विषयों के प्रारूप समझना तथा विभिन्न विषयों पर लिखना)

Department of Management Studies, Baba Ghulam Shah Badshah University, Rajouri, J&K (UT)

Head

Department of Management Studies  
BGSBU Rajouri



**पाठ्यक्रम का उद्देश्य (COURSE OUTCOMES):**

- सीओ-01: छात्र हिंदी वर्णमाला के सभी अक्षरों को पहचानने और उनका उच्चारण करने में सक्षम होंगे।  
सीओ-02: छात्र बुनियादी व्याकरण अवधारणाओं का उपयोग करके हिंदी में सरल वाक्य बनाने में सक्षम होंगे।  
सीओ-03: छात्र परिचित विषयों पर बुनियादी हिंदी वार्तालापों को समझने में सक्षम होंगे।  
सीओ-04: छात्र परिचित विषयों पर सरल हिंदी पाठ पढ़ और लिख सकेंगे।  
सीओ-05: विद्यार्थी अपने अनुभवों को हिंदी में लिख सकेंगे।

**परीक्षा पत्र व्यवस्था के लिए टिप्पणी (NOTE FOR PAPER SETTING) :**

प्रश्नपत्रदोखंडोंमेंविभाजितहोगा। खंड-ए अनिवार्य होगा और इसमें 09 वस्तुनिष्ठ सह लघु उत्तर प्रकार के प्रश्न होंगे, जिसमें संपूर्ण चार इकाइयाँ शामिल होंगी, प्रत्येक का 01 अंक होगा। खंड-ब में 08 दीर्घ उत्तरीय प्रश्न होंगे, प्रत्येक इकाई से दो। छात्रों को 04 प्रश्नों के उत्तर देने होंगे, प्रत्येक इकाई से एक, प्रत्येक प्रश्न 09 अंकों का होगा। 03 क्रेडिट पाठ्यक्रम के लिए कुल अंक 75 होंगे, जिसमें 30 अंक आंतरिक मूल्यांकन और 45 अंक विश्वविद्यालय परीक्षा के होंगे।

**चयनित संदर्भ / अनुशंसित पुस्तकें (SUGGESTED READINGS):**

- खुद को हिंदी सिखाओ, एस.के. सक्सेना और एसपी तिवारी
- बेसिक हिंदी, राजीव रंजन, मिशिगन स्टेट यूनिवर्सिटी लाइब्रेरी, पूर्वी लांसिंग

**भाषा सीखने की संचार प्रौद्योगिकी (वेबसाइटें):**

- <https://rajbhasha.gov.in>
- हिंदी भाषा की जानकारी (<http://hindilanguage.info/hindi-grammar/>) (व्याकरण संरचनाओं का रूप, अर्थ और उपयोग; लिंक और बहुत कुछ)
- हिंदी स्क्रिप्ट ट्यूटर (<http://www.avashy.com/hindiscripttutor.htm>) (लेखन निर्देश, ध्वनियों की रिकॉर्डिंग, और परीक्षण।)
- नई दिशा नए लोग (<http://www.southasia.upenn.edu/hindi/>) ("नई दिशाएं, नए लोग": एनआरआई की भारत वापसी की वीडियो-आधारित कहानी। इसमें ऑडियो और धीमी गति वाला ऑडियो भी शामिल है।)
- आधुनिक हिंदी व्याकरण (<http://koausa.org/iils/pdf/ModernHindiGrammar.pdf>) (ओंकार कौल द्वारा, भारतीय भाषा अध्ययन संस्थान - पीडीएफ डाउनलोड करने के लिए लिंक)
- हिंदी में द्वार (<http://taj.chass.ncsu.edu/>) (एक ऑनलाइन हिंदी पाठ्यक्रम। इसमें लिपि और व्याकरण के साथ-साथ वीडियो पाठ भी शामिल हैं)
- <http://www.shabdkosh.com/> (अंग्रेजी से हिंदी शब्दकोश के साथ-साथ हिंदी से अंग्रेजी शब्दकोश प्रदान करता है)

**इस पाठ्यक्रम में शामिल होने के लिए पूर्वपेक्षाएँ (Pre-requisites for opting this course):**

वे छात्र जिन्होंने 9वीं / 10वीं कक्षा तक हिंदी का अध्ययन किया है या जिन छात्रों को हिंदी भाषा को समझने और लिखने का बुनियादी ज्ञान है, उन्हें इस कोर्स का विकल्प चुनना चाहिए।

Head  
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RGSB University, Rajouri

Department of Management Studies, Baba Ghulam Shah Badshah University, Rajouri, J&K (UT)



**Syllabus: BBA Semester – IV (Batch 2024, 2025, 2026)**

Course Title	Basic Course in Urdu	Maximum Marks	75
Course Code	BBA – SE – 416	University Examination	45
Credits	02	Internal Assessment	30

**COURSE OBJECTIVE:** This course aims to provide basic understanding of Urdu grammar, vocabulary and pronunciation. And also develop the ability to communicate effectively in Urdu, both verbally and in writing.

**UNIT-I**

اردو زبان - تاریخی پس منظر  
اردو قواعد  
املا نویسی

**UNIT-II**

نظم کی تعریف اور اس کا فروغ  
نظیر اکبر ابادی کی نظم ادبی نامہ کی مثنی تدریس  
چکبست کی نظم رامائن کا ایک سین کی مثنی تدریس

**UNIT-III**

غزل کی تعریف اور اس کا ارتقاء  
مندرجہ ذیل شعرا کی منتخب غزلوں کی تشریح اور ادبی خصوصیات تھا  
مستعار حسن سے اس کے جو نور تھا  
آہ کو چاہیے اک عمر عصر ہونے تک

**UNIT-IV**

افسانے کی تعریف اور اس کا ارتقاء  
افسانہ کفن پریم چند ایک جائزہ  
چوتھی کا جوڑا عصمت چغتائی ایک جائزہ

درسی کتب

تاریخ ادب اردو رام بابو سکسینہ  
تاریخ ادب اردو نور الحسن نقوی  
اردو املا رشید حسن خان  
اردو کیسے لکھیں رشید حسن خان  
انتخاب کلام میر مولوی عبدالحق  
داستان سے افسانے تک وقار عظیم  
اردو کی لسانی تشکیل شکیل الرحمن

**COURSE OUTCOMES:**

- CO1: Mastery of basic Urdu grammar structures, including nouns, verbs, adjectives, and adverbs.  
CO2: Acquisition of a substantial vocabulary of everyday words and phrases.  
CO3: Ability to understand and respond to spoken Urdu.  
CO4: Ability to write basic sentences and short paragraphs in Urdu.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

- Urdu Self-Taught, A. H. Siddiqui.
- Urdu Grammar, John T. Platts.
- Learn Urdu, A. H. Siddiqui.
- Urdu Made Easy, Khalid Hussain.

Department of Management Studies, Baba Ghulam Shah Badshah University, Rajouri, J&K (UT)

Head  
Department of Management Studies  
BGSBU Rajouri



**Syllabus: BBA Semester – IV (Batch 2024, 2025, 2026)**

Course Title	Understanding India	Maximum Marks	50
Course Code	BBA – VA – 417	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** The aim of this course is to build knowledge, understanding about history, culture and traditions of India.

**UNIT-I**

National Boundaries and the Major Geographical Attributes, Mountains, Rivers and Mineral Resources. Human Geography, Pattern of Demographic Distribution with special reference to Tribes in India, Cultural and Linguistic Diversity.

**UNIT-II**

**Perceptions of the Past:** Orientalist, Colonial and the Nationalist Construct, Recent constructs of the Past.  
**Bharatvarsha:** Concept, and it's evolution – Vedic, Epic and Puranic traditions and the making of Modern India.

**State and Imperial Formation:** Rise of Janapadas, The Mauryas, The Kanishkanas, The Guptas, Pallavas, Cholas and Vijayanagara Empire.

**UNIT-III**

**Origin and Growth of Major Religious Streams:** Vedic, Jainism, Buddhism, Bhakti and Sufism, Brahmo Samaj, Arya Samaj, Religious Philosophy of Sri Aurobindo, Development of Temple art and Architecture.  
**Development of Literary Traditions:** Panini, Kalidasa, Veda Vyasa, Valmiki.

**COURSE OUTCOMES:**

CO1: To make students aware of the trajectories of historical and cultural development of India and the making of Unity in Diversity.

CO2: To familiarize students with the process of constitution development and it's emergence as one of the largest democratic state of the world.

CO3: To make the students understand the origin of major religious streams in India and its impact of Indian culture and traditions.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. Gore, M.S. (2002), Unity in Diversity: The Indian Experience in Nation Building, Rawat Publication, Jaipur.
2. Kabir, Humayun (1946), R heritage, National Information and Publication Limited, Mumbai.
3. Hemchandra Raychaudhuri, Political History of Ancient India, Surjeet Publication (2019).
4. Ramesh Thota, Daily Life in Indian Culture: An Insightful Guide to Customs and Traditions, PH Publication (2019).

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# Scheme BBA Semester – V

For Batches: 2024, 2025, 2026

SEMESTER – V					
Course Code	Title of the Course	University Examination	Internal Assessment	Total Marks	Credits
BBA – SE – 510	Summer Internship Project Report and Viva	100	--	100	04
<b>Specialization: FINANCE</b>					
BBA – F – 511	Financial Derivative	60	40	100	04
BBA – F – 512	Cost Accounting	60	40	100	04
BBA – F – 513	Security Market Operations	60	40	100	04
<b>Specialization: MARKETING</b>					
BBA – M – 511	Advertising and Sales Promotion	60	40	100	04
BBA – M – 512	Brand Management	60	40	100	04
BBA – M – 513	Retail Management	60	40	100	04
<b>Specialization: HUMAN RESOURCE MANAGEMENT</b>					
BBA – H – 511	Industrial Relations and Labour Laws	60	40	100	04
BBA – H – 512	Organizational Dynamics	60	40	100	04
BBA – H – 513	Performance Management	60	40	100	04
<b>Specialization: SUPPLY CHAIN MANAGEMENT</b>					
BBA – S – 511	Fundamentals of Supply Chain Management	60	40	100	04
BBA – S – 512	Management Information System	60	40	100	04
BBA – S – 513	Knowledge Management	60	40	100	04
<b>TOTAL (For Major+Minor+SE)</b>		<b>400</b>	<b>200</b>	<b>600</b>	<b>24</b>

## NOTE:

For *Major Specialization*, students to opt 03 Subjects (12 credits) from the desired specialization

And For *Minor Specialization*, students to opt 02 Subjects (08 credits) from the desired specialization.

