



Bachelor of Business Administration

Batch: 2026 - 2030

Syllabus

Vision

To evolve as an institute of academic excellence and develop students who serve the society by being a leading center of knowledge creation and communication in the area of commerce and management.

Mission

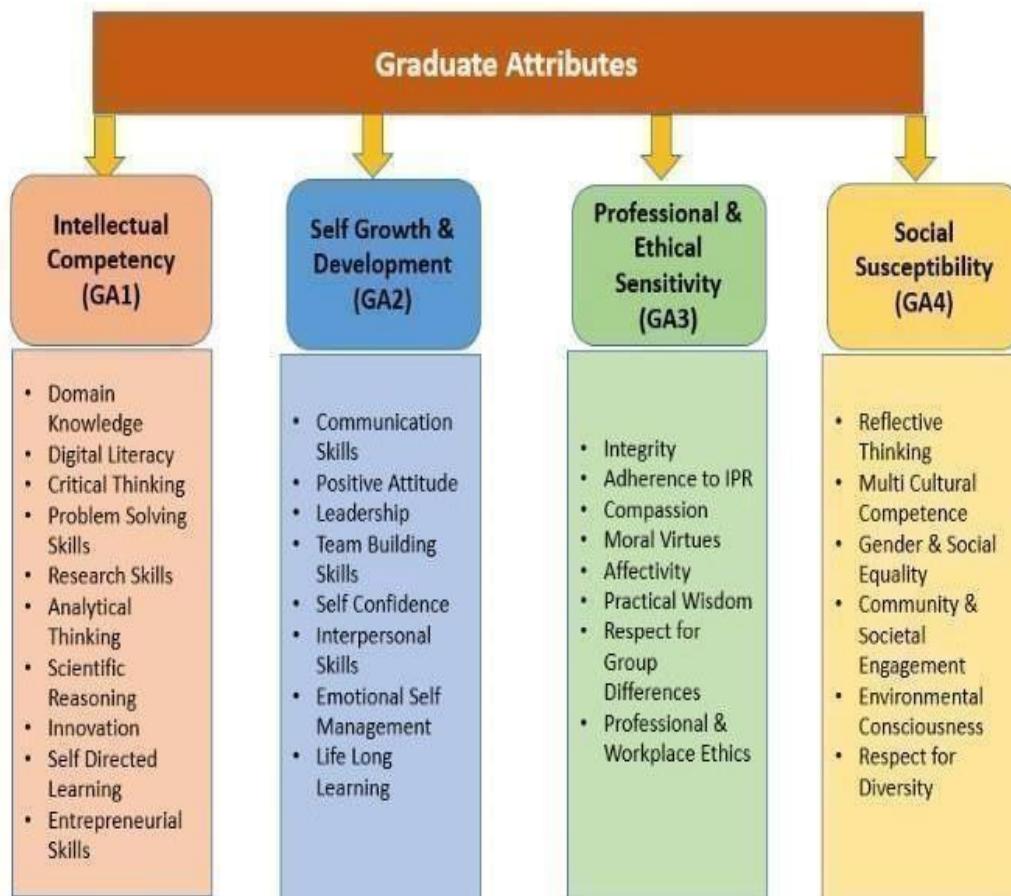
- To educate and equip diverse group of students with the analytical ability, management perspectives, knowledge and skills required to deal with the challenges of today's global business environment.
- Encourage academic research, innovative thinking & self-employment through entrepreneurship.
- To make each student proficient in synthesizing / analyzing information and be ethical, socially responsible, and just when making business decisions.

Graduate Attributes

Jharkhand Rai University is a mecca of transformative education which strongly believes in the holistic development of students. The university provides the cutting-edge of holistic learning to develop promising youngsters into leaders of tomorrow with globally relevant, future-ready and actionable intelligence. The objective of the Department is to make each student proficient in synthesizing/analysing information and be ethical, socially responsible, and just when making decisions. JRU ensures inclusive and equitable quality education and promote lifelong learning opportunities for all.

Every graduate of the Department will be developed to possess the following attributes:

1. Intellectual Competency
2. Self-Growth & Development
3. Professional & Ethical Sensitivity
4. Social Susceptibility



Program Educational Objectives (PEO)

PEO 1: To provide a practical exposure & comprehensive knowledge of Business concept, theories & practices.

PEO 2: Develop an ability to identify and analyze problems and make effective decisions.

PEO 3: To develop essential skills & decision-making ability to undertake entrepreneurial ventures

PEO 4: To develop required communication, interpersonal and leadership skills.

PEO 5: Creating Professional with Social Sensitivity and enable them to practice profession with ethics.

PEO 6: Develop a strong base to facilitate the students to pursue professional career or take up higher learning courses.

Program Outcome (PO)

On successfully completing the BBA program the student will be able to:

PO 1: Develop competency & Conceptual clarity of Business Concepts theories & practices and across business disciplines.

PO 2: Ability to understand and analyze problems and make effective decision to solve the business problems.

PO 3: Demonstrate an ability to identify business opportunities, create Business plan & undertake entrepreneurial ventures.

PO 4: Ability to effectively communicate in business environment and perform effectively as a leader as well as a member of a team

PO 5: Exhibit an understanding and application of ethical principles at both the professional and societal levels

PO 6: Decision making ability & strong foundation to pursue professional career or take up higher learning courses.

Mapping of PEO and PO

POs	PEOs					
	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5	PEO 6
PO 1	3	2				
PO 2		3	2			
PO 3	3	2	1			
PO 4				3		
PO 5					3	
PO 6		3				2

(High-3, Medium-2 & Low-1)

Course Component of BBA program having Credits

3 Year Course		
Category	Required Number of Credit	Credit Offered
Discipline Specific Courses-Core/Major	60	64
Discipline Specific Courses-Minor	24	24
Multidisciplinary Courses	9	9
Ability Enhancement Course- Compulsory	8	8
Skill Enhancement Course- Compulsory	9	9
Common Value-Added Courses	6	10
Summer Internship	4	4
Total	120	128
4 Year Course		
Category	Required Number of Credit	Credit Offered
Discipline Specific Courses-Core/Major	80	84
Discipline Specific Courses-Minor	32	32
Multidisciplinary Courses	9	9
Ability Enhancement Course- Compulsory	8	8
Skill Enhancement Course- Compulsory	9	9
Common Value-Added Courses	6	10
Summer Internship	4	4
Dissertation/ Research Project	12	12
Total	160	168

COURSE SCHEME						
BBA 2026 - 2030						
Choice Based Credit System						
SEMESTER 1						
NSQF/National Credit Framework (NCrF) Credit levels	Code	Subject	L	T	P	Credits
Level 4.5	Discipline Specific Courses/ Major Courses-Compulsory					
	11CC101	Principles Of Management & Organizational Behaviour	4	0	0	4
	11CC102	Basic Accounting	4	0	0	4
	Minor Courses-Compulsory					
	11CC103	Business Economics	4	0	0	4
	Multidisciplinary Courses					
	11MDC101	Environmental Management	3	0	0	3
	Ability Enhancement Course- Compulsory					
	11AEC101	Functional English	2	0	0	2
	Skill Enhancement Course- Compulsory					
	11SEC102	Word & Presentation Tools*	2	0	1	3
	Common Value-Added Courses					
	BBVAC101	Character Building & Holistic Development of Personality-I (Mental & Spiritual Health)	2	0	0	2
						22
	SEMESTER 2					
	Discipline Specific Courses/ Major Courses-Compulsory					
	11CC104	Marketing Management	4	0	0	4
	11CC105	Human Resource Management	4	0	0	4
	Minor Courses-Compulsory					
	11CC106	Quantitative Technique for Business	4	0	0	4
	Multidisciplinary Courses					

11MDC102	Non-Commerce/Non-Management Course through Moocs	3	0	0	3
Ability Enhancement Course- Compulsory					
11AEC102	Communication Skills	2	0	0	2
Skill Enhancement Course- Compulsory					
11SEC103	Data Analysis using Spreadsheet*	2	0	1	3
Common Value-Added Courses					
BBVAC102	Character Building & Holistic Development of Personality- II (Physical Fitness/Yoga/NSS)	2	0	0	2
Vocational Courses (Summer): Only for students who wish to exit after the First Year with a Certificate					
11SEC201	Advanced Excel	2	0	2	4
Total without Vocational Course					22
Total with Vocational Course					26

Level 5

SEMESTER 3					
Discipline Specific Courses/ Major Courses-Compulsory					
11CC201	Financial Management	4	0	0	4
11CC202	Legal Aspects of Business	4	0	0	4
Minor Courses-Compulsory					
11CC203	Business Mathematics	4	0	0	4
Multidisciplinary Courses					
11MDC201	Cyber Security	3	0	0	3
Ability Enhancement Course- Compulsory					
11AEC201	Professional Skills	2	0	0	2
Common Value-Added Courses					
BBVAC201	Character Building & Holistic Development of Personality-III (Universal Human Values)	2	0	0	2
11VAC202	Indian Knowledge System (MOOC's)	2	0	0	2
					21
SEMESTER 4					
Discipline Specific Courses/ Major Courses-Compulsory					
11CC204	Management Science	4	0	0	4
11CC205	Entrepreneurship Management	4	0	0	4
Minor Courses					

