

IEC UNIVERSITY



DETAILED SYLLABUS **OF** **BACHELOR OF** **BUSINESS ADMINISTRATION (BBA)**

SESSION 2025-28 (Onwards)

IEC SCHOOL OF COMMERCE AND MANAGEMENT

IEC UNIVERSITY

HIMACHAL PRADESH

PIN-174103, INDIA

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1. Scheme of Evaluation
2. Detailed Syllabus Semester Wise
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ANNEXURE-II**Course Scheme (Effective from 2025-2026)****BACHELOR OF BUSINESS ADMINISTRATION - BBA****SEMESTER - I**

Course			Periods			Evaluation Scheme					Max Marks	Cr
Sr. No	Subject Code	Subject Name	L (Per week)	T	P	Sessional Marks						
						MS E	CA	P	Total	ESE		
1	BBA-101	Micro Economics	4	0	0	40	20	0	60	40	100	4
2	BBA-102	Fundamentals of Management	3	1	0	40	20	0	60	40	100	3.5
3	BBA-103	Financial Literacy	4	1	0	40	20	0	60	40	100	4.5
4	BBA-104	Fundamentals of Computer & PC Software	3	0	0	30	15	0	45	30	75	3
5	BBA-105	Mathematics-I	4	1	0	40	20	0	60	40	100	4.5
6	BBA-106	Environmental Sciences & Technology*	3	0	0	40	20		60	40	100	3
7	ENG-101	Professional Communication	3	0	0	30	15	0	45	30	75	3

	ENG-101P	Professional Communication Lab	0	0	2			15	15	10	25	1
	BBA-104P	Fundamentals of Computer & PC Software Lab	0	0	2			15	15	10	25	1
	Total		24	3	4	260	130	30	420	280	700	27.5

(L) = Lectures/Week , (T) = Tutorial/Week, (P) = Practical/Week Cr= Credits

SEMESTER II

Course			Periods			Evaluation Scheme					Max Marks	Cr
Sr. No.	Subject Code	Subject Name	L (Per Week)	T	P	Sessional Marks						
						MSE	CA	P	Total	ESE		
1	BBA-201	Macro Economics	4	0	0	40	20	0	60	40	100	4
2	BBA-202	Business Organization	3	1	0	40	20	0	60	40	100	3.5
3	BBA-203	Analysis of Financial Statements	4	1	0	40	20	0	60	40	100	4.5
4	BBA-204	Human Capital Management	4	1	0	40	20	0	60	40	100	4.5
5	BBA-205	Business Statistics	4	1	0	40	20	0	60	40	100	4.5
6	BBA-206	Comprehensive Viva*	0	0	0					50	50	0

7	ENG-201	Oral & Written Communication	3	0	0	30	15	0	45	30	75	3
	ENG-201P	Oral & Written Communication Lab	0	0	2			15	15	10	25	1
	Total		22	4	2	230	115	15	360	290	650	25

*No grades will be given in non credit courses. Only S & US will be given.

SEMESTER III

Course			Periods			Evaluation Scheme					Max Marks	Cr
Sr. No.	Subject Code	Subject Name	L (Per Week)	T	P	Sessional Marks						
						MSE	CA	P	Total	ESE		
1	BBA-301	Business Environment	4	0	0	40	20	0	60	40	100	4
2	BBA 302	Mathematics II	4	1	0	40	20	0	60	40	100	4.5
3	BBA-303	Cost Accountancy	4	1	0	40	20	0	60	40	100	4.5
4	BBA-304	Business Regulatory Framework	4	1	0	40	20	0	60	40	100	4.5
5	BBA-305	Basics of Marketing Management	3	1	0	40	20	0	60	40	100	3.5
6	BBA-306	Understanding Human Behavior	3	1	0	40	20	0	60	40	100	3.5
7	BBA-391	Seminar*	0	0	0					50	50	0

	Total	22	5	0	240	120	0	360	290	650	24.5
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*No grades will be given in non credit courses. Only S & US will be given.

SEMESTER IV

Course			Periods			Evaluation Scheme					Max Marks	Cr
Sr. No.	Subject Code	Subject Name	L (Per Week)	T	P	Sessional Marks						
						MSE	CA	P	Total	ESE		
1	BBA-401	Financial Technology (FinTech)	4	0	0	40	20	0	60	40	100	4
2	BBA-402	Fundamentals of Production & Operations Management	4	1	0	40	20	0	60	40	100	4.5
3	BBA-403	Management Accounting & Financial Management	4	1	0	40	20	0	60	40	100	4.5
4	BBA-404	Fundamentals of Management Information System	3	1	0	40	20	0	60	40	100	3.5
5	BBA-405	Fundamental of Research Methodology	4	1	0	40	20	0	60	40	100	4.5
6	BBA-406	Total Quality Management	3	1	0	40	20	0	60	40	100	3.5
7	BBA-407	Comprehensive Viva *	0	0	0					50	50	0
			22	5	0	240	120	0	360	290	650	24.5

* No grades will be given in non credit courses. Only S & X will be given.

Note:- The students are required to undergo 3 Months training in company /organization of high repute just after fourth semester. The students must obtain approval of the University before going for his /her training. On completion each student will be required to submit training report not exceeding 70-80 pages which shall be evaluated in the Fifth Semester.

SEMESTER V

Course			Periods			Evaluation Scheme					Max. Marks	Cr
Sr. No.	Subject Code	Subject Name	L (Per Week)	T	P	Sessional Marks						
						MSE	CA	P	Total	ESE		
1	BBA-501	Principle of Retailing	3	1	0	40	20	0	60	40	100	3.5
2	BBA-502	Export Procedure & Documentation	3	1	0	40	20	0	60	40	100	3.5
3	BBA-503	Performance Management & appraisal	3	0	0	40	20	0	60	40	100	3
4	BBA-504	Principle of Banking	3	0	0	40	20	0	60	40	100	3
5	BBA-505	Corporate Governance and Law	4	0	0	40	20	0	60	40	100	4
6	BBA-506	Industrial Training Report	2	0	0					100	100	2

7	BBA-591	Case Study & Seminar	0	0	0					50	50	1
	Total		17	4	0	200	100	0	300	350	650	20

* No grades will be given in non credit courses. Only S & US will be given.

Note:- The students are required to undergo 6 Months training in company /organization of high repute just after fifth semester exam. The students must obtain approval of the University before going for his /her training. On completion each student will be required to submit Research report not exceeding 70-80 pages which shall be evaluated in the Sixth Semester.

SEMESTER VI

Course			Periods			Evaluation Scheme					Max Marks	Cr
Sr. No.	Subject Code	Subject Name	L (Per Week)	T	P	Sessional Marks						
						MSE	CA	P	Total	ESE		
1	BBA-601	Market research & Consumer Behavior	4	1	0	40	20	0	60	40	100	4.5
2	BBA-602	Modern Insurance and Risk Mitigation	3	1	0	40	20	0	60	40	100	3.5
3	BBA-603	Introduction to financial systems	3	1	0	40	20	0	60	40	100	3.5
4	BBA-604	Entrepreneurship and Small Business Management	2	1	0	40	20	0	60	40	100	2.5
5	BBA-605	Research report	2	0	0					100	100	2
6	BBA-606	Case Study & Comprehensive Viva Voce	0	0	0					50	50	1
7	BBA-691	Seminar*	0	0	0					50	50	0

	Total	14	4	0	160	80	0	240	360	600	17
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* No grades will be given in non credit courses. Only S & US will be given.

	MAXIMUM MARKS (YEAR-I)	MAXIMUM MARKS (YEAR -II)	MAXIMUM MARKS (YEAR-III)	GRAND TOTAL OF 3 YEARS	CREDITS
TOTAL	1350	1300	1250	3900	138.5

BBA

Semester-I

BBA-101 MICRO ECONOMICS

L	T	P	Total
4	0	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2).

Contact Hours: 40

Unit-I Introduction of Economics

(9 Hours)

Meaning, Nature and Scope. Central Problems of an Economy, Organization of Economic Activities, Types of Economies, Positive and Normative Economics.

Theory of demand and Supply: Concept, Nature, determinants, individual & market demand and Supply, Law of demand and Supply, Elasticity of demand and supply and its determinants, Equilibrium and price determination.

Unit-II Theory of Consumer Behavior

(6Hours)

Utility function, Cardinal and Ordinal Utility analysis, Commodity bundle, indifference curve and its applications, budget set, optimal choice: interior and exterior solution. Opportunity Cost, Marginal and Incremental Principles

Unit-III Theory of production and cost

(8 Hours)

Production function, production with one and two variable inputs, Law of returns and returns to scale, Isoquants, Isocosts, Iso-lines, Producer's Equilibrium, Theory of cost in short run and long run, revenue function.

Unit-IV Theory of firm and market organization

(9 Hours)

Pricing under Perfect Competition, Pricing under Monopoly, Price Discrimination, Pricing under monopolistic competition, selling cost, pricing under oligopoly, Kinked Demand Curve Relative efficiency of competitive and monopoly markets; effect of taxation, Duopoly.

Unit-V Input Markets

(8Hours)

derived demand, productivity of an input, marginal productivity of an input, marginal revenue product, value of marginal product; demand for labour; input demand curve; shifts in input demand curve; supply curve, determination of wage, competitive labour market.