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# Scheme BBA Semester – VI

For Batches: 2024, 2025, 2026

SEMESTER – VI (EXIT OPTION: Graduate Degree in Business Administration)					
Course Code	Title of the Course	University Examination	Internal Assessment	Total Marks	Credits
BBA – SE – 610	Business Analytics	60	40	100	04
BBA – SE – 611	Disaster Management and Mitigation	30	20	50	02
<b>Specialization: FINANCE</b>					
BBA – F – 612	Income Tax	60	40	100	04
BBA – F – 613	Indian Financial System	60	40	100	04
BBA – F – 614	International Finance	60	40	100	04
<b>Specialization: MARKETING</b>					
BBA – M – 612	Service Marketing	60	40	100	04
BBA – M – 613	Rural Marketing	60	40	100	04
BBA – M – 614	Sales Management	60	40	100	04
<b>Specialization: HUMAN RESOURCE MANAGEMENT</b>					
BBA – H – 612	Training and Development	60	40	100	04
BBA – H – 613	Human Resource Development	60	40	100	04
BBA – H – 614	Cross Culture Management	60	40	100	04
<b>Specialization: SUPPLY CHAIN MANAGEMENT</b>					
BBA – S – 612	Fundamentals of Logistics Management	60	40	100	04
BBA – S – 613	Operations Research	60	40	100	04
BBA – S – 614	E-commerce	60	40	100	04
<b>TOTAL (Major+Minor+SE)</b>		<b>330</b>	<b>220</b>	<b>550</b>	<b>18</b>

## NOTE:

For *Major Specialization*, students to opt 02 Subjects (08 credits) from the desired specialization

And For *Minor Specialization*, students to opt 01 Subjects (04 credits) from the desired specialization.

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**CREDITS (Semester – V & Semester – VI):**

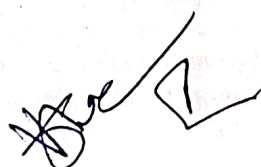
Category	Symbol	Credits		Total
		Semester - V	Semester – VI	
<i>Core Courses (CC)</i>	<b>MJ / MR</b>	20	12	<b>32</b>
<i>Ability Enhancement Courses (AEC)</i>	<b>AE</b>	00	00	<b>00</b>
<i>Multi-disciplinary Courses (MDE)</i>	<b>MD</b>	00	00	<b>00</b>
<i>Value Added Courses (VAC)</i>	<b>VA</b>	00	00	<b>00</b>
<i>Skill Enhancement Courses (SEC)</i>	<b>SE</b>	04	06	<b>10</b>
<b>TOTAL CREDITS</b>		<b>24</b>	<b>18</b>	

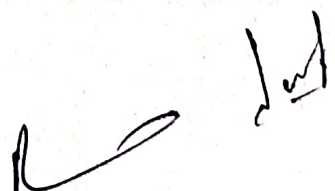


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21/2/2021







**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Summer Internship Project Report and Viva	Maximum Marks	100
Course Code	BBA – SE– 510	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This Skill Enhancement course shall help enhance students' ability to apply theoretical knowledge to real-world work environments, develop practical skills and effectively communicate their findings through written reports and oral presentations.

**GUIDELINES FOR PROJECT REPORT PREPARATION:**

The specific content of a summer internship project report will vary depending on the nature of the internship and the expectations of the institution. However, the following general outline needs to be followed by each student while preparing his / her Project Report:

**I. Introduction**

- **Project Overview:**
  - Brief description of the internship and its objectives.
  - Statement of the research question or problem.
  - Introduction to the organization in which internship has been undertaken.
- **Scope and Limitations:**
  - Clearly define the boundaries of the project.
  - Identify any limitations or constraints.

**II. Literature Review**

- **Relevant Theoretical Background:**
  - Discuss existing theories and research related to the topic.
  - Highlight the significance of your project in relation to existing knowledge.
- **Review of Similar Studies:**
  - Examine previous studies or case studies that are relevant to your project.
  - Identify potential gaps in the literature.

**III. Methodology**

- **Research Design:**
  - Explain the research design or approach used (e.g., case study, survey, experiment, etc.).
  - Justify the choice of methodology.
- **Data Collection Methods:**
  - Describe the methods used to collect data (e.g., interviews, observations, questionnaires, etc.).
  - Discuss the validity and reliability of the data collection methods.
- **Data Analysis Techniques:**
  - Explain the techniques used to analyze the collected data (e.g., statistical analysis, thematic analysis, etc.).
  - Discuss in detail if any Software's have been used.

**IV. Findings and Results**

- **Presentation of Data:**
  - Present the findings in a clear and concise manner.
  - Use tables, charts or graphs to visualize the data.
- **Discussion of Results:**
  - Interpret the findings and relate them to the research question or problem.
  - Discuss any unexpected or surprising results.

**V. Conclusion**

- **Summary of Key Findings:**
  - Recapitulate the main conclusions drawn from the research.
- **Implications and Recommendations:**
  - Discuss the implications of the findings for the field or industry.
  - Offer recommendations for future research or practice.

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## VI. Appendices

- **Supporting Documents:**

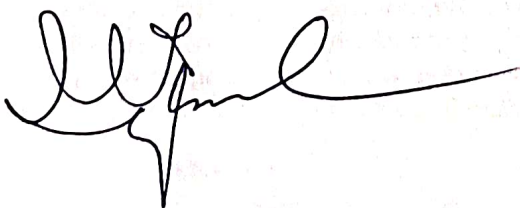
- Include any relevant supporting materials, such as raw data, interview transcripts, or survey instruments.

### EVALUATION CRITERIA:


- The student shall be required to submit 03 copies of his / her Internship Project Report in Hardbound to the department after the notification has been issued by the HoD.
- The students should bind the Certificate issued to them by the Organization in which they have undertaken Internship.
- The students need to provide a Declaration Certificate duly signed and binded in their Project Report, clearly mentioning that the Project report is genuine and is not plagiarized.
- The Project Report should also have a signed Certificate of Faculty that has been assigned to them as their Internal Supervisor.
- The Project Report shall be evaluated out of 100 marks by an Internal Committee of faculty Members nominated by the Head of Department.
- The Internal Committee shall evaluate the Project Report out of 60 marks and shall also conduct Viva-voce out of 40 marks. However, the final marks shall be recorded out of 100 marks only.



Head  
Department of Management Studies  
BGSBU Raipuri



27/2/2023  
27/2/23  
27/2/23



Department of Management Studies, Baba Ghulam Shah Badshah University, Rajouri, J&K (UT)





**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Financial Derivatives	Maximum Marks	100
Course Code	BBA – F – 511	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** To equip students with the concept of Derivatives and complexities of derivative products.

**UNIT-I**

**Introduction:** History of Derivatives, Origin of Derivatives in India, Classification of derivatives: Commodity Derivatives & Financial Derivatives. Role of Derivatives Market and their Investment Objectives, Basic Functions of Derivative Market.

**UNIT-II**

**Forward Contracts:** Basic Features of Forward Contract, Concept of Long & Short position in forward contracts and their payoffs, Risks involved in Forward contracts, Types of Forward Contracts based on their underlying assets.

**UNIT-III**

**Future Contracts:** Basic features of Future Contracts, Types of Future Contracts, Difference between Forward & Future Contracts, Concept of Daily Settlement in Future contracts, Margin required in Future trading and Types of Margins, Payoffs for Short and long position in Future contracts, Basic Concept of Lot Size and Expiry of the Future Contracts.

**UNIT-IV**

**Option Contracts:** Option and Types of Option Contracts, Long & Short position in Call & Put options, Long with their payoffs, Concept of Premium and Price decay in Option contracts (Theta). Concept of Chart-Pattern Analysis: Candles, Heiken-Ashi, Support & Resistance level

**UNIT-V**

**Swap Contracts:** Introduction to Swap Contracts, Types of Swap Contracts, Basic features and mechanisms of Interest rate & Currency Swap.

**COURSE OUTCOMES:**

CO1: The students will be able to understand the investment objectives of various participants involved in derivative market trading.

CO2: The students will be able to understand the possible payoffs from the long and short position in forward Contracts.

CO3: The students will be able to understand the concept of future contracts and how they are different from forward contracts.

CO4: The students will be able to understand the use of Call & Put Options in different market trends and will be to find the support and resistance level in chart pattern analysis.

CO5: The students will be having good knowledge about the different types of swaps and advantage to each party involved in Swap contracts.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Gupta, L. S. (2013), Financial Derivatives: Theory, Concepts & Problems 2nd edition, PHI
2. Hull, J. (2018), Options, Futures and other Derivatives 10th edition Pearson Education

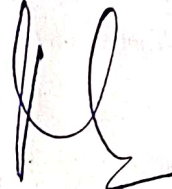
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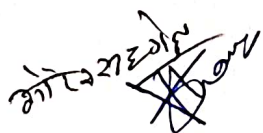
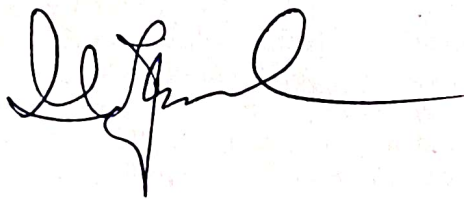


3. Parmeswaran, K. Sunil (2013) Futures & options; Concepts & Applications, 3rd edition, McGraw Hill Education (India) Pvt. Ltd.
4. Chance, D. (2011), Analysis of Derivatives for the CFA Program, 6th edition, Virginia
5. (USA): CFA Institute (Formerly AIMR)
6. Harish Bansal & Bansal (2011), Derivatives & Financial Innovations, Tata McGraw Hill.



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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Cost Accounting	Maximum Marks	100
Course Code	BBA – F – 512	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course familiarizes students with the basics of Cost Accounting and Costing techniques.

**UNIT-I**

**Fundamentals of Cost Accounting:** Meaning, Scope and Objectives of Cost Accounting, Financial Account and Cost Accounting, Elements of Accounting, Cost Classification and Preparation of Cost Sheet.

**UNIT-II**

**Overheads:** Classification, Allocation & Absorption, Under Absorption, Over Absorption, Computation of Overheads Rates, Activity Based Costing.

**UNIT-III**

**Methods of Costing:** Unit Costing, Job Costing, Batch Costing, Process Costing (Normal & Abnormal Loss only), Contract Costing.

**UNIT-IV**

**Absorption Costing and Marginal Costing:** Meaning of Marginal Costing, Need and Objectives, Features of Marginal Costing, Absorption Costing, Meaning and Difference between Marginal and Absorption Costing, Ascertainment of Marginal Cost,

**UNIT-V**

**Break Even Analysis:** Meaning, Scope and Importance, Objectives of Cost-Volume & Profit Analysis, Contribution, Difference between Contribution and Profit, Margin of safety, Break Even Chart.