11CC206	Banking Operations	4	0	0	4
11CC207	Introduction to Business Analytics	4	0	0	4
Ability Enhancement Course- Compulsory					
11AEC202	Seminar In Executive Communication *	2	0	0	2
Skill Enhancement Course- Compulsory					
11SEC201	Advanced Excel*	2	0	1	3
Common Value-Added Courses					
UMC 102	Community Engagement & Service	2	0	0	2
Vocational Courses (Summer): Only for students who wish to exit after the First Year with a Certificate					
11VOC201	Data Visualization & Analysis	2	0	2	4
	Total without Vocational Course				23
	Total with Vocational Course				27

SEMESTER 5					
Regular Course with Summer Training					
Discipline Specific Courses/ Major Courses-Compulsory					
11CC301	Business Strategy	4	0	0	4
11CC304	Summer Training/ Field Visit	4	0	0	4
UMC101	Managing Personal Finance	2	0	0	0
Major Courses- (Students to choose any one Group)					
Group I -Human Resource Management					
11CCDE301	Compensation Management	4	0	0	4
11CCDE302	Manpower planning and Acquisition	4	0	0	4
11CCDE303	Management of Team Dynamics	4	0	0	4
Group II -Finance Management					
11CCDE304	Investment Analysis & Portfolio Management	4	0	0	4
11CCDE305	Working Capital Management	4	0	0	4
11CCDE306	Financial Institution and Markets	4	0	0	4
Group III -Marketing Management					
11CCDE307	Product and Brand Management	4	0	0	4
11CCDE320	Rural Marketing	4	0	0	4
11CCDE325	Consumer Behaviour	4	0	0	4
Group IV -International Business					
11CCDE310	Post Liberalization Indian Economy	4	0	0	4

Level 5.5	11CCDE311	International Business Management	4	0	0	4
	11CCDE312	International Economics	4	0	0	4
		Total				20
	Course with Six-Months Apprenticeship Program					
		Apprenticeship Program				20
	*Students either choose Regular course with summer training or six months Apprenticeship Program in semester V					
	SEMESTER 6					
	Discipline Specific Courses/ Major Courses-Compulsory					
	11CC303	Project Management	4	0	0	4
	Minor Course					
	11CC302	Quality Control Management	4	0	0	4
	Major Courses- Students to choose any one Group					
	Group I -Human Resource Management					
	11CCDE313	Employee Relation	4	0	0	4
	11CCDE314	Performance Management System	4	0	0	4
	11CCDE315	Strategic HRM	4	0	0	4
	Group II -Finance Management					
	11CCDE316	Direct Taxation	4	0	0	4
	11CCDE317	Behavioural Finance	4	0	0	4
	11CCDE318	Financial Derivatives	4	0	0	4
	Group III -Marketing Management					
	11CCDE319	Introduction to Digital Marketing	4	0	0	4
	11CCDE308	Services Marketing	4	0	0	4
	11CCDE321	Retail Management	4	0	0	4
	Group IV -International Business					
	11CCDE322	India's Foreign Trade	4	0	0	4
	11CCDE323	Dimensions of International Business	4	0	0	4
	11CCDE324	International Finance	4	0	0	4
		Total				20
	SEMESTER 7 (Honours)					
	Discipline Specific Courses/ Major Courses-Compulsory					
	11CC401	Research Methodology	4	0	0	4
	Minor Course					
	11CC402	Negotiation & Problem-solving Skills	4	0	0	4

Level 6

Major Courses- Students to choose any one Group					
Group I -Human Resource Management					
11CCDE401	Training & Development	4	0	0	4
11CCDE402	International HRM	4	0	0	4
11CCDE403	Fundamentals of HR Analytics	4	0	0	4
Group II -Finance Management					
11CCDE404	Corporate Restructuring, Mergers & Acquisition	4	0	0	4
11CCDE405	International Finance	4	0	0	4
11CCDE406	Financial Analytics	4	0	0	4
Group III -Marketing Management					
11CCDE407	Sales and Distribution Management	4	0	0	4
11CCDE408	International Marketing	4	0	0	4
11CCDE409	Fundamentals of Marketing Analytics	4	0	0	4
Group IV -International					
11CCDE410	International Relations & Strategy	4	0	0	4
11CCDE411	Public Finance	4	0	0	4
11CCDE412	International Business Laws	4	0	0	4
	Total				20
SEMESTER 8 (Honours)					
Discipline Specific Courses/ Major Courses-Compulsory					
11CC403	Business Environment	4	0	0	4
Minor Course					
11CC404	Conference/Seminar Presentation/Publication	4	0	0	4
Courses in Lieu of Dissertation/ Research Project					
11CC405	E-Commerce Essentials	4	0	0	4
11CC406	Managing Intellectual Property Rights	4	0	0	4
11CC407	Internship	4	0	0	4
	Total				20
SEMESTER 7 (Honours with Research)					
Discipline Specific Courses/ Major Courses-Compulsory					
11CC401	Research Methodology	4	0	0	4
Minor Course					
11CC402	Negotiation & Problem-solving Skills	4	0	0	4
Major Courses- Students to choose any one Group					

Level 6

Group I -Human Resource Management					
11CCDE401	Training & Development	4	0	0	4
11CCDE402	International HRM	4	0	0	4
11CCDE403	Fundamentals of HR Analytics	4	0	0	4
Group II -Finance Management					
11CCDE404	Corporate Restructuring, Mergers & Acquisition	4	0	0	4
11CCDE405	International Finance	4	0	0	4
11CCDE406	Financial Analytics	4	0	0	4
Group III -Marketing Management					
11CCDE407	Sales and Distribution Management	4	0	0	4
11CCDE408	International Marketing	4	0	0	4
11CCDE409	Fundamentals of Marketing Analytics	4	0	0	4
Group IV -International Business					
11CCDE410	International Relations & Strategy	4	0	0	4
11CCDE411	Public Finance	4	0	0	4
11CCDE412	International Business Laws	4	0	0	4
	Total				20
SEMESTER 8 (Honours with Research)					
Discipline Specific Courses/ Major Courses-Compulsory					
11CC403	Business Environment	4	0	0	4
Minor Course					
11CC404	Conference/Seminar Presentation/Publication	4	0	0	4
Dissertation/ Research Project					
11CC408	Dissertation/ Research Project				12
	Total				20

11	Department Code
CC	Core Course
MDC	Multidisciplinary Course
SEC	Skill Enhancement Course
AEC	Ability Enhancement Course
CCDE	Core Course Departmental Elective
VAC	Value Added Courses
BB	BBA Program
VOC	Vocational Courses

Bifurcation of Continuous Internal Assessment (CIA) marks (weightage 30%)

	Marks
Assignment1	10
Assessment 1	10
EC/CC	5
Class participation	5

Detailed Assessment Scheme

Assessment Scheme					
CIA- Continuous Internal Assessment (30 Marks)					
Assessment Parameters	Assessment Tools	Marks	Percentage (%)	Bloom's Taxonomy Category	Bloom's Taxonomy Level LOT/HOT
Assignment 1	Assignment consisting of minimum 5 Questions	10	33.3	Remember, Understand, Apply	LOT
Assignment 2	Assignment consisting of minimum 2 Questions	10	33.3	Analyze, Evaluate, Create	HOT
Teacher Assessment/ Class Participation					
Class Participation	Brainstorming, Discussion, Attendance, Extempore or any other activity	5	16.67		
EC&CC Activities	Extracurricular & Co-Curricular activities	5	16.67		

'ESE- End Semester Examination (70 Marks)				
Bloom's Taxonomy Category	ESE Question Paper Section	Percentage (%)	Bloom's Taxonomy Level LOT/HOT	
Remember	A	30	LOT	
Understand	A			
Apply	B	40	LOT/ HOT	
Analyze	B			
Evaluate & create	C	30	HOT	

Semester – I

Program: BBA
Semester: I
Course: Principles of Management & Organizational Behaviour
Course Code: 11CC101

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO1: To understand the foundational concepts, functions, and historical evolution of management and organizational behaviour.

CLO2: To apply core management functions of planning, organizing, staffing, and controlling to organizational situations and decision-making processes.

CLO3: To analyze individual behavior in organizations by interpreting theories related to learning, perception, motivation, and personality.

CLO4: To evaluate group dynamics, team behavior, and leadership theories to improve performance and decision-making in organizational contexts.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand the basic concepts, nature, scope, and functions of management.

CO 2: Compare and contrast the planning, organizing, staffing, and controlling functions, and apply them to managerial decision-making scenarios.

CO 3: Analyze individual behavior in organizations through psychological theories of learning, perception, motivation, and personality.

CO 4: Evaluate the influence of group behavior in decision-making processes and assess various leadership styles for managing teams in different organizational contexts.