References:

1. Jain T.R.-Micro Economics
2. Koutsoyiannis : Modern Microeconomics
3. Varshney&Maheshwari : Managerial Economics
4. Mote, Paul &Gupta : Managerial Economics
5. Ferguson &Gould : Microeconomics

BBA-102 FUNDAMENTALS OF MANAGEMENT

L T P Total

3 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT- I: Introduction to Management

(10 Hours)

Basics of Management, Management as a science or art, as Profession **Evolution and** approaches of **Management**, Characteristics of Quality Managers, **Manager vs. Entrepreneur** Management vs. Administration, **Types of Managers**, Impact of culture and external factors on management. **contemporary challenges and developments in Management.**

UNIT- II: Planning

(8 Hours)

Levels And Functions of Management, **Planning:** Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making. Process of **Setting Objectives, Strategic Management, Planning Tools & Techniques** and their Utilization, **MBO**

UNIT- III: Organizing

(8 Hours)

Concept, Formal and Informal Organization, Span of Control, Delegation of Authority & Responsibility. **Organization Chart, Organization Structures and its types, Staffing:** Concept, System Approach, Process of staffing, Manpower Planning. **Human resource management, selection, performance appraisal, and career strategy, Job Design.**

UNIT- IV: Directing

(7 Hours)

Concept of Direction and Supervision. Leadership: Concept, Functions, advantages, Types of leaders. Communication: Concept & Process, **Communication and IT: Leveraging information technology for effective communication.** Foundations of Individual and Group Behavior, Motivation, Job Satisfaction, **Job Enlargement & Enrichment.**

UNIT-V: Controlling

(7 Hours)

Concept, Types of Control, **System and Process of Controlling, Budgetary and Non-Budgetary Control Techniques, Use of Computers and IT in Management Control, Control and Performance, Reporting,** barriers to control making.

References :

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6Th Edition)
2. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Edition)

BBA-103 FINANCIAL LITERACY

L T P Total

4 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I

(8 Hours)

Basic Accounting- **Definition**, Nature, scope and objectives of accounting; accounting as information system, users of accounting information, GAAP Vs FSAB, Accounting equation, Accounting concepts and conventions, capital and revenue expenditure; Principles of financial accounts. **Branches of Accounting:** Financial Accounting, Cost Accounting, Management Accounting, **Users of Accounting Information. Limitations of Accounting**

Unit-II

(8 Hours)

Double Entry System: The foundation of modern accounting, **Journal Entries, Ledger Posting, Trial Balance** Need and objectives; Application of Trial Balance; Different types of errors escaped trial balance preparation; Rectification of errors.

Unit-III Subsidiary books

(8 Hours)

Cash Book (Single, Double, Triple Column), Purchase Book, Sales Book, Purchase Return Book, Sales Return Book, Petty Cash Book.

Unit-IV Final Accounts

(8 Hours)

Trading Account, Profit & Loss Account, Balance Sheet, Adjustments: Outstanding expenses, prepaid expenses, accrued income, depreciation, bad debts, etc.

Unit-V Bank Reconciliation Statement & Depreciation

(8 Hours)

Negotiable instruments: Accounting procedure for Negotiable Instruments.

Bank Reconciliation Statement: **Causes of differences between cash book and passbook balances**, Preparation of BRS. **Depreciation Accounting:** Meaning, Causes, and Need, Types & Methods of Depreciation, Inventory Management

References:

1. Lusardi, Mitchell. *The economic importance of financial literacy: Theory and evidence*.
2. Mukherjee & Hanif, Fundamentals of Accounting, Tata McGraw Hill
3. Hasting, Madrian, & Skimmyhorn, *Financial literacy, financial education, and economic outcomes*.
4. Khatri, Financial Accounting, Tata McGraw Hill
5. Guruprasad Murthy, Financial Accounting, Himalaya Publishing.

BBA-104

FUNDAMENTALS OF COMPUTERS & PC SOFTWARE

L	T	P	Total
2	1	2	

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT-I Introduction to Computers

Definition of Computer; Components of Computer; Characteristics of Computers; History evolution of Computers; Generation of computers; Classification of Computers- According to Purpose, According to Technology, According to Size and Storage Capacity; Human being VS Computer; Difference between Computer and Calculator.

UNIT-II

Input Devices: Mouse, Keyboard, Light pen, Track Ball, Joystick, MICR, Optical Mark reader and Optical Character reader. Scanners, Voice system, Web, Camera. **Output Devices:** Hard Copy Output Devices; Line Printers, Character Printers, Chain Printers, Dot-matrix Printers, Daisy Wheel Printer, Laser Printers, Ink jet Printers, Plotters, Soft Copy device-Monitor, Sound card and speakers. **Memory and Mass Storage Devices;** Characteristics of Memory Systems; Memory Hierarchy; Types of Primary Memory; RAM and ROM; Secondary and Back-up; Magnetic Disks, Characteristics and classification of Magnetic Disk, Optical Disk, Magnetic Tape.

UNIT-III

Documentation Using MS-Word -Introduction to Office Automation, Creating & Editing Document, Formatting Document, Auto -text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word-Mail Merge, Macros, Tables, File Management, Printing, Styles, linking and embedding object, Template.

UNIT IV

Electronic Spread Sheet using MS-Excel -Introduction to MS-Excel, Creating & Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts, Advance features of MS-Excel-Pivot table & Pivot Chart, Linking and Consolidation.

UNIT V

Presentation using MS-PowerPoint: Presentations, Creating, Manipulating & Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering art Objects, Animations and Sounds, Inserting Animated Pictures or Accessing through Object, Inserting Recorded Sound Effect or In-Built Sound Effect.

REFERENCE BOOKS

1. Balagurusamy E, Computing Fundamentals and C Programming, Tata McGraw Hill.
2. Norton, Peter, Introduction to Computer, McGraw-Hill
3. Leon, Alexis & Leon, Mathews, Introduction to Computers, Leon Tech World

BBA-105
MATHEMATICS-I

L	T	P	Total
4	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT-1

(6 Hrs)

Differentiation: Definition of Derivatives, formation of Derivatives, Law of derivatives, Deltamethod, chain rule, repeated derivatives, derivative of implicit functions and explicit functions.

UNIT-2

(6 Hrs)

Integration: Integration, Graphical representation, Integration of algebraic Functions, logarithmic and exponential functions, integration of functions using substitution method, Integration by parts and partial fractions.

UNIT-3

Hours-10

Interest: Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Installments (EMI), Problems. **Profit And Loss:** Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage.

UNIT-4

Hours-10

Matrices And Determinants : Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via adjoint Matrix, Homogeneous System of Linear equations, Condition for Uniqueness for the homogeneous system, Solution of Non-homogeneous System of Linear equations (not more than three variables). Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix, Problems.

UNIT-5

Hours-8

Permutations and Combinations: Permutations of 'n' dissimilar objects taken 'r' at a time (with or without repetition). $nPr = \frac{n!}{(n-r)!}$ (without proof). Combinations of 'r' objects taken from 'n' objects. $nCr = \frac{n!}{r!(n-r)!}$ (without proof) problems, Applications.

References:

1. Trivedi, Business Mathematics, 1st edition, Pearson Education.
2. Business Mathematics, Dr. D.R.Sharma.
3. Raghavachari M., Mathematics for Management, McGraw Hill Education.
4. Cleaves, Cheryl, and Hobbs, Margie, Business Mathematics 7th Edition, Prentice Hall.
5. Khan, Shadab, A Text Book of Business Mathematics, Anmol Publications

BBA-106 ENVIRONMENTAL SCIENCES & TECHNOLOGY

L T P Total

3 0 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Unit 1: INTRODUCTION

(8 Hours)

Definition and Scope: Importance, Public awareness and education. **Introduction and Conservation of Natural Resources:** Renewable and non-renewable, Forest, water, mineral, food, energy and land resources, Equitable use of resources. **Human population and environment:** Population growth, Environment and human health, Human rights, HIV/AIDS, Value education, Women and child welfare.

Unit-II : ECOLOGY

(8 Hours)

Ecosystems: Concept, Structure, Function, Energy flow, Ecological pyramids, Forest, grassland, desert and aquatic ecosystems - Introduction, characteristic features, structure and function. **Biodiversity:** Genetic, Species and ecological diversity, Threats to biodiversity, Conservation of Biodiversity.

Unit-III : SOCIAL ISSUES & ENVIRONMENTAL LEGISLATION

(8 Hours)

Social Issues: Sustainable development, Water conservation, Climatic change, Concept of Green Computing, and Green Building. **Environmental Laws:** Environmental ethics, EIA, Environmental protection acts and issues.

Unit-IV: POLLUTION & WASTE MANAGEMENT

(10 Hours)

Pollution: Definition, Causes, effects and control measures of the pollution – Air, soil, Noise, Water, Marine and Thermal and Nuclear Pollution. **Disaster management:** Flood, Earthquake, Cyclone, Landslide, Drought. **Solid waste management:** Waste Management hierarchy; Collection, transportation and storage of MSW; Treatment and disposal of MSW.

Unit-V: ENVIRONMENTAL CHEMISTRY

(6 Hours)

General Chemistry: Review of concepts like oxidation-reduction, Gas laws, pH and Buffers. **Atmospheric Chemistry:** Photochemical reactions in atmosphere, Major chemical pollutants and their effects. **Water and Wastewater Chemistry:** Hardness, Residual chlorine, Dissolved oxygen, BOD, COD, Solids. **Green Chemistry:** Principles, Green materials, reactions, reagents and product

References:

- Environmental Studies by J.P.Sharma.
- Textbook of environmental sciences Deeksha Dave & S.S. Katewa.
- Environment and ecology by GourkrishnaDasMohapatra.
- Environmental Studies by Ranjit Daniels.
- Fundamentals of Ecology by P. Odum.

ENG-101 PROFESSIONAL COMMUNICATION

L	T	P	Total
3	0	0	

Max. Marks- 75

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT- I

COMMUNICATION - Meaning, Importance & Process of Communication, Types of communication, Channels of Communication, Barriers of Communication , Role of Communication in Society, Process of listening, Difference between hearing and listening, Feedback skills.

UNIT- II

Reading Skills: Characteristics of reading, Types of reading, Purpose of reading, Process of reading, Rules for faster comprehension, Approach to reading, SQ3R, Comprehension (Unseen passage).

UNIT- III

ORAL COMMUNICATION - Introduction, principles of successful oral communication, two sides of effective oral communication, Non-verbal communication- Body language, personal appearance, posture, gesture, facial expression, eye contact, proxemics, haptics.