**COURSE OUTCOMES:**

- CO1: To have an understanding about the basics of Cost Accounting and Elements of Cost,  
CO2: To know about Absorption Costing and Activity Based Costing.  
CO3: To have an insight of various methods of Costing.  
CO4: To bring about an understanding of the reconciliation of cost with financial accounting.  
CO5: To be able to distinguish between absorption costing and marginal costing and to know the various concepts of break even analysis.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Ahmed N, Saima J, Jain, M: Cost Accounting, Anne Books, Darya Ganj, New Delhi.
2. R. K. Sharma and Shashi K Gupta (2010), Cost and Management Accounting, Kalyani Publishers.
3. Keiso D. E. and J. J. Weygandt (2009), Intermediate Accounting, John Wiley and Sons.
4. Monga J, R. (2010), Advanced Financial accounting, Mayoor Paperbacks, Noida.
5. Narayanaswamy R (2011), Financial Accounting – A Managerial perspective, Prentice Hall.

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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Security Market Operations	Maximum Marks	100
Course Code	BBA – F – 513	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The course aims at equipping students with the basic knowledge and working of Capital Markets in India.

**UNIT-I**

**Financial Markets:** Meaning, Types (money and capital market, primary and secondary market and foreign exchange market), Role of Financial Markets, Financial Institutions - Meaning and Types.

**UNIT-II**

**Financial Instruments:** Meaning and Types (Short-term and Long-term Financial Instruments), Financial Services. Private Placement and Public Issue, Types of Orders (market order, limit order).

**UNIT-III**

**Primary Markets:** New Issues, Objectives of New Issues, Parties Involved in New Issues, Eligibility to issue securities, Pricing of Issues; Allotment of Shares, Basis of Allotment, Investor's protection in Primary Market.

**UNIT-IV**

**Role and Functions of Securities and Exchange Board of India (SEBI):** Stock Exchanges, Intermediaries in the Indian Stock Market, Listing-Merits and Demerits, Qualification for Listing.

**UNIT-V**

**Mutual Funds:** Meaning and Types of Mutual Funds, Credit Rating - Meaning and Importance, Credit Rating Agencies in India (CRISIL, CARE, ICRA, ONICRA).

**COURSE OUTCOMES:**

CO1: Describe the general structure of Indian financial system and its components.

CO2: Value financial products such as common stocks (both undervalued and overvalued) and fixed-income securities.

CO3: The course helps students in understanding how to operate in Indian capital market for trading.

CO4: Students will come to know about role of regulatory body in Indian financial market.

CO5: Build a diversified portfolio and assess portfolio performance.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Bhole L M (2010), Financial Institutions and Markets.
2. Dalton, John M (2009), How the Stock Market Works.
3. Gupta L.C (2010), Stock Exchange Trading in India.
4. Machi Raju (2000), Working of Stock Exchanges in India.

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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Advertising and Sales Promotion	Maximum Marks	100
Course Code	BBA – M – 511	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** To provide students with an understanding of the principles, strategies and techniques involved in advertising and sales promotion in business context.

**UNIT-I**

**Introduction to Advertising:** Definition, Scope and Importance, Evolution of Advertising with focus on historical perspective, Distinction between advertising and other forms of communication (e.g. Publicity, Personal Selling), Functions and Objectives of Advertising, Role of Advertising in Marketing Mix, Economic and Social impact of Advertising.

**UNIT-II**

**Advertising Campaign Planning:** Understanding Consumer Behavior in Advertising, Setting Advertising Objectives and Budgets, Creative aspects in Advertising with reference to Message Strategies and Execution, Media Planning and Selection, Importance of understanding Consumer Behavior in Advertising, Role of Advertising in Consumer Decision Making Process.

**UNIT-III**

**Sales Promotion Techniques:** Definition and Scope of Sales Promotion, Types of Sales Promotion Techniques with reference to Consumer-oriented vs Trade-oriented, Developing Sales Promotion strategies, Measuring the Effectiveness of Sales promotion with brief introductory account of Sales Promotion Metrics, Analyzing Return on Investment (ROI) and Post-promotion Analysis, Legal and Ethical issues in Sales Promotion.

**UNIT-IV**

**Integrated Marketing Communications (IMC):** Concept and importance of IMC, Role of Advertising and Sales Promotion in IMC, The Integration of Advertising Sales Promotion, Public Relations, Direct Marketing and Digital Marketing, IMC Planning Process.

**UNIT-V**

**Evaluating Advertising and Sales Promotion Effectiveness:** Methods for measuring Advertising Effectiveness, Evaluating Sales promotion impact on Sales and Consumer Behavior, Adjusting Strategies based on Evaluation Results, Global perspectives in Advertising and Sales Promotion.

**COURSE OUTCOMES:**

- CO1: Analyze the role of advertising and sales promotion in achieving marketing objectives.
- CO2: Design and develop comprehensive advertising campaigns.
- CO3: Implement various sales promotion techniques effectively.
- CO4: Evaluate the effectiveness of advertising and sales promotion.
- CO5: Demonstrate ethical and legal considerations in advertising and sales promotion practices.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Advertising and Promotion: An Integrated marketing Communications Perspective by George E. Belch and Michael A. Belch, 2022.
2. Advertising and Sales Promotion Strategy by S. H. H. Kazmi and Satish K. Batra, 2020.

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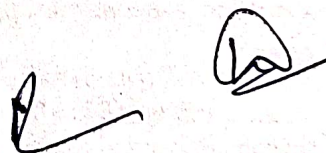
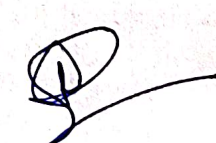
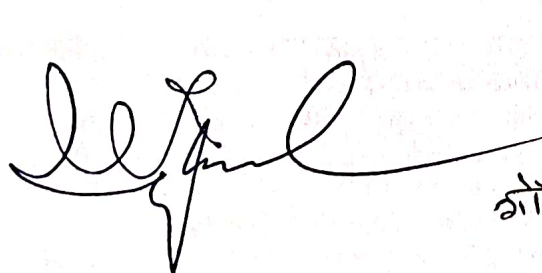


3. Sales promotion and Advertising: Concepts, Methodology, Tools and Applications, edited by Information Resources management Association.
4. Integrated Advertising, Promotion and Marketing Communications by Kenneth E, Clow and Donald E. Baack, 2021.
5. Advertising and Sales Management by S. A. Chunawalla and K. C. Sethia, 2018.



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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Brand Management	Maximum Marks	100
Course Code	BBA – M – 512	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This syllabus for a course on Brand Management typically covers various aspects of creating, developing and maintaining a brand identity in the marketplace.

**UNIT-I**

**Introduction to Brand Management:** Concept and Importance of brands in marketing, Evolution of branding concepts, Brand Components (Brand Name, Tagline, Logo), Ethics and Branding, Concept of Integrated Marketing Communication with reference to Brands, Role of Brand Management in business strategy.

**UNIT-II**

**Brand Equity and Brand Value:** Understanding brand equity - Dimensions and Measurement, Brand Valuation Methods and Approaches, Building and leveraging Brand Equity.

**UNIT-III**

**Brand Positioning and Differentiation:** Positioning strategies - Perceptual Mapping, Competitive Positioning, Differentiation strategies - Product Attributes, Emotional Branding, Rebranding and Brand Revitalization.

**UNIT-IV**

**Brand Identity and Personality:** Brand identity elements - Logo, Colors, Typography, etc., Brand Personality and Archetypes, Managing Brand Consistency across touch points.

**UNIT-V**

**Emerging Trends in Brand Management:** Branding in the age of Digital Transformation, Personal Branding and Influencer Marketing, Sustainability and Ethical Branding Practices.

**COURSE OUTCOMES:**

CO1: To provide students with a thorough understanding of the principles, strategies, and practices involved in effective brand management

CO2: Preparing students for careers in brand management, marketing, and related fields.

CO3: To ensure students are well-prepared to manage brands successfully in competitive markets.

CO4: To equip students with the skills to effectively use insights that can drive business decisions.


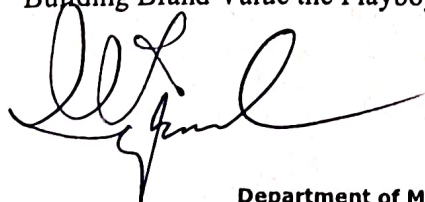
CO5: To ensure students are well-prepared for careers in Brand Management.

**NOTE FOR PAPER SETTING:**

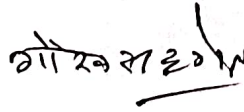
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**SUGGESTED READINGS:**

1. Building Strong Brands by David A. Aaker.
2. "Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity by David A. Aaker.
3. "Strategic Brand Management: Building, Measuring, and Managing Brand Equity by Kevin Lane Keller.
4. Brand Management: Indian Context by S. Ramesh Kumar
5. Building Brand Value the Playboy Way by Santosh Desai.



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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Retail Management	Maximum Marks	100
Course Code	BBA – M – 513	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course introduces students to the principles and practices of retail management. It aims to equip students with the knowledge and skills necessary to effectively manage retail operations, including store layout, merchandising, inventory control and customer service.

**UNIT-I**

**Fundamentals of Retail Management:** Basic concept and definition of retailing, Types of retailers, Multi-channel Retaility, Nature and significance of Retail Management, Functions of Retailing, Prospects of Retailing in India, Retailing Environment in India, Organized and unorganized Retailing, Types of Retail Formats.

**UNIT-II**

**Service Retailing:** Concept of Service Retailing, Importance of Service Retailing and it's challenges, Consumer Behavior in Retail, Factors influencing Consumer Behaviour, Customer Decision-Making Process, Building Customer Loyalty.

**UNIT-III**

**Retail Pricing Strategies:** Pricing Methods and Techniques. Pricing Psychology, Competitive Pricing, Retail Advertising and Sales Promotion, In-Store Marketing, Digital and Social Media Marketing.

**UNIT-IV**

**Merchandise Management:** Managing Merchandise Assortments, Merchandise Plans, Merchandise Budgets, Financial inventory Control, Basics of Visual merchandise, Retail Stores it's Site and Design, Store Layout, Store Interior and Exterior, Clor Blocking, Signage and Understanding Material Planograms, Window Display.

**UNIT-V**

**E-Retailing:** Concepts of E-Commerce, E-Business and E-Marketing, Evolution of E-Commerce, E-Commerce vs Traditional Commerce, Network Infrastructure for e-commerce, Online Marketing and Advertisement, Online Interactive Retailing, E-Commerce Business Models.

**COURSE OUTCOMES:**

- CO1: Understand the key concepts and strategies in retail management.
- CO2: Analyze retail market trends and consumer behavior.
- CO3: Develop effective merchandising and inventory control strategies.
- CO4: Master the fundamentals of store operations and management.
- CO5: Enhance skills in customer service and relationship management.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. "Retail Management: A Strategic Approach" by Barry Berman and Joel R. Evans.
2. "Retailing Management" by Michael Levy, Barton Weitz, and Dhruv Grewal.
3. "Retail Management: A Global Perspective" by Harjit Singh.
4. "Essentials of Retailing" by Lascu and Clow.
5. "The Retail Revival: Reimagining Business for the New Age of Consumerism" by Doug Stephens.