Course Content:

Topics	Hours
Unit I: Introduction to Management	15
Management and its various functions: Definition, nature, scope and function of management, organizational objectives, management by objective. Evolution of management thoughts and Thinkers: Scientific Management, General administrative theories, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Management principles in Bhagwat Gita: Leadership and Decision making.	
Unit II: Functions of Management	15
Planning: Nature, Scope and objectives of planning, types of Plans, steps in planning, Business forecasting. Organizing: nature, importance, process, formal & informal organizations, organization chart, organizing principles, span of management Departmentation: Definition, Departmentation by function, territory, product/service, and customer group and. Authority Staffing: definition, manpower management, factors affecting staffing Control process, types, barriers to control making, control techniques	
Unit III: Individual Behavior.	18
Nature of Organizational Behaviour (OB): Definition, Features, Purpose, & Importance. Historical Development of OB: Scientific Management, Human Relations Approach and Contemporary Approaches (System and Contingency). Contributing Disciplines to the Field or OB: Psychology, Sociology, Anthropology and Political Science. Learning: Nature, Theories in Learning: Classical, Respondent, Operant, Cognitive and Social. Applications of Learning Principles in Organization. Perception: Nature of Perception, Process of Perception, Applications in Organizations. Motivation: Nature of Motivation, Types of Motives, Theories of Motivation. Personality: Nature, Theories in Personality Development: Trait, Stage, Cognitive Theories. Personality and Organization Fit.	
Unit IV: Group Behaviour.	12
Group Dynamics: Group Behaviour: Defining and Classifying Groups, Stages of Group Development, Group Decision Making, Merits and Demerits, Techniques. Leadership: Styles of Leadership, Theories in Leadership: Trait Theories, Behavioral Theories, Contingency Theories (Fiedler's Theory; Hersey and Blanchard Theory).	

Suggested Reading:

- *Essentials of Management, Harold Koontz & Weirich: (Tata McGraw Hill)*
- *Principles & Practices of Management, L.M. Prasad, Chand.*
- *Management, Stephen Robbins, INS Pub.*
- *Organization Behavior: L.M. Prasad, Sultan Chand & Son*
- *Behavior in Organizations: Greenberg J and Baron RA, PHI*

Program: BBA

Semester: I

Course: Basic Accounting

Course Code: 11CC102

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: Understand the nature, scope, objectives, branches and principles of financial accounting. And also enable learners to understand the journal transactions, ledger, trial balance and errors disclosed by it.

CLO 2: It includes Bank reconciliation statement, its features, objectives and its preparation as per both methods and also different types of errors and its rectifications.

CLO 3: Provide students with an understanding of the importance of bills of exchange, its constituents and explain the concepts of depreciation, the methods of providing depreciation as well as obsolescence, amortization depletion and fluctuations.

CLO 4: Understand the preparation of P/L statement and Balance sheet as well as its adjustment for ascertaining the financial position of the business.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand the objectives, scope, importance, branches and principles of financial accounting and its applications in business organizations and record journal transactions, posting it into ledger and prepare trial balance as well as understand the methods to allocate errors in trial balance.

CO 2: Understand the objectives and purpose of Bank reconciliation statement, preparation according to balance and total method and apply the rectification of different types of errors in subsidiary books to solve business problems.

CO 3: Evaluate the due date, days of grace in bills of exchange, analyze the difference between bills of exchange and promissory notes. Understand depreciation, analyze the causes of depreciation, factors affecting depreciation and fixed & reducing instalment method to solve problems.

CO4: Analyzing a firm's financial activities using financial statement analysis tools to know the company's overall performance.

Course Content:

Topics	Hours
Unit I: Introduction to Financial Accounting.	16
Introduction; Scope and Objectives; Branches of Accounting; Generally Accepted Accounting Principles and Standards. Journalizing Transactions: Recording of Transaction, Advantages of Journal, Classification of Accounts and its Rules, Compound Entries; Ledger: Introduction, Posting and its Rules; Trial Balances: Trial Balance Preparation, Errors Disclosed by Trial Balance, Methods of Allocating Errors in Trial Balance. BKS - Evolution of Accounting system in context of Accounting Practices in Ancient India	
Unit II: Bank Reconciliation Statement & Rectification of error	10
Meaning, special feature and objective, format and preparation according to balance method, total method and total and balance method. Types of errors, rectification of errors of omission, errors of commission, compensating errors, errors of principle, errors in the subsidiary books.	
Unit III: Bills of Exchange & Depreciation.	16
Definition, characteristics, parties-drawer, drawee and payee, specimen explanations of the constituents of bills of exchange, days of grace, parties of bills of exchange and calculation of due date, difference between bills of exchange and promissory notes, payment, discounting, endorsement and sending the bill for collection, retiring the bill under rebate, dishonor of bill. Depreciation: Meaning, definition, obsolescence, depletion, amortization, fluctuation, Causes of depreciation, factors affecting depreciation, methods of providing depreciation, accounting treatment, fixed and reducing installment system their advantages and change in method.	
Unit IV: Financial Statements (With and without adjustments)	18
Meaning of financial statements, users, Capital and revenue expenditure, Limitations of financial statements, Trading Account, Profit and loss account, and Balance sheet; With Adjustments: Treatment of depreciation and appreciation in the value of assets, outstanding expenses, prepaid expenses, accrued and unearned income, interest and loan, bad debts, provision for bad and doubtful debts, provision for discount on debtors and creditors, abnormal losses of goods and property, managers commission, Deferred revenue expenditure.	

Suggested Reading:

- *Accounting for Management, Maheshwari. S.N (2009). 2nd Edition. Sultan Chand & Sons*
- *Basic Accounting, M.Y.Khan and P.K.Jain (2010) 5th Edition, Tata Mc Graw Hill.*
- *Financial Accounting- Dr. Sanjeev Sharma, 1st Edition 2012), Sharma Publication*

Program: BBA

Semester: I

Course: Business Economics

Course Code: 11CC103

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To provide an understanding of the nature, scope, and significance of Business Economics and its distinction from general Economics for managerial decision-making

CLO 2: To develop the ability to apply utility analysis and demand theories in evaluating consumer behavior and demand responsiveness.

CLO 3: To build competence in interpreting production and cost functions and in applying economic principles for price and output decisions under various market structures.

CLO 4: To enhance the capability to analyze key macroeconomic indicators and assess their impact on the business environment.

Course Outcome:

On completion of the Course, the students will be able to:

CO1. To understand and explain the nature, scope, and role of Business Economics in managerial decision-making.

CO2. To analyze consumer behavior using utility analysis and demand theories, and evaluate the responsiveness of demand through elasticity concepts.

CO3. To apply production and cost theories to assess firm-level output decisions under different market structures.

CO4. To interpret key macroeconomic indicators like GDP, GNP, and national income aggregates to understand their impact on the business environment.

Course Content:

Topics	Hours
Unit I: Introduction to Business Economics and Fundamental concepts:	10
Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics. BKS - Foundations of Business Economics with reference to Kautilya's Arthashastra	
Unit II: Consumer Behavior and Demand Analysis:	15
Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. Theory of Demand, Law of Demand, Movement along vs. Shift in Demand Curve, Concept & Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand	
Unit III: Theory of Production, Cost Analysis & Price Output Decisions	20
Meaning and Concept of Production, Factors of Production and Production function, Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale. Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.	
Unit IV: An introduction to basic Macroeconomics concepts	15
Treating GDP both as Income and Expenditure, Gross Domestic Product (GDP), Gross National Product (GNP), The Difference Between GDP and GNP, Net National Product, Personal Income, Personal Disposable Income, Components of GDP: Consumption, Investment, Government Purchases, Net Exports; Real and Nominal GDP: GDP Deflator.	

Suggested Reading:

- *Economics*, P. Samuelson, W. Nordhaus. (2009) 18th Edition, McGraw Hill Education.
- *Managerial Economics*, Dwivedi, D.N (2008), 7th edition, Vikas Publishing House.
- *Managerial Economics in a Global Economy*, Salvatore. D. ((2006)), 6th edition, Oxford University Press.
- *Microeconomics for Managers*, David Kreps. (2009). 1st edition, Viva Books Pvt. Ltd.
- *Managerial Economics*, H. Craig Petersen and Sudhir K. Jain ((2006), 4th edition, Pearson Education.
- D.N. Dwivedi. (2005). *Macroeconomics: Theory and Policy*. 2nd Edition, Tata Mc Graw Hill Education.

Program: BBA

Semester: I

Course: Environmental Management

Course Code: 11MDC101

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: The course will provide a critical survey of the contemporary field of environmental policy, planning and management in the Indian contexts

CLO 2: The course is centrally based with understanding deliberate efforts to translate environmental knowledge into action in order to achieve particular outcomes in the way landscape, societies and natural ecosystem are used and managed.

CLO 3: The course will critically examine contemporary thinking on these environmental themes including: sustainable use practices, political-ecology, decentralized environmental managements.

CLO 4: Conversion of natural resources, ecological balance and diversity to achieve sustainable development.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand core concepts and methods from ecological and physical science and their application in environmental problem-solving.

CO 2: Gain the knowledge about the different types of pollutions and their control technologies, waste water treatment, biomedical waste management etc.

CO 3: Get the information about ecosystem and also about its function like food chain, ecological pyramids etc.

CO 4: Have a clear understanding environmental ethics, human health and family welfare.