UNIT- IV

WRITTEN COMMUNICATION - Principles of effective writing, writing technique, Paragraph writing, Business letters: Placing an order, Complaint Letter, Adjustment Letter

UNIT- V

Grammar: Patterns & Parts of speech, Subject, Predicate , One word substitution, Idioms and Phrases, Capital letters(use), Abbreviation, Antonyms, Synonyms, Word formation: prefix, suffix.

References:

1. Wren & Martin, *English Grammar and Composition*, Sultan Chand & Sons.
2. Lesikar, *Business Communication: Making Connections in a Digital World*, McGraw Hill
3. S C Sharma, Shiv N. Bhardwaj, *A Textbook of Grammar and Composition*, Jawahar Book centre
4. Boove, Thill, Chaturvedi, *Business Communication Today*, Pearson Education.
5. Murphy and Hildebrandt, *Effective Business Communication*, Tata McGraw Hill Education.
6. Krizan, Buddy, Merrier, *Effective Business Communication*, Cengage Learning
7. S. J McGraw, *Basic Managerial Skills for All*, Prentice Hall of India

Practical syllabus

ENG-101P	Professional Communication Lab
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Max. Marks- 75

L	T	P	Total
0	0	2	

- a) Group Discussion
- b) Just a minutes session: Speaking Extempore for one minutes on given topics
- c) Reading aloud of newspaper headlines and important articles.
- d) Improving pronunciation through tongue twisters.
- e) Mannerism or Etiquette.
- f) Mock Interview

- a) Group Discussion
- b) Just a minutes session: Speaking Extempore for one minutes on given topics
- c) Reading aloud of newspaper headlines and important articles.
- d) Improving pronunciation through tongue twisters.
- e) Mannerism or Etiquette.
- f) Mock Interview

BBA

Semester-II

BBA-201 MACRO ECONOMICS

L	T	P	Total
4	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I Introduction to macroeconomics

(6 Hours)

Meaning, Nature, and Scope of Macroeconomics, Difference between Micro and Macro Economics, Importance and Limitations of Macroeconomics, Macroeconomic Goals: Full employment, price stability, economic growth, etc.

Unit-II National Income Accounting

(9 Hours)

Concepts of National Income: GDP, GNP, NNP, Personal Income, Disposable Income, etc. **Methods of Measuring National Income:** Product (Output) Method, Income Method, Expenditure Method. **Difficulties in Measurement of National Income.**

Unit-III Determination of Income and Employment(8 Hours)

Classical Theory of Employment, Keynesian Theory of Income and Employment, Effective Demand and Aggregate Demand & Supply, Consumption Function and Investment Function, Multiplier and Accelerator Concepts

Unit-IV Money, Banking, and Inflation

(9 Hours)

Meaning, Types, and Functions of Money. **Quantity Theory of Money. Commercial Banks and Functions, Central Bank and Monetary Policy. Inflation:** Meaning and Types, Causes and Effects, Measures to Control Inflation, Stagflation

Unit-V Fiscal Policy and International Trade**(8 Hours)**

Public Finance Overview, Government Budget and Fiscal Deficit, Instruments of Fiscal Policy. Balance of Payments and Balance of Trade, Exchange Rate Systems, Trade Cycles: Phases and Measures for Control, Current Macroeconomic Issues (like recession, unemployment)

References:

1. Jain T.R.-Macro Economics
2. Koutsoyiannis : Modern Microeconomics
3. Varshney&Maheshwari : Managerial Economics
4. Mote, Paul &Gupta : Managerial Economics
5. Ferguson &Gould : Microeconomics

BBA-202 Business Organisation

L	T	P	Total
3	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40**Unit I****(8 Hours)**

Business Organization: Definition, Concept, Characteristics, Objectives, Significance, Components, Functions. **Classification of Business Activities: Industry, Commerce, Trade.** Business ethics, Social responsibilities of Business, Evolution of Business Organization, Modern Business, Business & Profession,

Unit II Forms of Business Organization

(10 Hours)

Sole Proprietorship: Features, Advantages, Limitations. **Partnership:** Basics, Types of Partners, Partnership Deed, Rights & Duties, LLP. Basics of **Joint Hindu Family Business**. **Joint Stock Company:** Features, Merits, Demerits, Types of Companies, Formation of a Company. **Co-operative Society:** Types and Features. **Comparison between Various Forms.**

Unit III Business Combination and Business Risks

(10 Hours)

Business Combination: Meaning, Types (Horizontal, Vertical, Conglomerate), Mergers, Takeovers and Acquisitions, Causes, Advantages & Disadvantages. **Business Risks: Types Causes, Risk Management Techniques.**

Unit IV Location and Layout of Business (6 Hours)

Establishing a New Business Unit, Factors Influencing Location of Business, Urban vs. Rural Locations, Plant Layout: Types (Process, Product, Fixed Position, Combination), Importance of Proper Layout in Business Efficiency, **Promotions of Business:** Meaning, Functions, Stages of Promotion, Size of Business Unit.

UNIT V

(6 Hrs)

Business Finance: Financial Needs of Business, Methods & Sources of Business Finance. **Security Market:** Money Market, Study of Stock Exchange & SEBI. **Government and Business:** Relationship between Government and Business, Regulatory Role of Government, Public Sector Enterprises: Objectives & Types, Privatization and Disinvestment, Impact of Liberalization, Privatization, and Globalization (LPG)

SUGGESTED READINGS:

1. Y.K.Bhushan - Business organization and management - Sultan Chand
2. Vasisht, Neeru, Business Organisation, Taxmann, New Delhi
3. Talloo, Thelman J., Business Organisational and Management, TMH, New Delhi
4. Tulsian, P.C., Business Organisation, Pearson Education, New Delhi
5. C.R. Basu : Business Organization & Principles of Management

BBA-203 ANALYSIS OF FINANCIAL STATEMENTS

L	T	P	Total
4	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I Introduction to Financial Statements

(6 Hours)

Concept, nature, objectives, Methods- Comparative statement, trend analysis, common size statements, **Types of Financial Statements and its Analysis, Accounting Concepts & Conventions, Users of Financial Statements, Limitations of Financial Statements.**

Unit-II Ratio Analysis

(10 Hours)

Meaning, Objectives, and Classification of Ratios: **Liquidity Ratios:** Current Ratio, Quick Ratio. **Profitability Ratios:** Gross Profit Ratio, Net Profit Ratio, Return on Capital Employed, etc. **Solvency Ratios:** Debt-Equity Ratio, Interest Coverage Ratio. **Activity Ratios:** Inventory Turnover, Debtors Turnover, Working Capital Turnover. Ratio analysis and interpretation, Limitations of Ratios, Use of Excel in Ratio Analysis

Concept, nature, uses and guidelines for use of ratio, Ratios in relation to liquidity, leverage, Activity, Profitability ratios.

Unit-III Cash Flow Statement

(7Hours)

Meaning and Format (As per Accounting Standard AS-3), Classification: **Operating, Investing, and Financing Activities**, Uses of cash flow statement, Preparation and analyses of cash flow statements.

Unit-IV Fund Flow Analysis

(10 Hours)

Concept, Procedure for preparing fund flow statement, limitations, Preparation & analysis of the funds flow statements, Concept of Working Capital, Sources and Applications of Funds, Schedule of Changes in Working Capital, Difference between Cash Flow and Fund Flow

Unit-V Contemporary Financial Analysis

(7 Hours)

Earnings Per Share (EPS), Book Value per Share, Dividend Yield and Payout Ratios, Economic Value Added (EVA)

Limitations of Financial Analysis: Window dressing, inflation effects, etc.

References:

1. M.C. Shukla, T. S. Grewal & S. C. Gupta, *Advanced Accounts*, Sultan Chand & Company Ltd.
2. R. L. Gupta & M. Radhaswamy, *Company Accounts*, Sultan Chand & Sons,
3. S.N. Maheshwari, *Corporate Accounting*, Vikas Publishing House.
4. T.P Ghosh, *Accounting Standards and Corporate Accounting*, Taxman"s, New Delhi.
5. Khan &Jain ,Management Accounting

BBA-204 HUMAN CAPITAL MANAGEMENT

L	T	P	Total
4	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I Introduction of Human Capital Management

(8 Hours)

Concept, Importance, Objectives and Evolution of Human Capital, Human Resource Management vs. Human Capital Management, Human Capital as an Asset: Measurement and Valuation, Basics of HRM, Evolution of HRM, Difference between Personnel Management,

HRM and Human Capital management. **Human Resources Development** in India: Concept. **Challenges in HRM: Globalization, technology, workforce diversity.** **HRM in the Digital Age.**

UNIT II Human Capital/ Resource planning

(8 Hours)

Meaning and Need for HRP, HR Planning Process and limiting factors; Human Resources Information system (HRIS): HR accounting and audit. **Job Analysis** – Job Description, Job Specification. **Forecasting Human Resource Requirements, Barriers to Effective HR Planning**

Unit-III Talent Acquisition

(10 Hours)

Recruitment: Meaning, Policy and procedure of Recruitment, Sources (Internal & External), and Methods & Evaluation, **E-Recruitment and Outsourcing.** **Selection:** Process of Selection, design of application form, selection methods, offer of employment, and evaluation of process. **Tests, Interviews, Reference Checks, Placement and Induction. Work-from-Home HR Strategies**

UNIT IV Training and Development

(10 Hours)

Meaning and Importance, **Process and Types of Training, e-learning, Evaluation of Training Programs, Career Planning and Development,** Purpose, Methods and issues in training and management development programmes. **Training vs. Development.** **Performance Appraisal:** Definitions, purpose of Appraisal, Methods and Techniques (360-degree, MBO, Rating Scales), Benefits and Limitations, **Job Evaluation.**

UNIT V Compensation and Employee Welfare

(10 Hours)

Compensation Management: Components of Salary, Incentives and Benefits, Wage and Salary Administration, **Employee Welfare and Safety.** **Industrial Relations:** Meaning, Nature and Importance, Trade Unions, Grievance Handling. **HR Policies and Practices,** **Legal Framework Related to HR,** **Future Trends in HCM.**

References:

1. Montaña, C. (2024). *Human Capital Management Handbook: Empowering Your Workforce.*
2. Michael D'souza, M. M., & D'souza, M. (2024). *Human Capital Management Made Easy: Basics of Human Capital Management*

BBA-205 BUSINESS STATISTICS

L	T	P	Total
4	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT- 1:

(7 Hours)

Statistics- Definition, scope & Role of statistics: Applications of inferential statistics in managerial decision-making; Data Collection-Concept, Methods of data collection. Measures of central tendency: Mean, Median and Mode and their implications;

UNIT-II

(6 Hours)

Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

UNIT- III:

(7 Hours)

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

UNIT-IV

(10 Hours)

Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

UNIT-V

(10 Hours)

Correlation: - Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: - Meaning, Regression equations and their application, Partial and Multiple correlation & regression: - An overview.