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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Industrial Relations and Labour Laws	Maximum Marks	100
Course Code	BBA – H – 511	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The course helps to familiarize the students with the fundamental concepts of Industrial Relations and Laws associated with handling labour proceedings.

**UNIT-I**

**Introduction to Industrial Relations:** Meaning and Definition of Industrial Relations, Specialized features associated with Industrial Relations, Main aspects of Industrial Relations in Organizations, Aligning effects of poor Industrial Relations, Suggestions to improve Industrial relations in Organizations, Difference between Industrial relations and Human relations, Determining facts of Industrial relations in Organizations, conceptual Framework of Industrial Relations.

**UNIT-II**

**Industrial relations Programs:** Introduction and Functional requirements of a successful Industrial relations Program, Evolution of Industrial Relations in India, Theoretical perspectives of Industrial Relations, Interaction among Principal Parties of Industrial relations within Social, Economic and Political context, Importance of studying Workforce Employment Rules in Industrial relations, Current Developments in Industrial Relations in India.

**UNIT-III**

**Right to Information:** Introduction and Salient Features of the Right to Information (RTI) Act 2005, Objectives and Public Authorities & their Obligations, Designation of Public Information Officers (PIO) and their Duties, Request for Obtaining Information, Exemption from Disclosure, Who is excluded in the Act, Information Commissions (Central & State) and their Powers, Appellate Authorities, Penalties, Jurisdiction of Courts and Role of Central / State Governments.

**UNIT-IV**

**Industrial, Labour and General Laws:** Minimum Wages Act 1948, Objective and Scope of Minimum Wages Act 1948, Application and Major Provision of Minimum Wages Act 1948, Equal remuneration Act 1976, Object and Scope of Equal remuneration Act 1976, Application and Provision of Equal remuneration Act 1976, Employee's Provident Funds and Miscellaneous Provisions Act 1952, Object and Scope of Employee's Provident Funds and Miscellaneous Provisions Act 1952, Application and Major Provision of Employee's Provident Funds and Miscellaneous Provisions Act 1952.

**UNIT-V**

**Industrial, Labour and General Laws:** Contract Labour (Regulation and Abolition) Act 1970, Object and scope of Contract Labour (Regulation and Abolition) Act 1970, Application and Major Provision of Contract Labour (Regulation and Abolition) Act 1970, The Child Labour (Prohibition and Regulation) Act 1986, Object and Scope of The Child Labour (Prohibition and Regulation) Act 1986, Application and Major Provision of The Child Labour (Prohibition and Regulation) Act 1986.

**COURSE OUTCOMES:**

CO1: Students will be able to explain the basic concepts associated with Industrial Relations.

CO2: Students will gain insights about several Industrial Relations Programs.

CO3: Students will understand the several Rights of Information under Rights to Information Act 2005.

CO4: Students will be able to understand the basics of Industrial, Labour and general Laws.

CO5: Students will develop the ability to understand Contract Labour (Regulation) and about Child Labour Prohibition and Regulations.

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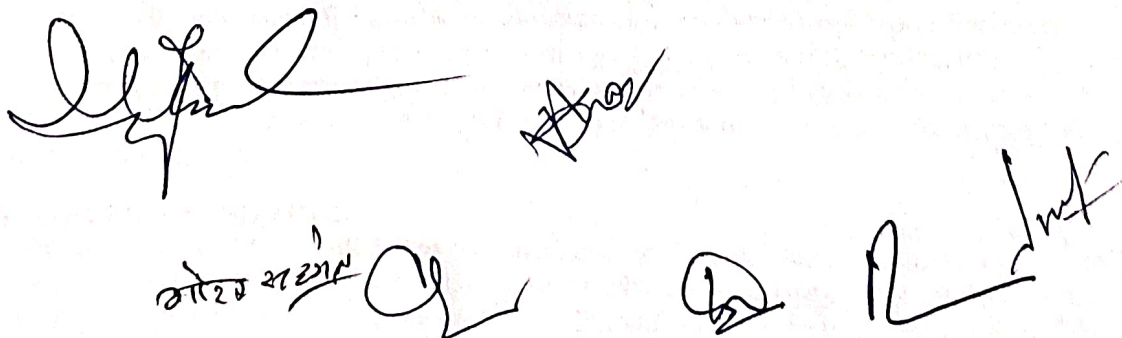
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### SUGGESTED READINGS:

1. Dynamics of Industrial Relations in India, Mamoria C. B. and Mamoria, Himalaya Publishing House, 1992.
2. Labour and Industrial Laws, P. K. Padhi, Prentice Hall of India, 2007.
3. Labour Economics – Principles, Problems and Practices, Singh, Jwitesh Kumar, Deep & Deep Publications Pvt. Ltd., 1998.
4. Aswathappa, K. 2005, Organizational Behaviour, Sixth Edition, Mumbai, Himalaya Publishing House.
5. Industrial Relations, Trade Unions and Labour Legislation, PRN Sinha, Pearson Education, 2000.

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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Organizational Dynamics	Maximum Marks	100
Course Code	BBA – H – 512	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** To equip students with the comprehensive overview of the essential topics within Organizational Dynamics, ensuring that students gain a deep understanding of the subject.

**UNIT-I**

**Introduction to Organizational Dynamics:** Concept and Definition: Understanding Organizational Dynamics, Theories and Models: Classical, Neo-Classical, and Modern Theories, Organizational Structure: Types and Design, organizational Culture: Elements, Types, and Development, Organizational Environment: Internal and External Factors.

**UNIT-II**

**Individual Behavior in Organizations:** Personality and Attitudes: Theories and Impact on Behavior, Perception and Attribution: Processes and Errors, Motivation: Theories (Maslow, Herzberg, McGregor, Vroom), Learning and Reinforcement: Theories and Applications, Job Satisfaction and Commitment: Factors and Outcomes.

**UNIT-III**

**Group Dynamics and Teamwork:** Group Formation: Stages and Types, Group Behavior: Norms, Cohesiveness, and Decision Making, Teams and Teamwork: Types, Development, and Effectiveness, Leadership: Theories, Styles, and Skills, Conflict and Negotiation: Sources, Types, and Resolution Strategies.

**UNIT-IV**

**Organizational Change and Development:** Change Management: Theories and Models (Lewin Kotter), Resistance to Change: Causes and Overcoming Resistance, Organizational Development (OD): Definition, Process, and Interventions, Culture Change: Approaches and Techniques, Innovation and Creativity.

**UNIT-V**

**Contemporary Issues in Organizational Dynamics:** Diversity and Inclusion: Benefits and Challenges, Ethics and Corporate Social Responsibility (CSR): Concepts and Practices, Globalization: Impact on Organizational Dynamics, Technology and Innovation: Influence on Structure and Culture, Future Trends: Predictions and Preparations for Future Dynamics.

**COURSE OUTCOMES:**

CO1: Students will be able to explain the fundamental concepts, theories, and models of organizational behavior and dynamics, and how these influence organizational effectiveness.

CO2: Students will develop the ability to analyze the behavior of individuals and groups within organizations, including understanding the impact of personality, motivation, perception, and learning on organizational performance.

CO3: Students will gain practical knowledge and skills in leadership and teamwork, including managing group dynamics, leading teams effectively, and resolving conflicts.

CO4: Students will understand the processes and strategies involved in managing organizational change and development, including overcoming resistance to change and implementing organizational development.

CO5: Students will be able to critically evaluate and address contemporary issues in organizational dynamics, such as diversity and inclusion, ethics and CSR, globalization, and the impact of technology on organizational structure and culture.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

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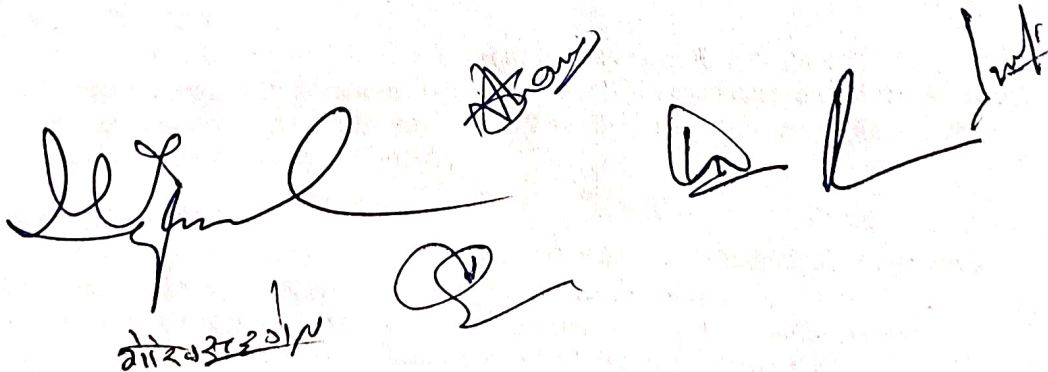
**SUGGESTED READINGS:**

1. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior. Pearson.
2. Luthans, F. (2015). Organizational Behavior: An Evidence-Based Approach. McGraw-Hill Education.
3. Schein, E. H. (2010). Organizational Culture and Leadership. Jossey-Bass.
4. Kotter, J. P. (2019). Leading Change. Harvard Business Review Press.



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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Performance Management	Maximum Marks	100
Course Code	BBA – H – 513	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course will help students understand the significance of appraisal for an organization and individuals. Further it will develop a right perspective in them towards managing and improving performance.

**UNIT-I**

**Overview of Performance Management:** Introduction to performance management, Concept of performance management, Definitions of performance management, purpose of performance management, components of performance management and performance planning.

**UNIT-II**

**Process of Performance Appraisal:** Conceptual framework, Definitions of performance appraisal, Objectives of performance appraisal, Process of performance appraisal, and Importance of performance appraisal.

**UNIT-III**

**Gathering Performance Information:** Appraisal forms, Major components of performance appraisal, Characteristics of performance appraisal forms, Sources of performance information: supervisors, peers, subordinates, and self.

**UNIT-IV**

**Implementing a Performance Management System:** Preparation: A good communication plan, several modern ways to minimize the negative impact of biases, Appeals process, Training programs for the acquisition of requires skills: Rater error training, Types of Unintentional errors and Intentional errors, and Self-leadership training.

**UNIT-V**

**360-Degree Feedback Systems:** Definition, methodology, Benefits resulting from a 360 degree feedback system, Risks of implementing 360 degree feedback system, Characteristics of a good 360 degree feedback system and Performance management skills.