CO 5: Aspirate the critical, cross-cultural and historical context of environmental issues and links between human and natural system.

Course Content

Topics	Hours
Unit 1- Introduction to Environmental Management	11
Introduction to Environmental Management, Ecosystems: Types of Eco- Systems, Geosphere – Biosphere and Hydrosphere introduction. Major issues of Biodiversity, Biosphere reserves, National Parks and sanctuaries, Natural Resources and its types. Problem of Population growth, poverty and environment, Population Explosion, Family Welfare Program, Women & Child Welfare. Concept of Vasudeva Kutumbakam and Global environmental responsibility.	
Unit- 2 Management of Pollution and Waste	12
Water Pollution: Water resources of India, Hydrological Cycle, methods of water conservation and management, river action plan, ground and surface water pollution. Recycling and management of water and wastewater (domestic and industrial). Air Pollution: Air pollution and air pollutants, sources of air pollution and its effect on human health and vegetation. Greenhouse effect, global warming and climate change. Ambient air Quality standards, steps taken by Government to control air pollution. Noise pollution and its impacts on human health	
Unit-3 Waste Management	10
Solid Waste: Municipal Solid Waste Management, segregation, disposal methods, composting, land fill sites etc. Hazardous waste management, biomedical waste management. Forest / Dams: Forest degradation and management, hazard based environmental issues, Fast depletion of forest resources and their regeneration, environmental issues related to Mega Hydroelectric Projects / Dams, resettlement and rehabilitation of people; its problems and concerns	
Unit- 4 Appendages of Environmental Management in India and around the world	12
Introduction to EIA, its impact and case studies, role of Information Technology in Environment, EIS, Legal framework: Constitutional provisions, The Indian Penal Code, Role of Judiciary in Environmental Protection, Stockholm Conference 1972, International Protocol- Paris Agreement and Kyoto Protocol. Ramsar Convention, UNFCCC, UNCCD	

Suggested Readings –

- *Environmental Management (2nd Edition)* , N.K Oberoi , Excel Books 2017
- *G. Kiely - Environmental Engineering* Irwin/ McGraw Hill International Edition, 1997.
- *M. L. Davis and S. J. Masen, Principles of Environmental Engineering and Science*, McGraw Hill International Edition 2004.
- *Environmental Management: Text and Cases (2005)*, Prentice Hall Publishers

Program: BBA
Semester: I
Subject: Functional English
Code: 11AEC101

L	T	P	C
2	0	0	2

Course Objectives:

CLO1: To enable the learners to apply vocabulary-building techniques and related concepts for effective communication.

CLO2: To develop and integrate effective written communication skills.

CLO3: To revise and reinforce structure already learnt.

CLO4: To develop the ability to comprehend, organize, and present ideas effectively in written communication.

CLO5: To develop professional communication skills for effective workplace documentation and career advancement.

Course Outcomes:

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

CO1: Understand the factors that influence the use of Grammar and Vocabulary in speech and writing.

CO2: Demonstrate clarity, coherence, and precision in writing.

CO3: Understand the role of grammar in enhancing language proficiency.

CO 4: Demonstrate effective reading and writing skills through clear, concise, and well-structured expression of ideas.

CO 5: Apply professional writing and interview skills to prepare formal documents and enhance employability.

Course Content:

Topics	Hours
Unit I: Vocabulary Building	05
• The concept of Word Formation • Root words from foreign languages and their use in English • Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives • .Synonyms, Antonyms and standard abbreviations • Homophones, Homonyms	
Unit II: Basic Writing Skills	10
• Parts of Speech, Tense, Voice, Narration, Modals, Degree of Comparison, Sentence Structures • Use of Phrases and Clauses in sentences • Importance of proper Punctuation • Creating coherence • Organizing principles of paragraphs in documents • Techniques for writing precisely	
Unit-III: Identifying Common Errors in Writing	06
• Subject-Verb Agreement • Noun-Pronoun Agreement • Misplaced Modifiers • Articles • Prepositions • Redundancies • Cliches	
Unit-IV: Nature and Style of Sensible Writing	09
• Describing • Defining • Providing examples or evidence Writing Introduction and Conclusion • Paragraph Writing • Precis Writing • Reading Comprehension	
Unit-V: Professional Writing	
• Importance of Professional Writing • Notice , Memo, Circular, Report Writing, Proposal Writing, Minutes Writing, E-Mail writing Job Application, Difference between Resume, Curriculum Vitae • Interview - Types, Importance and Process	

Suggested Readings:

- *High School English Grammar & Composition*, Wren & Martin,S. Chand & Co
- *Practical English Usage*, Michael Swan, OUP, 1995
- *Remedial English Grammar* F.T. Wood. Macmillan.2007
- *On Writing Well*. William Zinsser. Harper Resource Book, 2001
- *Study Writing*. Liz Hamp-Lyons and Ben Heasley, Cambridge University Press, 2006

Program: BBA

Semester: I

Subject: Word & Presentation Tools

Code: 11SEC 102

L	T	P	C
2	0	1	3

Course Learning Objective:

CLO 1: To understand the basic components and characteristics of computers, the significance of data, instructions, and information in computing, and the various fields where computers find application.

CLO 2: To develop the ability to create new documents, save them in different formats, open existing documents, import content from other sources, and export documents for various purposes.

CLO 3: To familiarize themselves with the history of PowerPoint, learn how to create, save, and open presentations, and explore different presentation creation options.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: The core components and characteristics of computers, highlighting their role in modern society and various industries.

CO 2: Create new documents with proper formatting and structure

CO 3: Identify the core functions of PowerPoint for creating dynamic presentations.

Course Content:

Topics	Hours
Unit I: Introduction to fundamentals of computer	15
Computer Fundamentals: Data, Instruction and Information, Characteristics of Computers, Various fields of application of Computers, Input-output Devices (Hardware, Software) Advantages and Limitations of Computer, Block Diagram of Computer, Function of Different Units of Computer, Classification of Computers. Data Representation: Different Number System (Decimal, Binary, Octal and hexadecimal) and their Inter Conversion. Computer Software: Types of Software (Application software and system software, Compiler and Interpreter), Computer Memory: Primary Memory & Secondary memory	
Unit II: MS-Word	08
History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections. Indents and spacing, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size Editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command.	
Unit III: MS-Word Practical	10
Check spelling and grammar, bullets and numbering list items, align the text to left, right justify and center. Prepare a job application letter enclosing your Bio-Data. Perform Mail Merger Operation and Preparing labels. Prepare the document in newspaper column layout.	
Unit IV: Power Point Basics	12
History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides, adding organization Charts. Practical Prepare a PowerPoint presentation with at least three slides for department Inaugural Function-Drawn organization chart with minimum three hierarchical levels-Design an advertisement campaign with minimum three slides-Insert an excel chart into a power point slide.	

Suggested Books & Readings:

- *Office 2000 Complete Reference* by Stepher L. Nelson.
- *PC Software for window made simplex* by R.K Taxali – Tata McGraw Hill Publishers Pvt. Ltd.

Program: BBA

Semester: I

**Course: Character Building and Holistic Development of Personality 1
(Spiritual & Mental Health)**

Course Code: BBVAC101

L	T	P	C
2	0	0	2

Course Learning Objective:

CLO 1: To prepare the student to develop Manomaya Kosha (Development of mind).

CLO 2: To enable the students to develop Vijnanamaya Kosha (Intellectual Development).

CLO 3: To develop an understanding of Anandamaya Kosha (Spiritual Development).

CLO 4: To help the students in understanding the virtue of Vasudhaiva-Kutumbakam (the whole world is one family) and also to transform students into ideal personalities by inculcating sanskars.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Develop a good understanding of Manomaya Kosha.

CO 2: Demonstrate Intellectual development (Vijnanamaya Kosha) by adopting the concept of constructive roles.

CO3: Analyze the understanding of spiritual development.

CO4: Correlate the importance of world as a family and enable them to develop Manomaya Kosha, Vijnanamaya Kosha and Anandmaya Kosha.