References:-

1. Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
2. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
3. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th Edition)
4. Sharma J K - Business Statistics (Pearson Education 2nd Edition).
5. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).
7. Aggarwal S.C., Statistics for BBA (V. K Publications)

ENG-201 ORAL & WRITTEN COMMUNICATION

L	T	P	Total
3	0	0	

Max. Marks- 75

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I

Developing Writing skills: Paragraph Writing -Prewriting, writing, post writing, Note-making, Précis Writing, Meetings: Agenda & Minutes, Advertising; Purpose, Types, Tips ,E-mail writing, Business letters- claim and adjustment letters, inviting quotations/tenders.

Unit-II

Personality Development- Personality – Meaning, Types, Significance of Communication in Personality Development, Role of body language. Stress Management- Introduction to Stress, Causes of Stress, Remedies. Motivation- Introduction to Motivation, Relevance and types of Motivation, Principles. Leadership- Concept, Function, Communication a key to Leadership.

Unit-III

Oral Presentation Techniques.– Objectives , Structure (Planning, Preparation, Practice , Performance) ,Tips for a successful presentation.Telephonic skills- Dealing with difficult calls and callers, skills for making& receiving calls, Problems of telephonic conversation.

Unit IV

Report Writing: structure, types, formats, drafting of various types of report, Presentation of reports. Resume Writing: planning, organizing contents, layout, guidelines for good resume. Covering Letter.

References:

1. Lesikar, Petit, *Business Communication*, All India Traveler bookseller.
2. Pal, Rajendra&Korlahalli, *Essentials of Business Communication*, Sultan Chand & Sons
3. Bovee, Thill and Chaturvedi, *Business Communication*, Pearson Education.
4. Lillian, Chaney, *Intercultural Business Communication*, Pearson Education.
5. Chaturvedi, Mukesh, *Business Communication: Concepts, Cases & Applications*, Pearson Education.

Practical syllabus

ENG-201P	Oral & Written Communication Lab
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Max. Marks- 25

Practical syllabus-

- a) Preparing PPTs
- b) Just a minutes session: Speaking Extempore for one minutes on given topics
- c) Reading aloud of newspaper headlines and important articles.
- d) Improving pronunciation through tongue twisters.
- e) Mannerism or Etiquette.
- f) Mock Interview
- g) Group Discussion

BBA-206	Comprehensive Viva
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- a) Preparing PPTs
- b) Present your PPT
- c) Viva-voce

BBA

Semester-III

BBA-301 BUSINESS ENVIRONMENT

L T P Total

4 0 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I Introduction to Business Environment

(8 Hours)

Business environment: concept, nature and significance. Components of business environment, Difference between Micro and Macro Environment, and Importance of Macro Environment in Business Decision-Making, Environmental scanning & Techniques: SWOT, ETOP, QUEST, PESTEL analysis for external factors. Macro forces affecting business operations & growth. Risk in business environment- country risk and political risk.

Unit-II Economic Environment

(8 Hours)

Economic systems and Economic Policies, Economic Reforms in India, Economic roles of government, Economic planning in India: objectives, strategy and problems, Impact, Inflation, GDP, Interest Rates, Unemployment, Impact of Economic Environment on Business Decisions, Atmanirbhar Bharat, Digital India, Make in India, PLI scheme, etc Strategic Implications: How environmental analysis informs business strategy. Industrial Policy, Industrial Development,

Unit-III Political and Legal Environment

(8 Hours)

Political System and Its Impact on Business, Role of Government in Business Regulation, Business-Government Relationship, Legal Framework Affecting Business: Key Business Laws (Competitive environment of business with reference to MRTP Act and Competition Act. Consumer protection Act), Regulatory Bodies (e.g., SEBI, RBI)

Unit-IV Socio-Cultural and Technological Environment

(8 Hours)

Demographic Trends and Impacts on Business, Cultural Values, Beliefs, and Attitudes, Consumerism, Professionalisation and business Ethical Issues, CSR, Social Change and Its Business Implications,

Technological Developments and Innovation, Technology Transfer and Absorption, Impact of Technology on Business Efficiency and Competitiveness,

Unit-V Environmental and Global Business Environment

(8 Hours)

Natural Environment, Environmental Protection and Sustainability, Climate Change and Business Responsibility, Green Business Practices, Multinational corporations, Foreign capital and technology: foreign investment policy. International Institutions: World Bank, WTO, IM F, UNCTAD. Balance of Payment & its current trends. EXIM policy. Regulation and promotion of foreign trade. International trade agreement-GSP, GSTP & Counter Trade.

References:

1. Francis Cherunillam, Business Environment, Himalaya Publications
2. Suresh Bedi, Business Environment, Excel Books
3. Alok Goyal: Environment for Managers, V.K. Publications
4. Justin Paul Business Environment, Tata Mc-Graw Hill

BBA-302 MATHEMATICS-II

L T P Total

4 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit- I

(10 hours)

Plane Analytical Geometry: cartesian coordinate system, Length of line segment, section formula (Ratio), equation of straight line.

Unit-II**(10 Hours)**

Linear & Non-Linear Equations. Arithmetic, geometric and harmonic progressions.

Unit-III**(10 Hours)**

Logarithms- definition, fundamental properties of logarithms with proofs, base changing formula with proof, problem solving without using log table, application of logarithms in solving problem based on compound interest, depreciation and population growth using log tables.

Unit-IV**(10 hours)**

Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Installments (EMI), Problems

References:

1. Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.
2. Business Mathematics by V. K. Kapoor - Sultan chand & sons, Delhi
3. Business Mathematics by Bari - New Literature publishing company, Mumbai
4. Gorakh Prasad : Differential Calculus
5. Shanti Narayan : An Integral Calculus
6. Gorakh Prasad : Integral Calculus

BBA-303 COST ACCOUNTANCY

L T P Total

4 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit I Introduction to Cost Accounting

(8Hours)

Meaning, Definition, **Importance**, Scope, Objectives and **Limitations** of Cost Accounting, **Branches of accounting**, **Importance of Cost Accounting in Decision-Making**. **Cost Concepts**: Cost, Costing, Cost Control, and Cost Reduction. **Elements of Cost**: Material, Labor, Expenses. **Classification of Costs**- Fixed vs. Variable, Direct vs. Indirect, Product vs. Period Costs, preparation of cost sheet

Unit II Material Cost Control

(8Hours)

Accounting for Material and Labor: incorporate manufacturing and service sector. **Inventory Control Techniques**: EOQ, ABC Analysis, VED Analysis, **Stock Levels**: Reorder Level, Minimum, Maximum, Average Stock. **Methods of Pricing Material Issues**: FIFO, LIFO, Weighted Average, Simple Average. **Losses**: Wastage, Scrap, Spoilage, and Defectives

Unit III Accounting for Overheads

(8 Hours)

Meaning, Classification, Apportionment and Absorption of Overheads, **Methods of Absorption**: Machine Hour Rate, Labour Hour Rate, Percentage of Direct Cost. **Treatment of Administrative and Selling Overheads**. **Marginal Costing**: Break- even -analysis and Decision Involving alternate choices. **Standard Costing**: Types of variances and their implementation.

Unit IV Costing Methods

(8Hours)

Single Unit Costing, Operating costing, Job, batch, **Activity based costing**, Contract costing, process costing, service costing, reconciliation of cost and Financial accounts.

Unit V

(8Hours)

Budgeting: Meaning, Significance, and imitations of budgetary control, various types of Budgets and their preparation. **Labor Cost Control:** Types of Labor: Direct & Indirect, **Labor Turnover:** Causes and Remedies, **Time Keeping and Time Booking, Methods of Wage Payment:** Time Rate System, Piece Rate System, Incentive Plans: Halsey, Rowan, Taylor's Differential Piece Rate. **Overtime, Idle Time, and Holiday Pay**

References:

1. Horngrenetal,*IntroductiontoManagementAccounting*,Pearson,2002,12thedition.
2. Khan & Jain,*ManagementAccounting*,Tata McGraw-Hill,2006.
3. Pandey I.M., *ManagementAccounting*,Vikaspublishations,2004,3rdEd
4. Gupta Shashi K., *Management Accounting*, Kalyani Publications, 12th Edition.

BBA-304 BUSINESS REGULATORY FRAMEWORK

L	T	P	Total
4	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I Indian Contract Act, 1872

(8 Hours)

Essential Elements of a Valid Contract, Classification of Contracts, Offer and Acceptance, Consideration, Capacity of Parties. Free Consent: Coercion, Undue Influence, Fraud, Misrepresentation, Mistake. Legality of Object and Consideration, Void Agreements, Performance and Discharge of Contracts, Remedies for Breach of Contract

Unit-II Special Contracts and Discharge of Contract

(8 hours)

Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency: Creation of Agency, Rights and Duties of Agent and Principal, Termination of Agency, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Bailment & Pledge

Unit-III Sale of Goods Act, 1930(8 hours)

Contract of Sale: Definition, Features, Conditions and Warranties. Transfer of Property (Ownership), Performance of Contract, Rights of an Unpaid Seller, Remedies for Breach of Contract

Unit-IV Negotiable Instruments Act, 1881(8 hours)

Meaning and Features of Negotiable Instruments, Types of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque. Parties to a Negotiable Instrument, Holder and Holder in Due Course, Endorsements: Types and Effects, Dishonour and Discharge of Negotiable Instruments.