**COURSE OUTCOMES:**

- CO1: To be able to understand the concept of performance management.
- CO2: To familiarize with performance appraisal.
- CO3: To gain knowledge about gathering performance information.
- CO4: To be able to understand about implementing a performance management system.
- CO5: To familiarize with feedback system in performance management.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Michael Armstrong; Armstrong's Handbook of Performance Management, Kogan Page.
2. T.V.Rao; Performance Management and Appraisal, Jaico Publication.
3. Aguinis Herman; Performance Management, Pearson, India Education Services.
4. Kohli A. S and Deb T; Performance Management, Oxford University Press.
5. T.V.Rao; 360 Degree Feedback and Assessment and Development Centers, Excel Books Publication.

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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Fundamentals of Supply Chain Management	Maximum Marks	100
Course Code	BBA – S – 511	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The objective of this paper is to give the basic knowledge about the Supply Chain Management for goods and services.

**UNIT-I**

**Introduction to Supply Chain Management:** Definition, History and Evolution of Supply Chain Management, Components of a Supply Chain (Suppliers, Manufacturers, Distributors, Retailers, Customers), Types of Supply Chains (Linear, Convergent, Divergent, etc.), Five Major Supply Chain Drivers (Production, Inventory, Location, Transportation, Information), Benefits of Effective Supply Chain Management, Challenges and Risks in Supply Chains.

**UNIT-II**

**Supply Chain Strategies and Design:** Strategic drivers of Supply Chain Design (Cost, Leadership, Responsiveness, Agility, Flexibility), Push vs. Pull strategies in Supply Chain Management, Inventory Management Strategies (Safety Stock, Forecasting), Inventory Management Techniques (ABC Analysis, EOQ Model), JIT Inventory Management, Supply Chain Network Design (Centralized, Decentralized, etc.), Supply Chain and Facility Location Decisions, Principles of Lean Manufacturing.

**UNIT-III**

**Logistics and Transportation Management:** Importance of logistics in Supply Chain Management, Modes of Transportation (Road, Rail, Air, Water), Selection of Transportation Providers, Transportation Cost Analysis and Route Optimization Strategies, Logistics Management and Distribution Channels, Warehousing and Third-party Logistics.

**UNIT-IV**

**Technology and Risk Management in Supply Chain:** Role of Information Technology (IT) in Supply Chain Management, Enterprise Resource Planning (ERP) Systems and their applications in Supply Chain, Supply Chain Visibility, Traceability and Information Sharing, E-commerce and its impact on Supply Chain.

**UNIT-V**

**Emerging Trends and Future of Supply Chain Management:** Impact of technology on Supply Chain Management (Automation, Blockchain, AI, ML, etc.), Sustainable Supply Chain Practices, Global Supply Chain Management Challenges and Opportunities, Future of Supply Chain Management and Career Prospects.

**COURSE OUTCOMES:**

- CO1: Define and explain the core concepts of supply chain management.
- CO2: Identify and evaluate various supply chain strategies.
- CO3: Analyze the different components of Logistics and Transportation Management.
- CO4: Understand the impact of technology and globalization on supply chains.
- CO5: Apply supply chain management principles to real-world business scenarios.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Supply Chain Management, Sunil Chopra and S. V. Narayanan (2019), Pearson Education India.
2. Logistics and Supply Chain Management, Sushil Kumar (2018), New Age International Publishers.
3. Essentials of Supply Chain Management, R.P. Mohanty and S.G. Deshmukh (Latest Edition), Jaico Publishing House.

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4. Operations Management: Concepts and Cases, Sushil Kumar and N.C. Chakravarty (Latest Edition), Pearson Education India
5. Principles of Supply Chain Management, Richard E. Crandall et al. (Latest Edition), CRC Press.
6. Logistics Management, Chopra, S. and Meindl, P. (2016), Pearson Education India.
7. E-commerce Management: Strategies, Technologies & Applications, Rachna Singh (Latest Edition), McGraw Hill Education India
8. Logistics and Supply Chain Management, Martin Christopher (Latest Edition), Pearson Education India.
9. Greening the Supply Chain, Jeske, Cheryl D. (Latest Edition), Kogan Page Publishers.

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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Management Information System	Maximum Marks	100
Course Code	BBA – S – 512	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** To develop among students understanding of Information - Technology and its utility in business environment

**UNIT-I**

**Business Information Systems:** MIS - Concepts, Characteristics, Importance; Information and Data; Information – Concepts, Characteristics, Importance, Need; Information as a corporate resource.

**UNIT-II**

**Managerial Effectiveness:** Managerial Effectiveness & Information; Information needs and managerial levels; Process of generation of information; Business Information System; Users of Business Information systems; Components of Business Information Systems; Business Information Systems in India; Organization of MIS department.

**UNIT-III**

**Business Functions:** Introduction of different business functions; Information needs for - Marketing Function, Finance Function, Accounts Function, Human Resource Function, Production Function and R&D Function; Information Management as a Business function; Integration model of business functions.

**UNIT-IV**

**Information Systems:** Types of Information Systems; Operations Support Systems; Management Support Systems; Office Automation Support Systems.

**UNIT-V**

**Information System Analysis and Design:** System – Concept, Characteristics; Types of Systems; Approaches to Analysis & Design – SDLC; Collection and Recording of Information – Interviews, Questionnaires, DFD, Data Dictionary, Decision Tree, ER-model.

**COURSE OUTCOMES:**

- CO1: Explain the role of information systems in business operations and decision making.  
CO2: Evaluate the concept of MIS with regard to it's effectiveness and structure.  
CO3: Evaluate the impact of information technology on business strategy and competitive advantage.  
CO4: Analyze different types of information systems and their applications within organizations.  
CO5: Apply critical thinking skills to analyze and solve MIS-related business problems.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Management Information Systems by E. Ramamurthy, S. Bhattacharya, McGraw Hill Education, 2019, 5th Edition.
2. Management Information Systems by Effy Oz, Joyce McKinney, Pearson Education India, 2018, 14th Edition.
3. Management Information Systems: A Reader by K.C. Laudon and J.P. Laudon, Biztantra, 2014, 12th Edition.
4. Introduction to Information Technology by V. Ravi Kumar, New Age International Publishers, 2019, 1st Edition.

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**Syllabus: BBA Semester – V (Batch 2024, 2025, 2026)**

Course Title	Knowledge Management	Maximum Marks	100
Course Code	BBA – S – 513	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course introduces students to the concepts, practices, and technologies used to create, share, use, and manage knowledge within organizations.

**UNIT-I**

**Introduction to Knowledge Management:** Definition and Evolution of Knowledge Management, Importance of Knowledge Management in the Business Context, Types of Knowledge - Explicit vs. Tacit Knowledge, The Knowledge Management Cycle.

**UNIT-II**

**Knowledge Assets and Competitive Advantage:** Identifying and Classifying Knowledge Assets, Leveraging Knowledge Assets for Innovation, The Role of Intellectual Capital in KM Strategies, Knowledge Sharing and Collaboration Culture.

**UNIT-III**

**Knowledge Management Processes and Strategies:** Knowledge Capture and Codification Techniques, Knowledge Sharing and Dissemination Strategies, Knowledge Transfer and Learning Processes, Measuring the Value of Knowledge Management.

**UNIT-IV**

**Knowledge Management Technologies:** Knowledge Management Systems (KM Systems), Enterprise Content Management (ECM) Systems, Collaboration Technologies and Tools, Social Media and Knowledge Sharing

**UNIT-V**

**Knowledge Management Implementation and Challenges:** Designing and Implementing a KM Strategy, Building a Knowledge-Sharing Culture, Change Management for KM Initiatives, Ethical Issues in Knowledge Management.

**COURSE OUTCOMES:**

- CO1: Understand the nature and importance of knowledge management (KM) in today's business environment.  
CO2: Identify different knowledge assets and their role in competitive advantage.  
CO3: Explore various knowledge management processes and strategies.  
CO4: Analyze knowledge technologies and their applications in KM initiatives.  
CO5: Evaluate the impact of KM with respect to its implementation and ethical issues.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Knowledge Management: A Theoretical and Practical Approach by Abhijit Bhadra (2017), SAGE Publications India.
2. The Knowledge-Creating Company by Ikujiro Nonaka (1991), Oxford University Press.
3. Intellectual Capital: Realizing Your Hidden Wealth by Thomas Stewart (1997), Doubleday.
4. The Art of Knowledge Sharing by David Gurteen (1999), Butterworth-Heinemann.
5. Knowledge Management Handbook by Ruth Schwartz (2003), Kogan Page Publishers.
6. The Discipline of Knowledge Management by Peter Drucker (1994), Butterworth-Heinemann.

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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Business Analytics	Maximum Marks	100
Course Code	BBA – SE – 610	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The syllabus for the course on Business Analytics typically covers a range of topics aimed at equipping students with the skills to effectively analyze data and derive insights that can drive business decisions.

**UNIT-I**

**Introduction to Business Analytics:** Overview of Business Analytics - Definition, Importance and Applications, Role of Analytics in Business Strategy and Decision-making, Introduction to key concepts – Data driven Decision Making, Business Intelligence.

**UNIT-II**

**Data Management for Business Analytics:** Data sources and types, Internal vs. External data, Structured vs. Unstructured data, Data Collection Methods - Surveys, Transactional data, Web scraping, etc, Data Preprocessing - Cleaning, Transforming, Integrating Data for Analysis.

**UNIT-III**

**Descriptive Analytics:** Exploratory Data Analysis (EDA): Data Visualization Techniques, Summary Statistics, Key Performance Indicators (KPIs) and Metrics for business Performance Measurement, Dashboards and Reporting - Tools and Techniques for presenting analytical insights.

**UNIT-IV**

**Prescriptive Analytics:** Optimization techniques - Linear Programming, Integer Programming, Simulation Modeling for Decision Support. Decision Analysis and Scenario Planning.

**UNIT-V**

**Predictive Analytics:** Introduction to Machine Learning, Supervised Learning - Classification and Regression, Unsupervised Learning - Clustering, Dimensionality Reduction.

**COURSE OUTCOMES:**

CO1: Ensuring students achieve specific learning objectives and develop essential skills.

CO2: Students shall not only gain theoretical knowledge but also practical skills necessary to apply data analytics techniques effectively in real-world business scenarios.

CO3: To prepare students to become proficient data analysts capable of driving data-driven decision-making within organizations.

CO4: To equip students with the skills to effectively analyze data and derive insights that can drive business decisions.