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Course Content:

Topics	Hours
Unit I: Cognitive Intellectual Development (Manomaya Kosha) - Character Building: Meaning, Concept, Constituent elements of character and means/ways of character building. - Manomaya Kosha: General Introduction, Meaning and Concept. Manomaya Kosha: Objectives, Characteristics and Significance. - Benefits of developed Manomaya Kosha and deficiencies due to underdeveloped Manomaya Kosha. - Means, Activities and Programmes to develop Manomaya Kosha. - BKS - Contribution of Pancha Kosha's in Bharitya Gyan Parampara	06
Unit II: Cognitive Intellectual Development (Vijnanamaya Kosha) - Vijnanamaya Kosha: General Introduction, Meaning and Concept. Objectives, Characteristics and Significance. - Benefits of developed Vijnanamaya Kosha and deficiencies due to underdeveloped Vijnanamaya Kosha. - Means, Activities and Programmes to develop Vijnanamaya Kosha.	06
Unit III: Cognitive Intellectual Development (Anandamaya Kosha) - Anandamaya Kosha: General Introduction, Meaning and Concept. Objectives, Characteristics and Significance. - Benefits of developed Anandamaya Kosha and deficiencies due to underdeveloped Anandamaya Kosha. - Means, Activities and Programmes to develop Anandamaya Kosha.	08
Unit IV: Moral Spiritual Development (To draw inspiration from important events of the lives of great men of India to serve the society and nation). - Social and National Awakening: Chanakya, Birsa Munda, Lala Lajpat Rai, Jyotiba Phule, Adi Shankaracharya, Veer Savarkar, - Women from other countries dedicated to India: Annie Besant, Emily Shankle Bose, Mary Reed. - Leading Scientists: Acharya Sushruta, Acharya Charak, Aryabhatta, Jagdish Chandra Basu, Homi Jahangir Bhabha, A.P.J Abdul Kalam - Women's Awakening: Lakshmi Bai, Rani Durgavati, Rani Chenamma, Rani Ahilya Bai Holkar - Those who sacrificed all: Bhagat Singh, Khudiram Bose, Chandrashekhar Azad, Mahatma Gandhi. - Seekers of Self-reliant India: Vinoba Bhave, Jai Prakash Narayan, Verghese Kurian, M.S.Swaminathan. - Unique Personality of India: Dr.Rajendra Prasad, Sardar Ballabh Bhai Patel.	10

Suggested Reading:

- My Idea of Education, Swami Vivekanand, Advaita Ashram, Kolkata*
- Rabindranath Tagore: An Interpretation, Sabyasachi Bhattacharya, Penguin Delhi*
- Women Who Created History, NCERT, New Delhi*

Semester – II

Program: BBA
Semester: II
Course: Marketing Management
Course Code: 11CC104

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To make students understand key marketing concepts and its application to different markets.

CLO 2: To familiarize students with the factors and processes essential for designing marketing strategy

CLO 3: To enable students understand the different elements of marketing mix

CLO 4: To make Students understand the Emerging trend & best practices in the field of marketing.

Course Outcome:

CO 1: Students should be able to identify the scope and significance of marketing domain in Industry.

CO 2: Students should be able to identify the factors and processes essential for designing marketing strategy

CO 3: Students should be able to formulate effective marketing mix based on nature and type of market.

CO 4: Demonstrate the ability to research out the emerging trend in the field of marketing and adapt accordingly.

Course Content

Topics	Hours
Unit I: Introduction to Marketing	15
Nature and scope of marketing, Consumer need, want & demand. Concepts of traditional and modern marketing, Various Marketing Concepts: production, product, selling, marketing and societal marketing, Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, marketing environment-marketing and its environment. Consumer Buying Behavior: Process & Factors affecting buying behavior. Ancient Indian Trade, Commerce, and Marketing Practices: Lessons for modern marketing.	
Unit II: Market Segmentation	15
Marketing research: Basic Concept & Importance. Market Segmentation, Segmenting the Market, Market Segmentation Procedure, Basis for Market Segmentation. Market Targeting – Introduction, Procedure. Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy.	
Unit III: Marketing MIX Decisions	15
Product decisions: Product definition, Product Mix, new product development process, product life cycle, branding & packaging decisions. Pricing: Importance, objectives & strategies. Distribution: Channel decisions, types & factors, physical distribution system & its components. Promotion: Promotional Objectives, Promotion Mix-Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations, Direct Marketing.	
Unit IV: Emerging Trends in Marketing	15
Marketing of services: Introducing services, characteristics, services marketing mix. Emerging Trends in Marketing: Digital Marketing, Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, E-Commerce: Marketing In the Digital Age.	

Suggested Reading:

- *Principles of Marketing- A South Asian Perspective*, Kotler Philip, Armstrong Graw, Prafulla Y. Agnihotri and Haque, (2010), 13th edition, Pearson Education.
- *Marketing Management Global Perspective* Ramaswamy and Namkumar, S. (2009), Indian Context, McMillan, Delhi.
- *Marketing Management*, Saxena, Rajan. (2008), 3rd edition, McGraw Hill Education.
- *Marketing Management*, Kumar, Arun and Meenakshi. N, (2009), Vikas Publishing House.
- *Fundamentals of Marketing* - Stanton William J,(McGraw Hill

Program: BBA

Semester: II

Course: Human Resource Management (HRM)

Course Code: 11CC105

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To understand relevant skills which are necessary for application in HR related issues.

CLO 2: To understand the functions, applications, systems and policies of Human Resource Management in organizations.

CLO 3: To analyze the issues and strategies required to select and develop manpower resources.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand the necessary HR concept in businesses.

CO 2: Develop the ability to solve and handle employee issues and evaluate the trends in HRM.

CO 3: Analyze sources for attracting and recruiting talent and appropriate practices for job placement, Job design, training and development processes, performance appraisal, Compensation etc.

CO 4: Comprehend emerging trends, opportunities and challenges in HRM.

Course Content:

Topics	Hours
Unit I: Introduction to Human Resource Management	15
Introduction: Nature, Scope, Evolution of personnel management, Relevance of HRM, Organization of Personnel Department, Job Analysis and Job Description, Job Redesigning, Job Enlargement and Job Enrichment, Human Resource Planning, Recruitment and Selection Process. Gurukul system as a model for training and development in HRM.	
Unit II: Psychological Tests and Interview	15
Psychological Tests and Interview: Placement Induction and Promotions, Meaning, Purpose and methods of Performance Appraisal. Performance and Potential Appraisal – Concept and Objectives; Traditional and Modern Methods, Limitations of Performance Appraisal Methods, 360 Degree Appraisal Technique.	
Unit III: Human Resource Development	15
Human Resource Development: Identification of training needs and techniques of training, employee development and career planning. An introduction to teams, employee, empowerment and participation	
Unit IV: Compensation and Maintenance	15
Compensation and Maintenance: Compensation: Job Evaluation – Concept, Process and Significance; Components of Employee Remuneration – Base and Supplementary; Nature and Role of incentives, individual and organization wide incentive system, Nature and significance of Fringe Benefits. Maintenance: Overview of Employee Welfare, Health and Safety, Social Security.	

Suggested Reading:

- *Human Resource Management*, Aswathappa, K., (2010), McGraw Hill Education.
- *Fundamentals of Human Resource Management*, DeCenzo, D. A. and RoBBA-L-ins, S.P. (2007), 9th edition, John Wiley.
- *Human Resource Management*, Rao V.S.P. Excel books
- *Personnel Management*, ArunMonnappa and MirzaSaiyadan, Tata Mcgraw Hil

Program: BBA
Semester: II
Course: Quantitative Technique for Business
Course Code: 11CC106

L	T	P	C
4	0	0	4

Course Learning Objective

The Objective of Quantitative Technique for Business are classified as follows: -

CLO 1: Analysis and interpretation of quantitative information.

CLO 2: An understanding of the basic ideas underlying statistical methods at an introductory level.

CLO 3: An understanding of certain mathematical tools of business decision making like correlation, regression.

CLO 4: Practical Application of Index Numbers and various test related to it.

CLO 5: Introduction about advance probability and its application for solving real world problems.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Able to find the central tendency and dispersion of a random variable.

CO 2: Able to find the Index Number for framing suitable policies and take decisions relating to wages, prices and consumption etc.

CO 3: Able to find the relationship between variables through mathematical tools - correlation & regression as well as understand its practical application in real world.

CO 4: Able to solve real world problems of probability using certain theorem and axioms.

CO 5: Demonstrate an ability to apply various statistical tools to solve business problem.

Course Content:

Topics	Hours
Unit I: Probability	15
Probability: Probability, Axioms of Probability, Conditional Probability, Baye's Theorem. Probability Distributions: Random Variables, Probability Distribution, Binomial Distribution, Poisson Distribution, Continuous Random Variables, Normal Distribution, Mathematical Expectation, Moments, Moment generating function and Characteristic function. Concept of zero and decimal system: Concept of modern financial mathematics.	
Unit II: Statistics	15
Measurement of Central tendencies, Mean, Median and Mode, Measure of Dispersion.	
Unit III: Correlation and Regression	15
Correlation and Regression analysis: Correlation, Rank correlation meaning, application of regression analysis, difference between correlation & regression analysis, regression equations.	
Unit IV: Index Number	15
Index Number: Definition, method of construction of Index number, Laspeyre and Paasche formulas, Time reversal test, Circular test, Factor reversal test, Fixed base method, Average base method and Chain base method. Meaning of consumer price Index number and its computations.	

Suggested Reading:

- *Business Mathematics, Kashyap Trivedi ((2010)), 1st edition, Pearson Education.*
- *Mathematics for Management, Raghavachari. M. ((2004)), McGraw Hill Education.*
- *Business Math, Cleaves S. Cheryl, and Hobbs. Margie. J (2008), 7th Edition, Prentice Hall.*
- *Probability & Statistics: R. A. Johnson (Miller & Freund's, PHI)*

Program: BBA
Course: Communications Skills
Semester: II
Course Code: 11AEC102

L	T	P	C
2	0	0	2

Course Objective:

CLO1: To develop effective listening skills to comprehend spoken information and respond appropriately.

CLO2: To enhance spoken communication through correct pronunciation, fluency, and vocabulary use.