Unit-V Other Regulatory Laws

(8 hours)

The Consumer Protection Act, 2019: Consumer Rights, Consumer Disputes Redressal Forums. **The Companies Act, 2013 (Basics):** Types of Companies, Formation and Incorporation, Memorandum & Articles of Association. **The Limited Liability Partnership Act, 2008. The Information Technology Act, 2000 (Essentials):** Digital Signatures, E-Governance, Cyber Offences (overview), Intellectual Property Rights (IPR)

References:

1. Kuchhal M.C., Business Law (Vikas Publication, 4th Edition)
2. Avtar Singh, Principles of Mercantile Law (Eastern Book Company, 7th Edition).
3. Jain T.R, Business Regulatory Framework, V.K Publications.

BBA-305 BASICS OF MARKETING MANAGEMENT

L T P Total

3 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I Introduction to Marketing(8 Hours)

Meaning and Definition of Marketing, **Marketing vs. Selling**, Functions of Marketing, Importance of Marketing in the Modern Economy. Core Marketing Concepts: **Needs, Wants, Demand, Exchange, Customer Value**. Selling concept, production concept, modern marketing concept, Societal marketing.

UNIT II Marketing Environment

(8 Hours)

Internal and External Marketing Environment, Micro Environment: Company, Suppliers, Competitors, Customers, Intermediaries, Publics. Macro Environment: Demographic, Economic, Political, Legal, Technological, Socio-cultural

UNIT III Market Segmentation, Targeting & Positioning (STP)

(8 Hours)

Segmentation: Concept, basis of segmentation, Importance in marketing. Targeting: Concept Types, Importance. Positioning: Concept, Importance, Brand positioning, Repositioning. **Importance of STP in Marketing Planning**

UNIT IV Marketing Mix

(8 Hours)

Product: Product Levels, Product Life Cycle (PLC), Branding, Packaging, and Labeling

Price: Pricing Objectives, Pricing Strategies and Methods. **Place (Distribution):** Channels of Distribution, Retailing and Wholesaling. **Promotion:** Promotional Mix: Advertising, Sales Promotion, Public Relations, Personal Selling. **7 P's= Product, Price, Promotion, Place, People, Process and Physical Evidence**

UNIT V Emerging Trends in Marketing

(8 Hours)

Digital Marketing: Basics of SEO, Social Media, Content Marketing, Green Marketing Relationship Marketing, Service Marketing, Customer Relationship Management (CRM) Ethics in Marketing

References:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control
2. Stanton William J - Fundamentals of Marketing
3. Kotler Philip, Keller Kevin Lane, Koshy Abraham and JhaMithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12th Edition).

BBA-306 UNDERSTANDING HUMAN BEHAVIOUR

L T P Total

3 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 (Student will attempt any 2)

Contact Hours: 40

Unit-I Introduction to Human Behaviour

(8 Hours)

Definition and Importance of Human Behaviour, Scope in Personal, Social & Organizational Life. Factors Influencing Human Behaviour: Biological, Psychological, Cultural, Social Concept of Self and Self-Development, Nature vs. Nurture Debate, Models of Organizational & Individual Behaviour, Relationship with Other Fields.

Unit-II Personality and Individual Differences

(8 Hours)

Definition and Theories of Personality: Trait Theory (Big Five Model), Psychoanalytic Theory, Humanistic Theory, Social-Cognitive Theory Determinants of Personality: Heredity, Environment, Situation. Assessment of Personality: Tests and Inventories

Unit-III Motivation and Emotion

(8 Hours)

Motivation- Nature and Meaning. Motivational Theories. **Emotions-** Meaning and Types of Emotions, Emotional Intelligence (EI), Coping with Stress and Emotional Control, **Attitude:** Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity, Changing Attitudes Prejudice and Stereotyping

Unit-IV Perception and Learning

(8 Hours)

Perception-Nature and Meaning, Laws of Perceptual Organization, Attention and Perception

Perceptual Errors: Halo Effect, Stereotyping, Selective Perception. Learning-Nature and Meaning. Theories of learning-Classical conditioning, Operant conditioning, Memory and Forgetting, Cognitive Learning, Social Learning.

Unit-V Group Behaviour and Conflicts

(8 Hours)

Types of Groups, Group Dynamics, Teamwork, Leadership Styles and Group Influence. Conflict: Concept, Sources, Types, Classification, Functionality and Dysfunctionality of Conflict, Resolution of

Conflict, Meaning & Types of Grievance and Process of Grievance Handling. Stress: Understanding Stress and Consequences, Causes of Stress, Managing Stress.

References:

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill, 10th edition)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc GrawHill, 4th Edition)
4. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 13th Edition)

BBA-391	Seminar*
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BBA

Semester-IV

BBA-401 FINANCIAL TECHNOLOGY- FINTECH

L	T	P	Total
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4	0	0	4
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Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit 1: Introduction to Financial Technology

(8 Hours)

Definition and scope of FinTech, History and evolution of FinTech, Key drivers of FinTech innovation (AI, cloud, mobile, blockchain), FinTech ecosystem: startups, incumbents, regulators, Overview of global FinTech hubs

Unit 2: Digital Payments and Money

(8 Hours)

Digital wallets and mobile payments (Apple Pay, Google Pay, Paytm), Real-time payments and payment gateways, Cryptocurrencies and stablecoins, Central Bank Digital Currencies (CBDCs), Regulatory issues in digital payments

Unit 3: Lending, Crowdfunding, and Credit Scoring

(8 Hours)

Peer-to-peer (P2P) lending platforms, Marketplace lending models, Alternative credit scoring using AI and big data, Crowdfunding platforms (Kickstarter, GoFundMe), Risks and regulations in digital lending

Unit 4: Blockchain, Smart Contracts, and Decentralized Finance (DeFi) (8 Hours)

Blockchain fundamentals and consensus mechanisms, Smart contracts and Ethereum ecosystem, DeFi protocols: lending, exchanges, staking, liquidity pools, NFTs and tokenization of assets, Legal, security, and compliance issues in DeFi

Unit 5: Robo-Advisors, InsurTech, and Regulatory Technology (RegTech) (8 Hours)

Algorithmic investment advice and robo-advisory platforms, Machine learning in portfolio management, InsurTech innovations (on-demand insurance, AI in underwriting), RegTech: automation of compliance and reporting, Ethics and data privacy in FinTech

Reference Books:

1. **King, M. R.** (2023). *Fintech Explained: Ethereum and decentralized finance*.
2. **Vardari, L., & Qabrati, I.** (Eds.). (2024). *Decentralized finance and tokenization in FinTech*.

Irfan, M., Elmogy, M., Gupta, S., Khalifa, F., & Dias, R. T. (2024). *AI-driven decentralized finance and the future of finance.*

3. **Faux, Z.** (2023). *Number Go Up: Inside crypto's wild rise and staggering fall.*
4. **White, G.** (2024). *Rinsed: From cartels to crypto — How the tech industry washes money for the world's deadliest crook*

BBA-402 FUNDAMENTALS OF PRODUCTION & OPERATIONS MANAGEMENT

	L	T	P	Total
4	1	0		4.5

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT-I Introduction to Production Management

(8 Hours)

Meaning, Nature, Scope, Functions & Objectives of Production Management, Concept of Production, Product-nature and types, Product and Process Design. **Types of Production Systems: Job, Batch, Mass, Continuous Production.** Operations Management - An overview, Definitions of operations management, production cycle, classification of operations, responsibilities of operations manager.

UNIT-II Production Planning and Control (PPC)

(8 Hours)

Introduction, Meaning, Need, Objectives, Steps and Functions of PPC; Capacity Planning – Measurement of Capacity, Process of Capacity Planning. **Factors Influencing Production Planning, Techniques and Tools for Production Control, Importance of Coordination in PPC**

UNIT-III Plant Location and Layout

(8 Hours)

Plant Location: Meaning, Need for selecting a Suitable Plant Location, Factors Influencing.

Plant Layout: Objectives, Principles, and Types of Layout, Advantages and Limitations of Each Type of Layout, **Layout Planning and Design, Service Facility Layout vs. Manufacturing Layout**

UNIT-IV Quality Management and Modern Production Concepts

(8 Hours)

Quality Control – Need, Objectives and Benefits of Quality Control, Steps in Quality Control, Statistical process Control – Control Charts – Characteristics, Benefits and Objectives of Control Charts; Quality Circles. Definition of Quality and Importance of Quality Control. **Quality Assurance vs. Quality Control, Statistical Quality Control (SQC), Total Quality Management (TQM). Emerging Concepts: Lean Manufacturing, Kaizen, 5S.**

UNIT-V Materials Management

(8 Hours)

Material Handling-Concept, Equipments, Advantages & Disadvantages, Inspection and Quality control in production. **Importance and Scope of Materials Management**, Inventory Management: Types of Inventory, Inventory Control Techniques: EOQ, FIFO, LIFO, ABC, VED analysis. **Stores Management and Purchase Procedures**, **Just-In-Time (JIT) and Lean Inventory Systems**

References:

- Production and Operations Management – S. Anil Kumar, N. Suresh; New Age International Publishers
- Production And Operations Management: Gagandeep Chawla, Gursharanjit Singh, Kalyani Publishers.
- Production and Operations Management – K. Ashwathappa; HPH
- Chunawalla, Production and Operation Management, Himalaya Publishing House.

BBA-403 MANAGEMENT ACCOUNTING & FINANCIAL MANAGEMENT

L	T	P	Total
4	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I

(8 Hours)

Management Accounting: meaning, nature, usefulness, functions, scope, conventions, techniques and limitations. **Financial Management:** Meaning, Nature, Scope & Objectives, Finance functions, GAAP, **Function of finance Manager.**

Unit-II

(6 Hours)

Standard Costing and Marginal Costing, Cost-Volume-Profit (CVP) Analysis, **Break-Even Analysis:** Contribution Margin, Break-Even Point, Margin of Safety, Profit-Volume Graphs. **Budget and Budgetary Control:** Types of Budgets (Flexible, Fixed, Cash, Sales, Production), **Zero-Based Budgeting (ZBB)**. Capital Budgeting; Nature, Significance, Process, Methods of Evaluation.