CO5: To ensure students are well-prepared for careers in business analytics.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

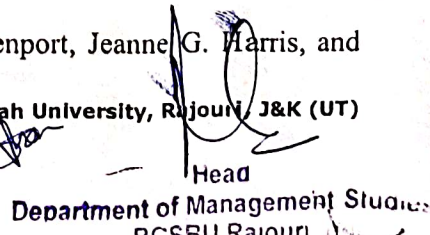
**SUGGESTED READINGS:**

1. Business Analytics: Data Analysis & Decision Making by S. Christian Albright and Wayne L. Winston.
2. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking by Foster Provost and Tom Fawcett.
3. Analytics at Work: Smarter Decisions, Better Results by Thomas H. Davenport, Jeanne G. Harris, and Robert Morison

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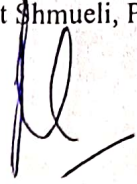


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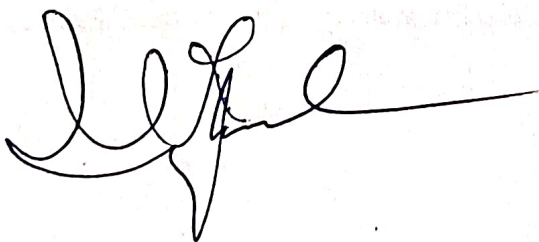




4. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die by Eric Siegel
5. Data Mining for Business Analytics: Concepts, Techniques, and Applications in R by Galit Shmueli, Peter C. Bruce, Inbal Yahav, and Nitin R. Patel

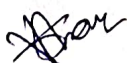


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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Disaster Management and Mitigation	Maximum Marks	50
Course Code	BBA – SE – 611	University Examination	30
Credits	02	Internal Assessment	20

**COURSE OBJECTIVE:** The syllabus covers a range of topics aimed at equipping students with the skills to effectively deal with disaster management

**UNIT-I**

Definition and types of disaster Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, Earthquakes, Floods Drought, Landside, Land Subsidence, Cyclones, Volcanoes, Tsunami, Avalanches, Global climate extremes, Terrorism, Gas and Radiations Leaks, Toxic Waste Disposal, Oil Spills, Forest Fires.

**UNIT-II**

Study of Important disasters Earthquakes and its types, Magnitude and Intensity, Seismic Zones of India, Major Fault Systems of Indian Plate, Flood types and its management, Drought types and its management, Landside and its managements, Case studies of disasters in Sikkim (e.g Earthquakes, Landside), Social Economics and Environmental impact of disasters.

**UNIT-III**

**Mitigation and Management techniques of Disaster:** Basic Principles of Disasters Management, Disaster Management Cycle, Disaster Management Policy, National and State Bodies for Disaster Management, Early Warning Systems, Building Design and Construction in highly Seismic Zones, Retrofitting of buildings.

**COURSE OUTCOMES:**

CO1: To provide basic conceptual understanding of disasters.

CO2: To understand approaches of Disaster Management

CO3: To build skills to respond to disaster.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 06 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 06 long answer type questions, two from each Unit. The students will be required to answer 03 questions, one from each Unit, each question carries 08 marks.

**SUGGESTED READINGS:**

1. Disaster Management Guidelines, GOI-UND Disaster Risk Program (2009-2012).
2. Copola, (2006) Introduction to International Disaster Management, Butterworth Heineman.
3. Gupta A.K., Niar S.S and Chatterjee S. (2013) Disaster Management and Risk Reduction, Role of Environmental Knowledge, Narosa Publishing House, Delhi.
4. Murthy D.B.N. (2012) Disaster Management, Deep and Deep Publication Pvt. Ltd. New Delhi.
5. Modh S. (2010) Managing Natural Disasters, Mac Millan publishers India Ltd.

  
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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Income Tax	Maximum Marks	100
Course Code	BBA – F – 612	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** the basic objective of this course is to familiarize students about the Income Tax Rules.

**UNIT-I**

Assessee, Assessee-in-default, Deemed Assessee, Assessment Year, Previous Year, Exemptions of Previous Year, Gross Total Income, Total Income, Taxable Income.

**UNIT-II**

Residential Status of an Assessee, Incidence of Tax, Agricultural Income, Income Exemption from Tax under Section 10.

**UNIT-III**

Computation of salary Income, Income from House property, Income from Business and Profession.

**UNIT-IV**

Capital Gains and income from other Sources, Deduction under Section 80 C.

**UNIT-V**

Payment of Advance Tax, Rates of Tax for Individuals only, Computation of Total Income and Tax Liability.

**COURSE OUTCOMES:**

CO1: First unit aims to familiarize with the various terms as defined under Income Tax Act, 1961.

CO2: After completion of this unit, the students will be able to determine residential status of assessee and incidence of tax.

CO3: Third unit aims to develop complete understanding about the computation of Taxable Income from Salaries, Income from House Property and Business and profession.

CO4: After completion of this unit, students will be able to calculate Income from Capital gains and Income from other Sources along with the deductions u/s 80C.

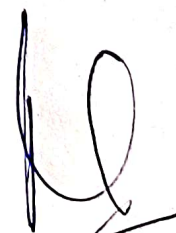
CO5: This unit will familiarize students about the Advance Tax payment & Computation of Tax Liability.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

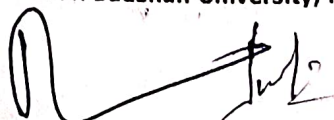
**SUGGESTED READINGS:**

1. Ahuja rish: Income Tax Practices in India – New Delhi.
2. Singhania, V. K.: Income Tax Taxman – New Delhi.



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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Indian Financial System	Maximum Marks	100
Course Code	BBA – F – 613	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course is designed to cover wide range of topics related to the financial structure, institutions and regulations in India.

**UNIT-I**

**Introduction to Financial System:** Definition and Components of the Financial System, Functions and Importance of the Financial System in the economy, Recent structure of Indian Financial System, Financial Institution, Evolution of Banking in India, Financial Instruments, Financial Markets and Financial Services.

**UNIT-II**

**Financial Markets in India:** Money market and its instruments, Capital market and its components, Commodity market and its significance Foreign Exchange Market - Role and Importance.

**UNIT-III**

**Financial institutions:** Commercial Banks and their functions, Types of Commercial Banks, Non-banking financial institutions (NBFCs) and their role, Insurance companies and their products.

**UNIT-IV**

**Regulatory Framework:** Reserve Bank of India (RBI) and its functions, Monetary Policy, Tools and Objectives of Monetary Policy, Securities and Exchange Board of India (SEBI) and its role in regulating the Capital Market.

**UNIT-V**

**Microfinance and NABARD:** Microfinance Institutions and their role in promoting Financial Inclusion, Government Schemes and Initiatives for Financial Inclusion. NABARD - Role, Functions and Objectives of NABARD.

**COURSE OUTCOMES:**

- CO1: Get to know about Indian Financial structure
- CO2: To Familiarize with different types of financial markets
- CO3: To gain knowledge about banking and non-banking institutions.
- CO4: To know about different regulatory framework in India.
- CO5: To Familiarize with financial inclusion and microfinance.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. "Indian Financial system" by M. Y. Khan
2. "Indian Financial system: The Markets and Institutions" by Bharati V. Pathak.
3. "Introduction to the Indian financial system" by Dhirajlal Hirachand Ambani.
4. "Financial markets and Institutions" by R.L Gupta and Radha Gupta.
5. "Report on Currency and Finance" by Reserve Bank of India (RBI).



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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	International Finance	Maximum Marks	100
Course Code	BBA – F – 614	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** This course is designed to covers a wide range of topics related to the international finance.

**UNIT-I**

**Introduction to International Finance:** Overview of international finance and its importance. Differences between domestic and international finance. Globalization and multinational corporations.

**UNIT-II**

**Exchange Rates and the Foreign Exchange Market.** Exchange rate systems and regimes. Determination of exchange rates. Foreign exchange market operations and participants. Spot and forward exchange rates.

**UNIT-III**

**The Balance of Payments.** Balance of payments components. Current account and capital account. Implications of balance of payment surpluses and deficits.

**UNIT-IV**

**International Parity Conditions.** Purchasing Power Parity (PPP). Interest Rate Parity (IRP). The International Fisher Effect (IFE).

**UNIT-V**

**International Financial Institutions and Regulations.** Role of the International Monetary Fund (IMF). World Bank, Bank for International Settlements (BIS), and other institutions.

**COURSE OUTCOMES:**

- CO1: Understand the fundamentals of international financial markets and instruments.
- CO2: Analyze exchange rate behaviors and their impact on international trade and investments.
- CO3: Evaluate risk management techniques for international business operations.
- CO4: Examine the roles of international financial institutions and regulatory environment.
- CO 5: Apply theories and models of international finance to real-world scenarios.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Multinational Business Finance by Eiteman, D. K., Stonehill, A. I., & Moffett, M. H.
2. Multinational Business Finance by Shapiro, A. C.
3. International Financial Management By Madura, J.
4. International Financial Management by Geert Bekaert and Robert J. Hodrick.
5. International Financial Management by Gautam, Amit & Jaiswal.



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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Service Marketing	Maximum Marks	100
Course Code	BBA – M – 612	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** To provide students with a comprehensive understanding of the concepts and practices of service marketing. The course aims to develop skills for effectively managing and marketing services, with a focus on customer satisfaction, relationship management, and service quality.

**UNIT-I**

**Introduction to Service Marketing:** Concept of Services and Service Marketing, Characteristics of services, Difference between goods and services marketing Service marketing mix (7 P's), Flower of services, Importance of service marketing in the modern economy. Concept of service blueprinting, service expectation, service recovery and service failure. Brief introduction of GAPS model of service quality.

**UNIT-II**

**Consumer Behavior Customer and Loyalty in services in Services:** Understanding consumer behavior in services, Customer expectations and perceptions, Customer decision-making process in services, Factors influencing customer behavior, Principles of excellent customer service, Techniques for delivering superior customer service, Role of employees in customer service, Creating a customer-centric culture.

**UNIT-III**

**Service Design and Development:** Definition and scope of service design, Importance of service design in the modern economy, Differences between product and service design, Overview of the service development process Service development and design Service blueprinting, Service process redesign, New service development.

**UNIT-IV**

**Service Quality and Customer Satisfaction:** Definition and importance of service quality, Differences between service quality and product quality Dimensions of service quality (SERVQUAL model), measuring service quality Customer satisfaction and its importance, Techniques for improving service quality.

**UNIT-V**

**Managing Relationships and Service Recovery:** Definition and scope of relationship marketing, importance of relationship marketing in services, loyalty, customer retention, and lifetime value, Building and maintaining customer relationships, Relationship marketing in services, Customer relationship management (CRM), Service recovery strategies, Handling customer complaints.