CLO3: To improve reading ability to extract, analyze, and interpret information from texts.

CLO4: To develop writing skills for clear, structured, and purposeful communication across formats.

CLO5: To build digital, social media, and non-verbal communication competence for professional use.

Course Outcome:

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

CO1: Demonstrate active listening skills to understand and interpret spoken communication effectively.

CO2: Apply effective speaking skills for clear and confident oral communication.

CO3: Demonstrate effective reading skills to identify main ideas, purpose, and context of texts.

CO4: Produce well-organized written content using appropriate modes and conventions of writing.

CO5: Apply digital tools, ethical social media practices, and non-verbal cues for effective communication.

Course Content:

Topics	Hours
Unit I: Listening	04
Techniques of effective listening Listening and comprehension Probing questions Barriers to listening	
Unit II: Speaking	05
Pronunciation Enunciation Vocabulary Fluency Common Errors	
Unit III: Reading	04
Techniques of effective reading Gathering ideas and information from a given text Identify the main claim of the text Identify the purpose of the text Identify the context of the text	
Unit IV: Writing and different modes of writing	08
Clearly state the claims, Avoid ambiguity, vagueness, unwanted generalizations and oversimplification of issues Provide background information, effectively argue the claim, provide evidence for the claims, Use examples to explain concepts, Follow convention Be properly sequenced, Use proper signposting techniques, Be well structured Well-knit logical sequence, Narrative sequence Category groupings, Different modes of Writing - E-mails, Proposal writing for Higher Studies, Recording the proceedings of meetings, any other mode of writing relevant for learners	
Unit V: Digital Literacy	03
Role of Digital literacy in professional life, Trends and opportunities in using digital Technology in workplace. Internet Basics, Introduction to MS Office tools Paint, Office, Excel, Power point.	
Unit VI: Effective use of social media	03
Introduction to social media websites, Advantages of social media Ethics and etiquettes of social media, How to use Google search better Effective ways of using social media, Introduction to Digital Marketing.	
Unit VII: Non-verbal communication	03
Meaning of non-verbal communication, Introduction to modes of non-verbal communication, Breaking the misbeliefs, Open and Closed Body language Eye Contact and Facial Expression, Hand Gestures, Do's and Don'ts Learning from experts, Activities-Based Learning.	

Suggested Reading:

- *Sen Madhucchanda (2010), An Introduction to Critical Thinking, Pearson, Delhi*
- *Silvia P. J. (2007), How to Read a Lot, American Psychological Association, WashingtonDC*
- *"Business Ethics and Corporate Social Responsibility" by Dr. Sanjay Kumar Bahl & Prof. Tejinder Walia*
- *Gender Sensitization: A World of Equals" edited by Dr. Raj Pal Singh and Dr. Anupama Sihag*
- *The 7 Habits of Highly Effective People" by Stephen Covey*

Program-BBA

Semester: II

Subject: Data Analysis Using Spreadsheet

Code: 11SEC103

L	T	P	C
2	0	1	3

Course Learning Objective:

CLO 1: To Identify and describe the components of the Excel spreadsheet window, including the Title Bar, Menu Bar, Standard Toolbar, Formatting Toolbar, Ribbon, File Tab, Backstage View, Formula Bar, Workbook Window, Status Bar, and Task Pane

CLO 2: To develop skills to organize and protect worksheets, while effectively navigating multiple spreadsheets, fostering data security and streamlined data transfer for practical business applications.

CLO 3: To understand the role of formulas in performing calculations and data manipulation along with utilize fundamental formula functions, including Sum, Average, Count, Max, Min, IF, and Advance function.

CLO 4: Create different types of charts, such as bar charts, line charts, and pie charts, to represent data visually.

CLO 5: Create PivotTables to summarize and analyze large datasets efficiently

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Navigate Excel's interface with confidence, using various interface elements to efficiently manage tasks.

CO 2: Navigate and manipulate multiple spreadsheets, employing techniques like splitting, Freezing and renaming

CO 3: Utilize advanced formula functions like CONCATENATE, VLOOKUP, HLOOKUP, MATCH, COUNTIF, and TEXT for more complex data analysis.

CO 4: Format and customize chart elements for better clarity and visual impact.

CO 5: Apply PivotTable options and add subtotals to organize and present data effectively. Unit-

Course Content:

Topics	Hours
Unit I: Introduction to Excel	10
About Excel & Microsoft, Uses of Excel, Excel software, Spreadsheet window pane, Title Bar, Menu Bar, Standard Toolbar, Formatting Toolbar, the Ribbon, File Tab and Backstage View, Formula Bar, Workbook Window, Status Bar, Task Pane, Workbook & sheets.	
Unit II: Selecting Columns & Rows	12
Changing Column Width & Row Height, Auto fitting Columns & Rows, Hiding /Unhiding Columns & Rows, Inserting & Deleting Columns & Rows, Cell, Address of a cell, Components of a cell – Format, value, formula, Use of paste and paste special. Functionality Using Ranges- Using Ranges, Selecting Ranges, Entering Information into a Range, Using AutoFill, moving between Spreadsheets, Selecting Multiple Spreadsheets, Inserting and Deleting Spreadsheets Renaming Spreadsheets, Splitting the Screen, Freezing Panes, Copying and Pasting Data between Spreadsheets, Hiding, Protecting worksheets	
Unit III: Creating Formulas	10
Using Formulas, Formula Functions – Sum, Average, if, Count, max, min, Proper, Upper, Lower, Using AutoSum. Advance Formulas- Concatenate, Vlookup, Hlookup, Match, Count If, Text, Trim	
Unit IV: Spreadsheet Charts and Pivot Tables	13
Creating Charts, Different types of charts, Formatting Chart Objects, Changing the Chart Type, Showing and Hiding the Legend, Showing and Hiding the Data Table Data Analysis- Sorting, Filter, Text to Column, Data Validation Creating PivotTables, manipulating a PivotTable, Using the PivotTable Toolbar, Changing Data Field, Properties, displaying a PivotChart, Setting PivotTable Options, Adding Subtotals to PivotTables Making Macros- Recording Macros, Running Macros, Deleting Macros	

Suggested Readings:

- *Microsoft Excel 2016 Bible- by John Walkenbach*
- *Microsoft Excel 2016: Comprehensive, Freund, Starks, and Schmieder, Cengage Learning, 2017, ISBN:9781305870727.*

Program: BBA

Semester: II

**Course: Character Building and Holistic Development of Personality II
(Yoga and Physical Fitness)**

Course Code: BBVAC102

L	T	P	C
2	0	0	2

Course Learning Objective:

CLO 1: To generate awareness among students about health and yoga.

CLO 2: To encourage students to be environmentally conscious, conserve water and practise good hygiene.

CLO 3: To develop knowledge of Yoga, nutrition and healthy lifestyle practices among students.

CLO 4: To demonstrate yoga and wellness practices for holistic health and personality development.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Develop a good understanding of spiritual and mental health.

CO 2: Adapt the concept of sustainability and development.

CO3: Demonstrate Yoga practices and healthy life style habits for physical well-being.

CO4: Apply yoga, pranayama, and self-care techniques to enhance physical and mental well-being.

Course Content:

Topics	Hours
Unit I: Physical Vital Development	
Health: Meaning, Concept, Dimensions of health (mental, physical, social and spiritual) and health related general habits. Ideal daily routine/ Lifestyle: Meaning, Concept, Principles and its related practice Balanced Diet: Meaning, Concept, Benefits, Alkali and Acid, Balanced Diet according to Desh (location), Kaal (time), Ayu (age) and Ritu (season) Ritucharya (Seasonal Habits): Meaning, general Introduction, Concept, Month and Festivities according to season, Nature of Earth, Lifestyle according to Shishir Season. Sukshama Vyayama and Surya Namaskar: General Introduction, Precautions and Practice.	06
Unit II: Yoga and its Importance	
Yoga: Meaning, Concept, Aims and Objectives, Types. Diet and Health: Conditions, Malnutrition (Undernutrition and Over Nutrition) causes, Problems and Solutions, Common points of consideration for nutrition. Vasant Ritucharya: Lifestyle according to Spring season; Lifestyle- General Introduction, Concept, Month and Festivities according to season. Pranayama: General Introduction (Bandh, Nadi and Chakra), Importance, Eligibility, Time, Place, position, Principles of Practice and Precautions Asana: General Introduction, Types, Benefits, Precaution and Practice (Asanas in Standing position) Practice of Sukshama Vyayama and Surya Namaskara	06
Unit III: Yoga and Physical Fitness	
Ashtanga Yoga: General Introduction, Parts, Meaning of Yama and Niyama, Concept, aims and Objectives. Diet and Health: Nutrients of Food -Carbohydrates, Proteins and Fats – Structure/Elements, Requirement/Utility & Sources Grisham Ritucharya: Lifestyle according to summer season- General Introduction, Concept, Month and Festivities according to season, Nature of the Earth. Pranayama: Importance, Rules, Precautions and Practice of Inhalation (Purak) Exhalation (Rechak) and Holding of Breath Asanas: (Bending Asanas)- General Introduction, Benefits, Precautions and practice of Padhastasana, Utkataana, Garudasana, Tulasana and Ardgh-Chandrasana Practice of Sukshama Vyayama and Surya Namaskara Varsha Ritucharya: Lifestyle according to rainy season- General Introduction, Concept, Month and Festivities according to season, Nature of the Earth. Diet and Health: Nutrients of Food – Vitamins, Mineral and Water structures/elements, Requirement & Sources. Pranayama: Importance, Rules, Precautions and Practice of Anuloma-Viloma, Bhramari and Kapalbhathi Pranayama Asanas: (In Sitting Position) - General Introduction, Benefits, Precautions and practice . Practice of Sukshama Vyayama and Surya Namaskara	09
Unit IV: Practices of Yoga	

Sharad Ritucharya: Lifestyle according to Autumn season- General Introduction, Concept, Month and Festivities according to season, Nature of the Earth.