Unit-III

(10 Hours)

Responsibility Accounting: Concept and Types of Responsibility Center **Depreciation:** Concept, Causes and, Methods. **Financial Planning:** Meaning, Nature, Features, Determinants & Process. Time value of Money, **Risk and Return**

Unit-IV

(8 Hours)

Investment Decision: Capital Budgeting

Financial Decisions: Sources of Finance, Cost of Capital: Capital Structure

Unit-V

(8 Hours)

Dividend Decisions, Working Capital Decisions

Inventory Management - Concept, Types. Receivables Management & Cash Management. Accounting for Bad Debts, Provisions, and Reserves

References:

1. Horngren, C. T., Datar, S. M., & Rajan, M. V. (2015). *Cost accounting: A managerial emphasis* (16th ed.). Pearson.
2. Drury, C. (2023). *Management and cost accounting* (11th ed.). Cengage Learning.
3. Brigham, E. F., & Houston, J. F. (2023). *Fundamentals of financial management*
4. Pandey, I. M. (2022). *Financial management* (12th ed.). Vikas Publishing House.
5. Van Horne, J. C., & Wachowicz, J. M., Jr. (2021). *Fundamentals of financial management* (14th ed.). Pearson.

BBA-404 FUNDAMENTALS OF MANAGEMENT INFORMATION SYSTEM

L	T	P	Total
3	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 42

UNIT- I

(9 Hours)

Foundation of Information Systems: Introduction to information system in business, fundamentals of information systems, Solving business problems with information systems, Types of information systems, Effectiveness and efficiency criteria in information system.

UNIT- II

(9 Hours)

An overview of Management Information Systems: Definition of a management information system, MIS versus Data processing, MIS & Decision Support Systems, MIS & Information Resources Management, End user computing, Concept of an MIS, Structure of a Management information system.

UNIT- III

(8 Hours)

Concepts of planning & control: Concept of organizational planning, The Planning Process, Computational support for planning, Characteristics of control process, The nature of control in an organization.

UNIT- IV

(8 Hours)

Business applications of information technology: Internet & electronic commerce, Intranet, Extranet & Enterprise Solutions, Information System for Business Operations, Information System for Managerial Decision Support, Information System for Strategic Advantage.

UNIT- V

(8 Hours)

Managing Information Technology: Enterprise & global management, Security & Ethical challenges, Planning & Implementing changes.

Advanced Concepts in Information Systems: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, and Procurement Management.

References:

1. O Brian, "Management Information System", TMH
2. Gordon B. Davis & Margrethe H. Olson, "Management Information System", TMH.
3. O Brian, "Introduction to Information System", MCGRAW HILL.
4. Murdick, "Information System for Modern Management", PHI.

BBA-405 FUNDAMENTALS OF RESEARCH METHODOLOGY

L	T	P	Total
4	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT- I Introduction to Research

(8Hours)

Meaning, Definition, Objectives, Types, Process of Research, Importance of Research in Decision-Making, Application of Research in Various Functions of Management, Research Approaches, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers, Various Methods of Research Design, Ethics in Research

UNIT- II Collection of Data

(8 Hours)

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Precautions in Preparation of Questionnaire. Sources of Secondary Data. Editing, Coding and Tabulation of Data

UNIT- III

(8Hours)

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, **Scaling & Measurement Techniques**

UNIT-IV Research Problem & Hypothesis

(8Hours)

Identifying and Defining a Research Problem, Criteria of a Good Research Problem, Formulation of Research Objectives, Meaning and Types of Hypothesis, Characteristics of a Good Hypothesis, Testing of Hypothesis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT- V:Data Analysis and Report Writing(8Hours)

Data Processing and Analysis, Use of Statistical, Use of Software Tools, Interpretation and Structure and Format of a Research, Plagiarism and Use of AI Tools in Research. **Drawing Conclusions**, **Report Preparation**: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography, **References** and Annexure in the Report: Their Significance, Suggestions and Recommendations to the Concerned Persons.

References:

1. PanneerSelvam - Research Methodology (Prentice Hall of India, Edition 2008)
2. Gravetter - Research Method for Behavioral Sciences (Cengage Learning)
3. Beri G.C - Marketing Research (Tata Mc Graw Hill, 4th Edition)
4. Kothari C R – Research Methodology Methods & Techniques

BBA-406 TOTAL QUALITY MANAGEMENT (TQM)

L	T	P	Total
3	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT- I INTRODUCTION

(8 Hours)

Basic of TQM, Historical Review, **Evolution of Quality Management**, Leadership – Concepts, Role of Senior Management, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

TQM	vs.	Traditional	Management
UNIT-II			(8 Hours)
TQM			Service

Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures &

Appraisal, – Basic Concepts, Strategy.

UNIT-III TQM TOOLS (8 Hours)

Benchmarking: Reasons, Process of Benchmarking, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Total Productive Maintenance (TPM) – Concept, Improvement Needs. **Seven Basic Tools: Cause and Effect Diagram (Fishbone/Ishikawa), Flow Chart, Check Sheet, Histogram, Pareto Diagram, Scatter Diagram. Quality Circles, Poka-Yoke.**

UNIT-IV QUALITY SYSTEMS (8 Hours)

Need for ISO 9000:2000, Quality System – Elements, Implementation of Quality System, Documentation, **Quality Audits and Certifications** TS 16949, ISO 14000 – Concept, Requirements and Benefits. **(COQ), TQM in Service Sector.** Definition, Dimensions of Quality, **Importance of Quality in Business.** Quality Planning, Analysis Techniques for Quality Costs, Statistical Quality Control, control charts for attributes & variables, Six Sigma.

UNIT-V (8 Hours)

MATERIAL MANAGEMENT: Meaning, Objectives. Nature and Scope. Organization of Material Management. Material Planning: Making the Material Plan Work. The Material Cycle and Flow Control System. Material Budget. Purchasing: Principles, Procedure, and Practices. Fundamental Objectives of Purchasing. Stores Management

References:

1. James R.Evans& William M.Lidsay, The Management and Control of Quality,
2. Feigenbaum.A.V. “Total Quality Management, McGraw-Hill, 1991.
3. Oakland.J.S. “Total Quality Management Butterworth – Heinemann Ltd., Oxford. 1989.

BBA

Semester-V

BBA-501 PRINCIPLES OF RETAILING

L T P Total

3 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 (Student will attempt any 2)

Contact Hours: 40

Unit I Retailing

(8 Hours)

Definition, nature and importance of retailing in the Indian economy, functions, classification of retailers, concept of organized retail, difference between organized retailing and unorganized retailing. Nonstore retailing and service retailing. Retailing as a career. Retail Customer; stages of the customer buying process, types of consumer buying behaviours, factors affecting buying decision process, consumer decision making procedure in retail perspective

Unit II Retail Formats and Theories

(8 Hours)

Classification of retail formats: Department stores, Supermarkets, Hypermarkets, Convenience stores, Discount stores, etc. Service retailing vs. product retailing Franchising, E-retailing, Direct selling, and Multi-channel retailing. Theories of retail development

Unit III Retail Location and Site Selection

(8 Hours)

Factors influencing retail location decisions, Types of retail locations: Free-standing sites, Shopping centers, Malls, Business districts, Site selection criteria, Trading area analysis, Store layout and Design; key considerations in store layout, factors of design decisions, importance of layout, steps for designing layout.

Unit IV Retail Marketing and Merchandising

(8 Hours)

Retail Merchandising; meaning, the process of merchandise planning, merchandise budget, methods of merchandise procurement, controlling the merchandise. Technology in retailing. Retail market segmentation and targeting, Retail marketing mix (4 Ps in retail context), Customer relationship management (CRM) in retail, Visual merchandising and store layout, Category management, Merchandise planning and buying

Unit V Retail Operations and Trends

(8 Hours)

Retail store operations and management, Supply chain management in retail, Inventory management, Ethical and legal issues in retailing, Emerging trends: Omnichannel retailing, Green retailing, Experiential retail

References:

1. Pradhan, Swapna. Retailing Management, Tata McGraw-Hill Publishing Company Ltd.
2. Sheikh, Arif. Fatima, Kaneez. Retail Management, Himalaya Publishing House Pvt. Ltd.
3. Cox, Roger. Brittan Paul. Retailing- An Introduction, Pearson Education
4. Bajaj, Chetan. Tuli, Rajnish. Srivastava Nidhi V. Retail Management, Oxford University Press.

BBA-502 EXPORT PROCEDURE AND DOCUMENTATION

L	T	P	Total
3	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I Export & Import Documentation Systems

(8 Hours)

Entering Export Business, registration for export/import (IEC Number), Procedures and Formalities, Aligned Documentation System, Export and Import documents Requirement, rationale of export documentation, Export promotion in India: Role of DGFT, EXIM Bank,

UNIT II Preliminaries & Regulatory Formalities

(8 Hours)

Types of exporters, liberalization, negative import list, Selection of export products and destinations; pre-export market assessment, Exchange control regulations and regulatory frameworks governing imports, Processing of an Export Order- Stages and Roles Played by Various Parties. Role of Forwarding agents;

UNIT III Payment methods & Export Finance

(8 Hours)

Advance, open account, documentary bills, consignment stock, Methods of Payment in International Business. INCOTERMS. Pre Shipment and Post Shipment Finance. Role of Banks & EXIM Bank.

UNIT IV Logistics & Technology

(8 Hours)

Insurance & Risk Management: ECGC Schemes and Export Credit Insurance, Cargo Insurance and Claim Procedure, **Logistics & Shipping:** Mode of Transport, Freight, Containerization and Warehousing, **Technology in Export:** Electronic Data Interchange (EDI), Online Export Documentation, DGFT Portal, ICEGATE, e-BRC.