**COURSE OUTCOMES:**

- CO1: Understand the unique challenges involved in marketing and managing services.
- CO2: Analyze the components of service quality and customer satisfaction.
- CO3: Develop strategies for effective service delivery and recovery.
- CO4: Apply relationship marketing techniques to build and sustain customer loyalty.
- CO5: Formulate marketing plans specifically tailored to service-based businesses.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

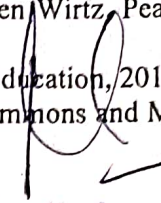
  
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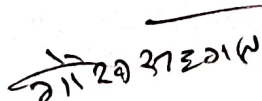


### SUGGESTED READINGS:

1. Services Marketing: Integrating Customer Focus Across the Firm Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler. McGraw-Hill Education, 2020.
2. Services Marketing: Concepts, Strategies, & Cases by K. Douglas Hoffman and John E.G. Bateson. Cengage Learning, 2016.
3. Services Marketing: People, Technology, Strategy by Christopher Lovelock and Jochen Wirtz. Pearson Education, 2019.
4. Essentials of Services Marketing" by Jochen Wirtz and Christopher Lovelock. Pearson Education, 2017.
5. Service Management: Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. McGraw-Hill Education, 2019.

  
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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Rural Marketing	Maximum Marks	100
Course Code	BBA – M – 613	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.

**UNIT-I**

**Rural Marketing:** Concept, Nature, Scope and Significance of rural marketing, Factors contributing to growth of rural markets, Stages, Components and Classification of rural markets, Challenges and opportunities in rural marketing, Rural market VS Urban market.

**UNIT-II**

**Rural Consumer:** Meaning and Characteristics of rural consumer, Myths about rural consumer, Buying behaviour process in rural market, Factors influencing rural buying behavior: Personal, Cultural, Psychological, Social and Technological, Rural demand: Nature and Types of demand.

**UNIT-III**

**Marketing of Agriculture Inputs:** Concept of consumable inputs and durable inputs, Stages in marketing of agriculture inputs, Marketing of consumables and durables, Composition of Products, Price, Distribution, Promotion, Product redesign or Modification needs.

**UNIT-IV**

**Marketing of Agricultural Produce:** Formation of Cooperative marketing and processing societies, marketing of rural/cottage industry / artisan products, Govt intervention in agriculture marketing.

**UNIT-V**

**Rural Marketing Strategies:** Rural Market Segmentation: Basis, Importance and Features of rural market segmentation, Issues related to segmentation of rural market, Strategies on Product, Price, Promotion and Distribution, Recent trends in rural market strategies.

**COURSE OUTCOMES:**

- CO1: Explore various aspect of rural marketing
- CO2: Know special problems related to rural markets
- CO3: Understand the working of rural marketing institutions.
- CO4: Able to understand marketing of rural products
- CO5: Develop an insight into rural market segmentation

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Badi R.Vand Badi N.V (2010), "Rural Marketing" Himalaya Publishing House, New Delhi
2. Acharya S.S and Agarwal N.L(2013), "Agriculture Marketing in India" Oxford & IBH Publishing Company Pvt. Ltd. New Delhi India.
3. Dantwala M.L: "Indian Agriculture Since Independence" Oxford & IBH Publishing Co. Pvt .Ltd.
4. Gopalaswamy, "Rural Marketing" , Vikas Publishing House New Delhi.
5. Singh S : "Rural Marketing Management" Vikaj Publishing House, New Delhi.

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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Sales Management	Maximum Marks	100
Course Code	BBA – M – 614	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The objective of the course is to acquaint the students with the theory and practice of Sales Management.

**UNIT-I**

**Introduction to Sales Management:** Concept, Nature and Scope of Sales Management, Importance of Sales Management in a business, Evolution of Sales Management practices, Changing role of salespeople in today's market., Sales Organization Structures (Territorial, Product-based, Customer-based).

**UNIT-II**

**Sales Process and Planning:** Stages of the Sales Process (Prospecting, Qualifying, Needs Identification, Presentation, Objection Handling, Closing), Sales Planning and Forecasting Techniques and their importance, Territory Management and Sales Force Automation Tools, Setting Sales Goals and Quotas.

**UNIT-III**

**Sales Force Management:** Recruitment, Selection and Training of Salespeople, Theories of Sales Motivation (Herzberg's Two-Factor Theory, Expectancy Theory), Techniques for Motivating Salespeople (Compensation Plans, Recognition Programs, Coaching), Sales Performance Evaluation Methods (Sales Volume, Conversion Rate, Customer Satisfaction), Compensation and Reward Systems for Salespeople (Salary, Commission, Bonus).

**UNIT-IV**

**Sales Communication and Negotiation:** Effective Communication Skills for Salespeople, Building Rapport and Handling Customer Objections, Negotiation Techniques and Strategies in Sales, Presentation Skills for Salespeople, Ethical considerations in Sales Practices.

**UNIT-V**

**Strategic Sales Management and Technology:** Customer Relationship Management (CRM) in sales, Social Selling and Digital Marketing for Salespeople, Future trends in Sales Management. Concept of sales technology, Importance of technology in sales, brief introduction of types of sales technologies (CRM, Sales automation and Data Analytics).

**COURSE OUTCOMES:**

- CO1: Explain the fundamental concepts and processes of sales management.
- CO2: Analyze different sales strategies and techniques.
- CO3: Apply sales force management techniques for building and managing a successful sales team.
- CO4: Develop effective communication and negotiation skills for sales professionals.
- CO5: Evaluate the role of technology in modern sales practices.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Sales Management: Concepts and Strategies, Krishna Kumar, 2020, Khanna Publishing House.
2. Sales and Distribution Management, N.H. Chary, 2019, Tata McGraw-Hill Education.
3. Sales Force Management, Sujan Saini, 2018, Pearson Education India.
4. Sales Communication: A Persuasive Approach, Meenakshi Singh, 2016, Oxford University Press.
5. Sales Management for the 21st Century, Nitin Paranjape, 2018, Vikas Publishing House.

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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Training and Development	Maximum Marks	100
Course Code	BBA – H – 612	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** Main purpose of this course is to illustrate to the student about systematic approach to training and development and elaborate the concepts of conducting assessment of the training needs.

**UNIT-I**

**Introduction to Training & Development:** Definition, Need and Importance of training, Rationale for training, Difference between training and development, Steps of training, Levels of training: Individual, Operational and Organizational levels, Organization climate for training.

**UNIT-II**

**Training Needs Assessment:** Components of training needs, Sources of data for training, Scope of training need assessment, Training need assessment process, Training & non-training needs, Types of training needs, Determination of training needs, TNA Model- A systematic view to TNA, Areas of training needs.

**UNIT-III**

**Designing & Development of Training Program:** Key considerations in designing a training program, Training design process, Constraints in designing a training program, Developing objectives, Identifying trainees and trainer, Role, responsibility and challenges of training manager, Training methods- On the job and Off the Job, Approaches to training design and development.

**UNIT-IV**

**Evaluation of Training Program:** Criteria, Problem and Steps involved in evaluation, Emerging issues in evaluating training outcomes, Resistance to training evaluation, Types of evaluation, Kirkpatrick Four Level Approach for evaluation, CIRO Model, Cost-benefit analysis, ROI of Training.

**UNIT-V**

**Management Development:** Concept and objectives, Importance of management development, Techniques of management development, Challenges in management development, Recent trends in management development, Types of management development programmes.

**COURSE OUTCOMES:**

- CO1: Understand basic concepts related with training and development;
- CO2: Understand training and non-training needs of the employees in organization setting.
- CO3: Explore emerging trends and ways to design training programme.
- CO4: Evaluate appropriate techniques for implementation of training programme.
- CO5: Analyze relevance and usefulness of training expertise in the organizational work

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Sahu, R. K. (2005), "Training for Development" Excel Books
2. Lynton P. Rolf & Pareek, Udai, "Training for Development", Vistaar Publications.
3. Rao. P. L., "Enriching Human Capital through Training and Development", Excel Publication House.
4. Naik, G. P., "Training and Development: Text, Research and Cases", Excel Books.
5. Sahu R. K., "Training for Development", Excel Books, New Delhi.
6. Taylor B. & Lippitt G., "Management Development and Training Hand Book", McGraw-Hill, London.
7. Deb, Tapomoy, "Training & Development: Concepts & Applications", Ane Books.

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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Human Resource Development	Maximum Marks	100
Course Code	BBA – H – 613	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The objective of this course is to make students familiar with practices and applications of Human Resource Development in Corporate World.

**UNIT-I**

**Introduction to Human Resource Development:** Emergence of Human Resource Development, Relationship between Human Resource Management and Human Resource Development, Human Resource Development Functions, Strategic Management and HRD, Roles and Competencies of an HRD Professional, ASTD Competency Model, Supplementary HRD Roles and Outputs for HRD Professionals.

**UNIT-II**

**Challenges to Organizations and to HRD Professionals:** Framework for the HRD Process, Model of Employee Behavior: Major Categories of Employee Behavior, Employee Orientation Programs: Objectives of Orientation Programs, Checklist of Orientation Program, Orientation Roles and Functions, Problems with Orientation Programs, Designing and Implementing an Employee Orientation Program.

**UNIT-III**

**Skills and Technical Training:** Categories and Subcategories of Skills And Technical Training, Ten Steps Toward an Effective Program, Variables Predicted to Increase Team Effectiveness, Role of Labor Unions in Skills and Technical Training Programs, Coaching and Performance Management, Role of The Supervisor and Manager in Coaching, The HRD Professional's Role in Coaching, Conducting the Coaching Analysis.

**UNIT-IV**

**Employee Counseling and HRD:** Employee Counseling as an HRD Activity, An Overview of Employee Counseling Programs, Characteristics of Effective Employee Counseling Programs, Employee Assistance Programs, Stress Management Interventions Model, Employee Wellness and Health Promotion Programs, Dimensions of Worksite Wellness Programs, Activities Included in an Employee Wellness or Health Promotion Program.

**UNIT-V**

**Career Management and Development in HRD:** Introduction to Career Planning and Career Management, Spectrum of Career Development Activities, Stages of Life and Career Development, Career Management Activities, Roles in Career Management, The HRD and Career Development Professional's Responsibility, Career Development Practices and Activities, Issues in Career Development, Systems Approach to Creating a Career Development Program.

**COURSE OUTCOMES:**

- CO1: To make students understand basic concepts of Human Resource Development.  
CO2: To make students familiar with role of Human Resource Development in shaping employee behavior at workplace.  
CO3: To make students understand HRD Professional's Role in Coaching and performing Coaching Analysis.  
CO4: To make students understand association of Employee Counseling and Human Resource Development.  
CO5: To make students familiar with Career Management and Development in Human Resource Development.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Cross Culture Management	Maximum Marks	100
Course Code	BBA – H – 614	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The syllabus for a course on Cross-Cultural Management typically covers a range of topics related to understanding, navigating, and effectively managing cultural differences in the workplace.

**UNIT-I**

**Introduction to Cross-Cultural Management:** Definition of Culture. Understanding the Importance of cultural differences in globalized world. Historical perspectives on cross-cultural management.