09

Pranayama: Importance, Rules, Precautions and Practice of Chandrabhedhi, Suryabhedhi and Ujjai Pranayama.

Asanas: (asanas performed in Supine position) - General Introduction, Benefits, Precautions and practice.

Practice of Sukshama Vyayama and Surya Namaskara.

Hemant Ritucharya: According to Hemant season- Meaning, General Introduction, Concept, Month and Festivities according to season, Nature of the Earth.

Pranayama: Importance, Rules, Precautions and Practices of Sheetal, Sheetkari and Nadi Shodhan Pranayama.

Asanas: (asanas performed in Prone position) - General Introduction, Benefits, Precautions and practice . Practice of Sukshama Vyayama and Surya Namaskara

Self Defense: Meaning, Purpose, Required Capabilities;

Relaxation: Shoulder-movement exercise for Spine & maintaining the balance Marmasthala – Common Vulnerable/Vital Points

Prahara : Meaning, Striking Organs, Types of Strikes, Precautions. Preventing possible strikes, Preventing Organs and types/uses

Suggested Reading:

1. *Yoga for Everyone*, B.K.S.Iyengar, Dorling Kindersley Ltd; New Delhi
2. *Yoga the Path to Holistic Health*, .B.K.S.Iyengar, Dorling Kindersley Ltd; New Delhi
3. *Science of Yoga*, Ann Swanson, Dorling Kindersley Ltd; New Delhi

Program: BBA
Semester: II
Course: Advance Excel Course
Code: 11SEC201

L	T	P	C
2	0	0	2

Course Objective:

This course is outlined in a way that

CLO 1: To provide a thorough understanding of MS Excel's interface, options, and basic functionalities, enabling efficient data management and manipulation.

CLO 2: To utilize a wide array of Excel formulas and functions for complex data analysis, including lookup, logical, statistical, and text functions

CLO 3: To create, format, and manipulate various types of charts, pivot tables, and pivot charts for effective data presentation and analysis.

CLO 4: To familiarize with advanced data sorting, filtering, conditional formatting, and automation tools such as VBA macros for optimizing data processing workflows.

Course Outcome

CO1: To navigate MS Excel efficiently, utilize shortcuts, and perform fundamental operations such as formatting, protecting data, and managing worksheets.

CO2: Applying a wide range of Excel formulas and functions to perform detailed data analysis, including logical operations, statistical calculations, and text manipulation.

CO3: Skilled in generating various types of charts and pivot tables, enabling them to visualize data effectively and derive meaningful insights.

CO4: Employing advanced data management techniques such as conditional formatting, data validation, and VBA macros, thus enhancing their ability to handle large datasets and automate repetitive tasks.

Course Content:

Topics	Hours
Unit I: Introduction to MS-Excel	
Introduction to MS-Excel and understanding basic working with it: • Introduction to MS Excel, Quick review on MS Excel Options, Ribbon, Sheets • Saving Excel File as PDF, CSV and Older versions • Using Excel Shortcuts with Full List of Shortcuts • Copy, Cut, Paste, Hide, Unhide, and Link the Data in Rows, Columns and Sheet • Using Paste Special Options • Formatting Cells, Rows, Columns and Sheets • Protecting & Unprotecting Cells, Rows, Columns and Sheets with or without Password • Page Layout and Printer Properties • Inserting Pictures and other objects in Worksheets • Working with Excel Properties	10
Unit II: Classification of Information System	
Working with formulas/functions: • Lookup and reference functions: vlookup, hlookup, index, address, match, offset, transpose etc. • Logical function: if / else, and, or, not, true, nested if/else etc. • Database functions: dget, dmax, dmin, dproduct, dstdev, dstdevp, dsum, dvar, dvarp etc. • Date and time functions: date, datevalue, day, day360, second, minutes, hours, now, today, month, year, yearfrac, time, weekday, workday etc. • Information functions: cell, error.type, info, isblank, iserr, iserror, iseven, islogical, isna, isnontext, isnumber, isref, istext, type etc. • Math and trigonometry functions: rand, round, ceiling, floor, int, lcm, mod, even, sumif, sumifs etc. • Statistical functions: average, averageif, averageifs, count, counta, countblank, countif, max, maxa, min, mina, etc. • Text functions: left, right, text, trim, mid, lower, upper, proper, replace, rept, find, search, substitute, trim, trunc, convert, concatenate etc. • Financial functions: pmt, ppmt, rate etc. • Other important functions	15

Unit III: The Decision-Making Process

Conditional formatting:

- Using Conditional Formatting
- Using Conditional Formatting with Multiple Cell Rules
- Using Color Scales and Icon Sets in Conditional Formatting
- Creating New Rules and Managing Existing Rule

Data sorting and filtering:

- Using Filters to Sort Data
- Custom Sorting
- Advance Filtering Options

Charts:

- Bar chart
- Line or area chart
- Pie or doughnut chart
- Hierarchy chart – treemap, sunburst
- Scatter or bubble chart
- Statistic chart – histogram, box & whisker
- Waterfall or stock chart
- Combo chart

10

Unit IV: Information System and Telecommunications

Pivot tables

- Creating pivot tables
- Using pivot table options
- Changing and updating data range
- Formatting pivot table and making dynamic pivot tables

Pivot charts

- Creating pivot charts
- Types of pivot charts and their usage
- Formatting pivot charts and making dynamic pivot charts
- Working with data

Text to columns

- Data validation
- Remove duplicates
- Consolidate
- Outlining & grouping
- Subtotal

What-if analysis

- Scenario manager
- Goal seek
- Data table
- Solver tool
- Analysis tools

10

Exporting and importing

- Exporting data from web
- Exporting data from other sources
- Working with queries
- Get & transform
- Loading & editing queries

Reviewing a workbook/worksheet

- Protecting and sharing a workbook/worksheet
- Locking and editing cells
- Proofing
- Insights
- Comments

Vba macro

- Introduction to vba macro
- Recording macro & understanding code behind
- Editing, writing vba code and saving as macro
- Knowing forms & properties

Suggested Reading:

1. *Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365*
Lokesh Lawani
2. *Microsoft excel 2019: data analysis & business model* by L. Winston Wayne

Semester – III

Program: BBA
Semester: III
Course: Financial Management
Course Code: 11CC201

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: Provide a comprehensive view of the Fundamental Financial Concepts.

CLO 2: To develop analytical skills to identify financial management problems and solve them.

CLO 3: Explain the various techniques to evaluate the investment in long term assets and working capital.

CLO 4: Developing knowledge on the importance and methods of evaluating Financing decision & Dividend

Decisions.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Understand the applicability of the Fundamental Financial Concepts in Corporate Decision Making.

CO 2: Evaluate and decide on the long-term assets which are profitable to the business by applying capital budgeting techniques

CO 3: Evaluate the various sources of raising finance with their pros & cons in different situations

CO 4: Analyze the Complexities associated with the sources of raising funds in Capital Structure.

CO5: Develop skills for effective short-term Investment and Dividend decisions making,

Course Content:

Topics	Hours
Unit I: Introduction to Financial Management	10
Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money – present value, future value, annuity. Time value of money in Ancient Indian concepts of wealth growth.	
Unit II: Strategic Investment Decisions:	15
Capital Budgeting -: Nature and meaning of capital budgeting; Principles and Process; Estimation of relevant cash flows and terminal value; Evaluation techniques– Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitability Index Method.	
Unit III: Strategic Financing Decisions	20
Meaning and concept, Measurement of cost of capital – Cost of debt, Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights (WACC). Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach; Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, financial leverage, Combined leverage; EBIT-EPS Analysis.	
Unit IV: Dividend Policy & working capital decision	15
Dividend Policy: Factors determining dividend policy, Theories of dividend, Gordon model, Walter model, MM Hypothesis. Dividend policies in practice. Working capital decision: Meaning of Working Capital, components, need & factors affecting working capital requirement, Determination of Working Capital, Introduction to Working Capital Financing, Management of cash, Inventory Management, Receivables Management.	