UNIT V Export Policy and Incentives (8 Hours)

Overview of India's Foreign Trade Policy (FTP), Legal framework: FEMA, Customs Act, Classification of goods – HS Code / ITC HS. Institutional Infrastructure for Indian Exporters. Export Incentives and Schemes- EPCG, Duty Exemption Scheme; DEPB Scheme, Management of Risk in Export Business.

References:

1. Thomas Johnson, Donna Bade-Export/Import Procedure and Documentation
2. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
3. Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
4. Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
5. Jain, K. S. (n.d.). *Export–Import Procedures & Documentation*. Himalaya Publishing House

BBA-503 PERFORMANCE MANAGEMENT & APPRAISAL

L	T	P	Total
3	0	0	

Max. Marks-100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit –I Introduction to Performance Management

(8 Hours)

Concept and Objectives of Performance Management (PM), Importance and Benefits of PM for Organization and Employees, Difference between Performance Management and Performance Appraisal, Linkage between Performance Management and Strategic HRM, Performance Management Cycle (Planning, Monitoring, Developing, Rating, Rewarding),

Unit-II Performance Planning and Goal Setting

(8 Hours)

Performance Planning: Concept , Process, Setting SMART Goals (Specific, Measurable, Achievable, Relevant, Time-bound), Role Clarity and Performance Expectations, Key Result Areas (KRAs), Key Performance Indicators (KPIs), Competency Mapping and Job Descriptions.

Unit-III Performance Appraisal Systems

(8 Hours)

Concept, Purpose, and Importance of Appraisals, Process of Performance Appraisal, Traditional and Modern Methods of Performance Appraisal: Rating Scales, Ranking Method, Critical Incident Technique, 360-Degree Feedback, BARS, MBO, Assessment Centers.

Unit-IV Performance Feedback and Coaching

(8 Hours)

Performance Coaching: Performance Appraisal as a Training Need Assessment. Counseling for better Performance, Feedback Mechanisms in organizations–Training the superiors to give constructive feedback, Providing Constructive Feedback, Feedback Mechanisms and Models (SBI, GROW), Performance Review Meetings and Performance Counseling, Role of Managers and HR in Feedback, Handling Difficult Conversations

Unit-V Current Trends

(6 Hours)

Challenges in Performance Management, Use of Technology in PM (HRIS, Performance Management Software), Current Trends: Continuous Feedback, Agile Performance Management, Potential Appraisal, Performance Management System and other workforce processes like Career Planning, Compensation Management and Separation Planning.

References:

1. Kandula, Srinivas Performance Management: Strategies, Interventions and Drivers
2. Saks, Performance Management through training and development
3. Aguinis Herman Performance Management', Pearson Education Inc.2009

BBA-504 PRINCIPLES OF BANKING

L	T	P	Total
3	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit I Introduction to Banking**(8 Hours)**

Definition and Evolution of Banking, Functions, Structure and Types of Banks, Role of Banking in Economic Development, Structure of the Indian Banking System, Systems of Banking: Mixed, Branch, Unit, Group, Chain; Brief Structure of banks - Commercial Banks, specialized banks, performance analysis of banks.

Unit II Banker-Customer Relationship**(8Hours)**

Definition of Banker and Customer, Types of Relationships: Debtor-Creditor, Trustee-Beneficiary, Principal- Agent, Obligations and Rights of a Banker, Customer Accounts: Types and Features, special services rendered by Banks, KYC

Unit III Negotiable Instruments & Payment Systems**(8 Hours)**

Meaning and Types of Negotiable Instruments: Cheque, Bill of Exchange, Promissory Note, etc

Cheque: Crossing and Endorsement of Cheques, Payment and Collection of Cheques, Dishonour of Cheques and Legal Provisions (Section 138 of NI Act). Modern Payment Systems: RTGS, NEFT, IMPS, UPI, e-Wallets

Unit IV Credit Creation and Lending Principles

(8 Hours)

Meaning and Process of Credit Creation, Types of Loans and Advances: Secured, Unsecured, Cash Credit, Overdraft, Term Loans. Principles of Sound Lending: Liquidity, Safety, Profitability, Purpose, Diversification. Credit Appraisal and Creditworthiness of Borrowers

Documentation and Securities in lending security issues

Unit V Regulation and Recent Developments in Banking

(8 Hours)

Role of RBI: Functions and Monetary Policy, Banking Regulations: RBI Act, Banking Regulation Act, Basel Norms – Introduction and Relevance. Banking Ombudsman Scheme. Financial Inclusion Index, Priority Sector Lending, Sources and Uses of Funds in Banks. Emerging Trends: Digital Banking, Mobile Banking, Core Banking, Green Banking.

References:

1. Sundaram&Varshney, “ *Banking, Theory Law and Practice*” Sultan chand& sons;2004
2. Chaturvedi D.D., Anand Mittal, “ *Business Economics-II*”, Brijwasi Book Distributors; 2005
3. Varshney& Malhotra, “*Principles of Banking*”,Sultan Chand & Sons, 2005.

BBA-505 CORPORATE GOVERNANCE AND LAW

L	T	P	Total
4	0	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Unit I

(8 Hours)

Meaning and Definition, Characteristics of a Company, Types of Companies, promoters, **Incorporation and Registration of Companies**: Process and Legal Requirements, Lifting of Corporate Veil, **Memorandum and Articles of Association, Companies Act, 2013**, Share capital, Debentures, Capital Management

Unit II Introduction to Corporate Governance and Corporate Law

(8 Hours)

Corporate Governance: Definition, nature, scope, objectives, **Need and Importance**, **Principles and Theories of Corporate Governance**, **Corporate Law**: Nature, purpose and sources, **Relationship between Corporate Governance and Corporate Law**, Evolution of Corporate Governance and Corporate Law in India and globally.

Unit III Board of Directors, Corporate Management & Committees

(8 Hours)

Directors: Composition and Powers **of the Board of Directors**, Appointment, qualifications, remuneration, tenure and Types of Directors, Duties, Liabilities and Role of Directors under Companies Act, Board Meetings, **Company Meetings, and general meeting**. Audit Committee, Managerial Personnel – Appointment, Remuneration, and Role (CEO, MD, KMPs)

Unit IV Regulatory

(8 Hours)

Principle of majority rule and protection of minorities. **Corporate Governance Failures**, **Corporate Social Responsibility (CSR)**, **Overview of SEBI Regulations**, **SEBI Guidelines on Corporate Governance**, **SEBI Regulations, 2015**, **FEMA**, and **Competition Law**

Unit V Winding Up and Recent Developments

(8 Hours)

Modes of Winding Up:, **Role of Liquidator and Legal Consequences**, **Procedure and Consequences of winding up**, **National Company Law Tribunal (NCLT)** and **Appellate Tribunal (NCLAT)**, **Recent Amendments and Emerging Issues in Corporate Law**

References:

1. **Mallin, C. A.** *Corporate governance* (6th ed.). Oxford University Press.
2. Kuchhal M.C.: Modern India Company Law: Shri Mahavir Books,
3. **Fernando, A. C.** *Corporate governance: Principles, policies and practices* (3rd ed.).
4. PPS Gogna, Business Law. New Age Publishing Company. New Delhi.
5. Ashok Goel, Company Law, V K Publications.
6. Avtar Singh, Mercantile Law, Eastern Book Company Corporate Personality : Kinds of Company, Promotion and Incorporation of Companies

BBA-506	Training Report
BBA-591	Seminar & Viva Voce *

BBA

Semester-VI

BBA-601 MARKET RESEARCH AND CONSUMER BEHAVIOR

L T P Total

4 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I Market Research

(8 Hours)

Concept, Characteristics, Scope, Importance, Steps, Types and Limitation of Market Research, Market Research Agencies, Career Opportunities in Market Research, Organization of MR department, **Ethical and Contemporary Issues** in Market Research & Consumer Behavior.

UNIT II

(8 Hours)

Research Design and Data Collection: Sampling Techniques Data Collection Methods, Designing a Questionnaire, Reliability and Validity of Data, Data Analysis and Interpretation: Data Preparation – Editing, Coding, Tabulation, Hypothesis Testing Use of Software in Market Research, Report Writing and Presentation of Research Findings.

UNIT III Consumer Behavior

(8 Hours)

Meaning, Significance, Determinants of Consumer Behavior, Consumer Buying Process, **Consumer decision-making process**, **Models of Consumer Behavior**, Characteristics, Process and Determinants of Organizational Buying Behavior, History of Consumer Research and Consumer Research Process, Consumer Movements in India.

UNIT IV

(8 Hours)

Consumer Attitudes and Perception, customer satisfaction and Loyalty, Trends in consumer behavior (digital, ethical, sustainable), Market segmentation, targeting, and positioning, Post-purchase behavior

UNIT V Social Class and Consumer Need

(8 Hours)

Meaning, Measurement and Lifestyle profiles of the Social Class, Social-class mobility, Affluent and Non-affluent consumer, Selected consumer behavior applications of social class. **Product Research and Consumer Needs:** Introduction, Research in New Product Development, Product Life Cycle Research, Consumer Needs and Goals, Types and System of Consumer Needs.

References:

1. Consumer Behaviour by Karan Webb (Tata Mc Gra Hill, Pub. Aug 2011)
2. Marketing Research by NareshK.Malhotra, Satyabhushan Dash. (Pearson Education)
3. Consumer Behaviour& Branding: Concepts, Reading & Cases- The Indian Context by S. Ramesh Kumar (Pearson Education).

BBA-602 MODERN INSURANCE AND RISK MITIGATION

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I Introduction to Insurance and Risk

(8 Hours)

Definition and nature of insurance, Origin and development of insurance, Historical evolution and modern relevance of insurance in India, Kinds of insurance, Importance, functions and Principles of insurance, Role of insurance in economic development, Concept of Risk, Classification of Risk, Risk Appraisal, Risk management process, Transfer and Pooling of Risks.