**UNIT-II**

**Cultural Dimensions:** Hofstede's cultural dimensions theory. Trompenaars' cultural dimensions. The Globe Study: Global Leadership and Organizational Behavior Effectiveness.

**UNIT-III**

**Cultural Intelligence:** Definition and components of Cultural Intelligence. Assessing and developing Cultural Intelligence. Applications of Cultural Intelligence in multicultural settings.

**UNIT-IV**

**Cultural Awareness and Sensitivity:** Recognizing and respecting cultural differences. Overcoming cultural biases and stereotypes. Developing empathy and open-mindedness.

**UNIT-V**

**Leadership in Cross-Cultural Contexts:** Challenges of leading multicultural teams. Adaptive leadership styles. Building trust and rapport across cultures. Cross-cultural challenges in global business operations.

**COURSE OUTCOMES:**

CO1: Develop Cultural Awareness: To cultivate an understanding and appreciation of the diversity of cultures around the world, including their values, norms, and communication styles.

CO2: Enhance Intercultural Communication Skills: To equip students with the necessary skills to effectively communicate and collaborate with individuals from different cultural backgrounds, thereby minimizing misunderstandings and conflicts.

CO3: Foster Cultural Sensitivity: To promote empathy, respect, and sensitivity towards people from diverse cultural backgrounds, encouraging inclusive behaviors and attitudes in multicultural settings.

CO4: Build Cultural Intelligence (CQ): To help students develop Cultural Intelligence (CQ) - the ability to function effectively in culturally diverse environments, adapt to new cultural contexts, and bridge cultural divides

CO5: Facilitate Effective Cross-Cultural Leadership:

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Cultures and Organizations: Software of the Mind by Geert Hofstede, Gert Jan Hofstede, and Michael Minkov;
2. The Culture Map: Breaking Through the Invisible Boundaries of Global Business by Erin Meyer.
3. Managing Across Cultures by Charlene Solomon and Michael S. Schell.
4. Cross-Cultural Management: Essential Concepts by David C. Thomas and Mark F. Peterson.
5. The Silent Language by Edward T. Hall: Edward T.

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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Fundamentals of Logistics Management	Maximum Marks	100
Course Code	BBA – S – 612	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The objective of the course is to acquaint the students with the theory and practice of Logistics Management.

**UNIT-I**

**Introduction to Logistics Management:** Definition, evolution, and scope of logistics management, Functions and components of a supply chain, Importance of logistics in business performance (cost reduction, customer satisfaction), Challenges and trends in the logistics industry (globalization, technology).

**Logistics Strategies and Planning:** Different logistics strategies (cost-efficiency, customer focus, agility), Supply chain network design and facility location decisions, Inventory management concepts (forecasting, safety stock), Logistics planning and forecasting techniques.

**UNIT-II**

**Warehousing and Distribution Management:** Functions and design principles of warehouses and distribution centers, Inventory control systems in warehousing operations, Order fulfillment and picking strategies, Warehouse automation and technology applications.

**Procurement and Supplier Management:** Sourcing strategies and supplier selection processes, Negotiation techniques and contract management in logistics, Collaborative planning, forecasting and replenishment (CPFR), Supplier performance evaluation and risk management.

**UNIT-III**

**Packaging and Material Handling:** Importance of packaging in logistics, Packaging materials and design considerations, Material handling equipment and techniques, Warehouse layout and optimization for efficient flow.

**Information Technology (IT) in Logistics:** Role of information technology (IT) in logistics management, Enterprise Resource Planning (ERP) systems and their applications in logistics, Supply chain visibility and information sharing through technology, Emerging technologies in logistics (e.g., automation, blockchain).

**UNIT-IV**

**International Logistics Management:** Challenges and opportunities in global logistics management, International trade regulations and customs clearance procedures, Incoterms (International Commercial Terms) and their significance, Global transportation options and route selection

**Logistics and Sustainability:** Environmental impact of logistics operations, Green logistics practices (e.g., modal shift, fuel efficiency), Sustainable packaging and waste reduction strategies, Corporate Social Responsibility (CSR) in logistics.

**UNIT-V**

**Logistics in E-commerce:** Unique challenges and opportunities of e-commerce logistics, Order fulfillment and delivery models for online businesses, Inventory management strategies for e-commerce, The role of last-mile delivery in customer satisfaction.

**Logistics Performance Measurement and Evaluation:** Key performance indicators (KPIs) used in logistics, Metrics for measuring transportation efficiency, warehousing operations, and customer service, Benchmarking and continuous improvement in logistics, Cost analysis and cost reduction strategies in logistics.

**COURSE OUTCOMES:**

CO1: Analyze the various components of a logistics system and their interdependencies and to apply logistics strategies and planning techniques to optimize supply chain efficiency.

CO2: Design and manage effective warehousing and distribution operations.

CO3: Assess the role of technology in logistics management and its impact on operations.

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CO4: Understand the challenges and opportunities of global logistics and to understand the sustainable practices in logistics management.

CO5: Understand the concept of E-Commerce and also to analyze the measurements and performance metrics in logistics management.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Logistics Management: The Integrated Supply Chain Process, Ronald H. Ballou, Prentice Hall India Learning Private Limited.
2. Logistics and Supply Chain Management, Martin Christopher, Pearson Education India.
3. International Logistics Management, Puja Jalan, Pearson Education India.
4. Logistics Management, Dr. N.C. Gupta, Atlantic Publishers & Distributors Ltd.
5. Warehouse Management: A Complete Guide to Improving Efficiency and Productivity, Michael Hompel, Jaico Publishing House
6. Green Supply Chain Management: Trends and Practices, Virendra Agrawal, Global India Publications Pvt Ltd.

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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	Operations Research	Maximum Marks	100
Course Code	BBA – S – 613	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** To provide students with comprehensive understanding of the application of operations research techniques and tools in business and financial decision making.

**UNIT-I**

**Operation Research:** Meaning, Features, Methodology, Types of Models, Tools, Scope and Limitations.

**Linear Programming:** Introduction to linear programming, Formation of LPP, Graphic method of LPP only.

**UNIT-II**

**Assignment Problems:** Introduction, Hungarian method, Maximization case in assignment problem, Unbalanced assignment problem.

**UNIT-III**

**Transportation Problems:** Minimization and maximization transportation problems (NWCR, LCM and SS methods only).

**UNIT-IV**

**Game Theory:** Introduction, Two Person zero sum games, Pure strategies, Games with Saddle Point, The rule of dominance, Mixed strategies (Graphical Method only).

**UNIT-V**

**Decision Theory:** Definition, Stages of Decision Making Theory, Components of Decision Making, Decision making under Uncertainty-Criteria of Maximax, Maximin, Minimax Regret, Decision making under Risk-Criteria of EMV & EOL, Decision Tree approach & its applications.

**COURSE OUTCOMES:**

CO1: To understand the fundamental concepts of Operations Research (OR).

CO2: To apply OR principles and tools to real-world business assignment related problems.

CO3: To develop and implement OR models to solve complex business problems related to transportation.

CO4: To analyze the results of OR models to make informed decisions using Game Theory Method.

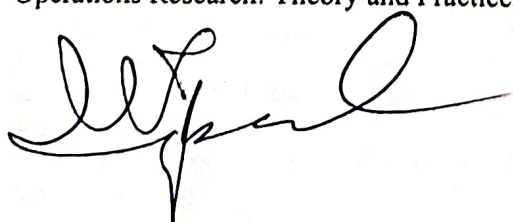
CO5: To communicate OR results effectively to decision-makers using Decision Making tools.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. Operations Research: A Practical Introduction, Gilbert J. Gass, 2022, Cengage Learning
2. Operations Research: Principles and Practice, P. K. Gupta and D. S. Hira, 2023, S. Chand & Company Ltd.
3. Quantitative Techniques: A Comprehensive Approach to Decision Making, N. D. Vohra, 2022, Tata McGraw-Hill Education
4. Operations Research: Theory and Practice, J. K. Sharma, 2019, BPB Publications



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**Syllabus: BBA Semester – VI (Batch 2024, 2025, 2026)**

Course Title	E-Commerce	Maximum Marks	100
Course Code	BBA – S – 614	University Examination	60
Credits	04	Internal Assessment	40

**COURSE OBJECTIVE:** The objective of the course is to acquaint the students with the theory and practice of Ecommerce.

**UNIT-I**

**Introduction to E-commerce:** Definition, Nature and Scope of e-commerce, History and evolution of e-commerce. Types of e-commerce (B2B, B2C, C2C, G2C, etc.), Benefits and limitations of e-commerce for business and consumers, Impact of e-commerce on businesses and consumers.

**UNIT-II**

**E-commerce Business Models and Strategies:** Different e-commerce business models (Aggregator, Online stores, Marketplaces, Subscription services, Inventory based, etc.), Developing a successful E-commerce business plan, Competitive strategies for online businesses, Customer acquisition and retention strategies in E-commerce, Customer relationship management in e-commerce.

**UNIT-III**

**E-commerce Logistics and Supply Chain Management:** Importance of logistics and supply chain management in E-commerce, Analyze different fulfillment models (in-house, third-party logistics), Understand E-commerce techniques for warehouse and inventory management.

**UNIT-IV**

**Digital Marketing for E-commerce:** Search Engine Optimization (SEO) and Search Engine Marketing (SEM) for E-commerce, Social Media Marketing and Online Advertising for E-commerce, Content Marketing and Email Marketing Strategies for E-commerce, Web Analytics in E-commerce.

**UNIT-V**

**Legal and Regulatory Framework for E-commerce:** Online payment methods (Credit cards, Debit cards, Net banking, Wallets), Payment security issues and fraud prevention in E-commerce, Data security and privacy concerns in E-commerce, E-commerce Laws and Regulations in India (IT Act, Consumer Protection Act, etc.).

**COURSE OUTCOMES:**

- CO1: Analyze the evolution and impact of e-commerce on businesses and consumers.
- CO2: Analyze the different business models and strategies in E-commerce.
- CO3: Understand the importance of SCM and Logistics Management in E-commerce.
- CO4: Develop strategies for online marketing and customer acquisition in e-commerce.
- CO5: Understand the legal framework governing e-commerce activities in India.

**NOTE FOR PAPER SETTING:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 objective-cum-short answer type questions, two from each Unit, each carrying 01 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The students will be required to answer 05 questions, one from each Unit, each question carries 10 marks.

**SUGGESTED READINGS:**

1. The Art of E-commerce: A Practical Guide for Business and Technology by Sandeep Juneja et al. (2017), Wiley India.
2. E-commerce: The Indian Context by Pradeep Chawla (2018), S. Chand Publishing.
3. E-commerce Management: Strategies, Technologies & Applications by Rachna Singh (2019), McGraw Hill Education India.
4. The Art of E-commerce: A Practical Guide for Business and Technology by Sandeep Juneja et al. (2017), Wiley India.

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