UNIT II Life Insurance and General Insurance

(8 Hours)

Concept, Types, need, Procedure for taking insurance policy, Nomination, assignment, and surrender value, Settlement of claims under life and non-life insurance, Organizational structure of Public & Pvt. Sector insurance organizations in India, Relevance of Insurance to the emerging socio-economic needs of all the sections of society including Industrial sector, Reinsurance and its significance,

UNIT III Insurance Intermediaries

(8 Hours)

Definition and role of insurance agents, Procedure for becoming an insurance agent, Functions and rights of an insurance agent, code of conduct, remuneration, Eligibility, Termination of an insurance agent, Essentials for a successful insurance salesman. Distribution channel in Insurance, Corporate agents and brokers.

UNIT IV Risk Mitigation Strategies

(8 Hours)

Risk identification and evaluation techniques, Risk avoidance, reduction, sharing, retention, and transfer, Role of insurance in risk transfer, Enterprise Risk Management (ERM), Business continuity planning and disaster recovery, Cyber risk mitigation and insurance solutions

UNIT V Regulatory Framework and Contemporary Trends

(8 Hours)

Regulatory bodies: IRDAI, IRDA Act, 1999, NAIC, Solvency II, Insurance law and ethics, Digital transformation in insurance, Life Insurance Corporation of India (LIC): objectives and achievements, LIC Act, 1956. General Insurance Corporation (GIC): mission, organization, and functions. Role and functions of the Insurance Ombudsman.

References:

1. Karampal, B.S.Bodla, and Mahesh Garg, 'Insurance Management-Principles and Practice', Deep & Deep Publication, 2006.
2. M.N.Mishra, 'Insurance-Principles and practice,' S. Chand and co. Ltd., 2003
3. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
4. Neelam C. Gulati, 'Principles of Insurance Management', Excel Books, 2007.

BBA-603 INTRODUCTION TO FINANCIAL SYSTEMS

L T P Total

3 1 0

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I Overview of the Financial System

(8 Hours)

Meaning, components, Functions of the financial system, Role of the financial system in economic development, Structure of the Indian financial system.

UNIT II Financial Markets and Instruments

(8 Hours)

Money market: Constituents, functions, and significance, **Capital market:** Primary and secondary markets, functions, and significance, Role of SEBI and other regulatory authorities in market oversight, Money market and Capital market instruments, Derivatives

UNIT III Financial Institutions

(8 Hours)

Banking financial institutions: Types of banks, functions, and structure of the Indian banking system- Central bank RBI and its role in financial regulation and monetary policy, **Non-banking financial institutions:** NBFCs Types and structure- IDBI, ICICI, IFCI, NABARD, RRBs, DFIs, State Level Institutions;

UNIT IV Financial Services

(8 Hours)

Meaning, features, importance, types of financial services. financial services and economic environment, players in financial services.

Mutual funds, Insurance, Pension funds, Merchant banking, Credit Rating and their agencies, Depository, Housing Finance, Leasing, hire purchase, Factoring & Forfeiting, Investment banking, venture capital, and securitization, Role of technology in financial services (FinTech)

UNIT V Recent Developments and Challenges

(8 Hours)

Management of capital funds - capital adequacy norms, Liquidity Management, Asset Liability Management Non Performing Assets. Regulation of money and credit, Financial Sector Reforms in India, Financial inclusion and digital financial services, Challenges in the financial system, Global financial system and impact of globalization

References:

1. Corporate Finance-Principles and Problems by P.V.Kukarni.
2. Essential of Business Finance by R.M. Srivastava.
3. Finance Management by I.M. Panday.

BBA-604 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

L	T	P	Total
2	1	0	

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT-I Introduction to Entrepreneurship

(8 Hours)

Meaning, definition, importance of entrepreneurship, types of Entrepreneur and their Significance in economic development; Characteristics, Traits and pre-requisites of entrepreneur, Entrepreneurial competencies, Problems faced by entrepreneurs. Role of entrepreneurship in economic development, Barriers to entrepreneurship and how to overcome.

UNIT-II Starting a Small Business

(8 Hours)

Sources of business ideas and opportunity evaluation, Preparing of Business plan and model project report for starting a new venture, Methods and procedures to start and expand own business, Feasibility Study and Preparation of feasibility reports, problems in setting up small units, Reasons for the failure of business, Life cycle of a new business, Environmental factors affecting success of a new business.

UNIT-III Small Business Management

(8 Hours)

Concept, definition, Nature, Scope, Role & Importance of Small Businesses in Indian Economy. Application for registration and organizational structure of a small business, Small industry setup, Marketing strategies for small businesses, Financial management and resource management in small enterprises.

UNIT IV Financing and Supporting Small Businesses

(8 Hours)

Various Sources of finance, Government schemes and institutional support for MSMEs, Role and functions of support institutions such as SIB, CSIO, SSDO, SISIs, Entrepreneurship Development Programmes, Social benefits, incentives and subsidies available for small industries, Export possibilities.

UNIT-V Growth Strategies and Contemporary Issues

(8 Hours)

Business growth strategies, Role of Women Entrepreneurs in India, Social entrepreneurship and sustainable business practices, Challenges faced by small businesses in a globalized environment, profit and tax planning.

References:

1. Couger, C- Creativity and Innovation (IPP, 1999)
2. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
3. Jonne&Ceserani - Innovation & Creativity (Crest) 2001.
4. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003).

EXTRACTS OF RULES & REGULATIONS

- 1(i) The payment of the fees at the time of registration does not in any way confirm the registration.
 - (ii) The amount of fees received along with the application form is not refundable except mentioned.
 - (iii) The entire amount towards the fees must be paid before the commencement of the academic session.
 - (iv) In case the full fees is not paid by the due date, the amount paid towards the provisional admission shall stand forfeited and University shall not be held responsible.
 - (v) Fees is payable in advance for all courses. Any amount paid is not refundable for any reason whatsoever.
 - (vi) Fee shall be payable for such period, for which the student is absent/on leave from the institute.
 - (vii) The name of the student shall be liable to be struck off the rolls due to non-payment of fee on the due date. He/She shall have to pay fresh admission fee for seeking readmission.
 - (viii) Fee shall be payable for the full session, even if the student leaves the institute prior to the expiry of the Session.
 - (ix) The Fee for tuition and hostel is paid for full academic year ending 30th June, every year.
 - (x) Application fee is non adjustable and non refundable.
2. Student is not allowed to change the course.
 3. Student will observe strict discipline and decorum at the institute and in case of any indiscipline or misconduct, student will be liable to be expelled from the institute without any notice. No fees will be refundable in such case. At the discretion of the VC such case may be penalized by appropriate fine.
 4. The University shall have right to change the time schedule of the course at any time.
 5. The University will provide job assistance to the students on successful completion of the course but does not stand guarantee for job.
 6. Normally no extension in terms of fees would be allowed within the prescribed time limit; in special circumstances the extension to deposit the fees is allowed subject to approval of the VC of the University in writing, failing to pay even after the extension a fine of 50/- per day will be imposed, till actual date of payment.

7. The student must affix passport size photographs to the Admission Form. The University shall be entitled to use such photographs for publication in any journal, book, brochure, newspaper & other media.
8. The VC shall have the right to review & revise Rules and Regulations of the University from time to time as he thinks fit. The decision of the VC in all matters shall be final.
9. Regular and punctual attendance is insisted upon being important factor towards sessional assessment. No leave or absence is given without application in writing from the guardian. Students who have been absent from class must have a valid reason for their absence briefly noted in regularity record. Reasons of a private nature if any is to be intimated by a letter. Birthdays, excursions, urgent business are not sufficient reasons.
10. Students remaining continuously absent for more than a month without permission is liable to be excluded from the rolls and readmission may be refused.
11. Those who have been absent must show the Lecturers their regularity record duly countersigned by the VC before entering the classroom.
12. No student is allowed to leave the University premises except on the strength of a letter of request from his/her guardian and sanctioned by the VC.
13. Any damage to University property should be made good by the students concerned.
14. Students are responsible and answerable to the University authorities for their conduct in and out of the University. Students are to address the Lectures and all members of the staff with due respect and politeness. On their way to and from the University, they are expected to behave in a courteous manner.
15. Students must return after the holidays on the opening day and be present on the closing day of each term. In case of sickness, the University authorities must be notified.
16. The student will observe strict discipline and decorum in the University and in case of any indiscipline- or misconduct, the student will be expelled from the University without any notice. No fee will be refunded in such cases.
17. Use of possession of alcohol, or drugs, by any student of the institute is strictly prohibited. Any student; violating this rule, is liable to be summarily expelled from the institute as well as hostel and be subjected for action as per law applicable.

18. Attendance of the student in all the classes during the first week of the start of the semester or on reopening after holidays is compulsory. Any student, not observing this rule is liable to lose his/her admission in the institute.

19. All students must observe discipline in the University and hostels and maintain punctuality and regularity in the classes.

20. University reserves the right to detain student from Exams or take any other action as considered necessary, for non payment of fee dues or Student's attendance are short to the requirement of the university.

21. The parents/guardians of all the students are advised to visit their sons/daughters/wards as well as their local guardians to obtain first hand knowledge about their progress, activities, attendance and company and to ensure that their sons/daughter/wards are utilizing their time and money properly

22. Students are advised to keep the original receipt of fee deposited for final clearance at the end of the course.

23. All courses are conducted in accordance to Rules and Regulations, Syllabus, Curriculum of the University from time to time.

24. Adjustment of Fees on any ground whatsoever is not allowed.

25. Caution Deposit of any nature will be refunded. Student on completion of the course should get clearance of all dues from the administration. Caution Deposit will be refunded against the production of original receipt only. Students must ensure that all cards (identity Card, Hostel Card, Bus Card etc.) are deposited with the University at the time of getting the final clearance from the University.

26. All Fees should be deposited by separate Demand Drafts for Tuition Fee, Hostel Fees, Examination Fee.