Suggested Reading:

- Chandra, P. (2019). *Financial Management*. New Delhi, India. Tata McGraw Hill Book Co.
- Pandey, I.M. (2015). *Financial Management*. New Delhi, India. Vikas Publishing House.
- *Financial Management: Text Problem and Cases*, M.Y. Khan & P.K. Jain, 8th ed., Tata McGraw Hill Publishing Co. Ltd.
- *Financial Management- Ravi M. Kishore (Taxmann,)*
- Gupta, S, K., Sharma, R.K. & Gupta, N (2013). *Financial Management*. Kalyani Publishers

Program: BBA
Semester: III
Course: Legal Aspects of Business
Coursecode-11CC202

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To understand the fundamental principles of the Indian Contract Act, 1872 and to apply knowledge of contract law to practical situations.

CLO 2: Students are able to understand the key provisions of the Sale of Goods Act, 1930 and its applicability.

CLO 3: Students should be able to gain knowledge of the key provisions and concepts of the Negotiable Instruments Act, 1881.

CLO 4: To understand the key provisions of the Companies Act, 2013, and the Limited Liability Partnership Act, 2008 and to understand the legal framework governing business operations in India..

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Students can apply principles of the Indian Contract Act, 1872, to analyze contracts, breaches, and remedies.

CO 2: Students are able to apply knowledge of the Sale of Goods Act, 1930, to understand buyer-seller rights and obligations, including conditions, warranties, transfer of property, and remedies for unpaid sellers.

CO 3: Apply knowledge of negotiable instruments, including essentials, types, holder rights, endorsement, cheque crossing, and dishonour procedures, to facilitate secure financial transactions

CO4: The student will be able to apply the knowledge of company and LLP law to make informed business decisions and ensure regulatory compliance.

Course Contents:

Topics	Hours
Unit I: Indian Contract Act, 1872	18
Indian Contract Act, 1872(Fundamental Knowledge): Introduction, Essentials of Valid Contract, Discharge of Contract, Remedies for Breach of Contract; Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency. Corporate governance and ethical business practices in Ancient India.	
Unit II: Sale of Goods Act, 1930	12
Sale of Goods Act 1930: Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, difference between transfer of property and possession, Rights of an unpaid seller.	
Unit III: The Negotiable Instruments Act, 1881	10
The Negotiable Instruments Act 1881 – Essentials of negotiable Instruments, Kinds of Negotiable Instrument, Holder and Holder in Due Course, Negotiation by Endorsements, Crossing of a Cheque and Dishonour of a Cheque.	
Unit IV: The Companies Act, 2013 & The Limited Liability Partnership Act 2008	20
Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.	

Suggested Reading:

- *Legal Aspects of Business*, Pathak, Akhileshwar, (2009), 4th Edition, McGraw Hill Education.
- *Business Law*, Kuchhal, M.C, (2006), Vikas Publishing House, New Delhi.
- Kapoor G. K. & Dhamija Sanjay, *Company Law and Practice-A comprehensive text book on Companies Act 2013*, Taxmann
- *Elements of Mercantile Law*, Kapoor, N.D., (2006), Sultan Chand & Sons, New Delhi.
- *Guide to the Companies Act A*. Ramaiyya, 16th edition, Lexis Butterworths

Program: BBA
Semester: III
Course: Business Mathematics
Course Code: 11CC203

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To understand the basics of Matrix and Determinant.

CLO 2: Describe about various permutation and combinations and explain about Probability.

CLO 3: To be able to appreciate uses of Mathematical models in real life situations

CLO 4: To understand commercial arithmetic and calculus and its applications

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand the concepts of Matrices and Schedules with reference to business process.

CO 2: Simplify the probability of events, their Permutations and Combination.

CO 3: Apply differential calculus to solve simple business problems

CO 4: Explain mathematical formulation and solution of problems related to finance including different methods of interest calculation, future and present value of money.

Course Content:

Topics	Hours
Unit I: Determinant and Matrices	15
Determinant, properties of Determinant. Matrix Algebra: Types of Matrix, addition, subtraction and multiplication of matrix, minor and cofactor, Adjoint and Inverse of a matrix, Rank of a matrix, Solution to a system of equations. Concept of zero and decimal system: Concept of modern financial mathematics.	
Unit II: Principle of Counting	12
Principle of Counting: Permutations and Combination, Circular Permutation.	
Unit III: Calculus	18
Limits – Differentiation - Methods of differentiation – Second order derivative – Maxima and Minima. Application of Maxima and Minima problems: Revenue, Cost, Profit, Economic Order Quantity, Optimal trade in time.	
Unit IV: Commercial Arithmetic	15
Rates of interest: nominal, effective and their inter-relationships in different compounding situations. Compounding a sum using different types of rates. Applications relating to Depreciation of assets and average due date. Types of annuities: ordinary, due, and deferred - Discrete and continuous. Perpetuity. Determination of future and present values using different types of rates of interest.	

Suggested Reading:

- *Business Mathematics, Kashyap Trivedi ((2010)), 1st edition, Pearson Education.*
- *Mathematics for Economics and Business, Bhardwaj. R.S (2000). Excel Books.*
- *Mathematics for Management, Raghavachari. M. ((2004)), McGraw Hill Education.*
- *Business Math, Cleaves S. Cheryl, and Hobbs. Margie. J (2008), 7th Edition, Prentice Hall.*
- *S.K. Sharma and Kaur, G. (2019). Business Mathematics. New Delhi: Sultan Chand & Sons (P) Ltd.*

Program: BBA Semester: III

Course: Cyber Security

Course Code: 11MDC201

L	T	P	C
3	0	0	3

Course Learning Objective:

CLO 1: To understand the concepts of Cybercrimes and cyber security.

CLO 2: To create the awareness of how to avoid becoming victims of cybercrimes.

CLO 3: To impart knowledge about Intellectual property rights like patents, copyright, industrial design rights, trademarks, trade dress, geographical indications and some jurisdictions trade secrets.

CLO 4: To provide in-depth knowledge of Information Technology Act, 2000 including Information Technology Amendment Act, 2008

Course Outcome:

On successful completion of this course a student should be able to:

CO 1: Know about basic concepts of cyber security.

CO 2: Awareness about susceptibility for data while using digital platforms.

CO 3: Understanding of different types of security threats.

CO 4: Awareness about executed Indian Laws for cyber security and role of cyber law for Intellectual Property Rights.

Course Content:

Topics	Hours
Unit I: Introduction	10
Introduction: Overview of Information Security, Cyber security objectives and policies, Fundamental concepts and principles of Cyber security, Introduction of Cyber- crime, Classifications of Cybercrimes.	
Unit II: Database Security	10
Security Threats and vulnerabilities: Application security (Database, E-mail and Internet), Data Security Considerations-Backups, Archival Storage and Disposal of Data, Security Technology-Firewall and VPNs, Intrusion Detection, Access Control.	
Unit III: Security Threats	10
Security Threats -Viruses, Worms, Trojan Horse, Bombs, Trapdoors, Spoofs, E-mail viruses, Macro viruses, Malicious Software, Network and Denial of Services Attack, Security Threats, to E-Commerce- Electronic Payment System, e-Cash, Credit/Debit Cards.	
Unit IV: Provisions in Indian Laws in dealing with Cyber Crimes	15
Provisions in Indian Laws in dealing with Cyber Crimes: Security Policies, Why Policies should be developed, WWW policies, Email Security policies, Policy Review Process- Corporate Policies-Sample Security Policies, Publishing and Notification Requirement of the Policies. Information Security Standards - ISO, IT Act, Copyright Act, Patent Law, Cyber Laws in India; IT Act 2000 Provisions, Intellectual Property Law.	

Suggested Reading:

- Charles P. Pfleeger, Shari Lawerance Pfleeger, —*Analyzing Computer Security*, Pearson Education India. ISBN 10: 9332517428 ISBN 13: 9789332517424
- V.K. Pachghare, —*Cryptography and information Security*, PHI Learning Private Limited, Delhi India. ISBN 10: 8120350820 ISBN 13: 9788120350823
- Dr. Surya Prakash Tripathi, Ritendra Goyal, Praveen Kumar Shukla, *Introduction to Information Security and Cyber Law* Willey Dreamtech Press. ISBN 13: 9789351194736
- Chander, Harish, *Cyber Laws and IT Protection*, PHI Learning Private Limited, Delhi, India ISBN 10: 8120345703 ISBN 13: 9788120345706

Program: BBA
Semester: III
Course: Professional Skills
Course Code: 11AEC201

L	T	P	C
2	0	0	2

The Course Professional Skills is divided into two parts:

- a) Career Skills
- b) Team Skills

CAREER SKILLS

Course Learning Objective:

CLO 1: To develop a professional resume with appropriate content and format.

CLO 2: To demonstrate effective interview skills using professional etiquette and structured responses.

CLO 3: To participate confidently and contribute effectively in group discussions.

CLO 4: To assess personal strengths and explore suitable career opportunities for career planning

Course Outcome:

On completion of the Course, the students will be able to:

CO1: Create a professional resume that effectively presents personal qualifications, skills, and achievements.

CO2: Apply interview preparation techniques and communication skills to perform effectively in interviews.

CO3: Demonstrate teamwork, critical thinking, and communication skills during group discussions.

CO4: Analyze personal competencies and career opportunities to develop an informed career plan

A. CAREER SKILLS

Topics	Hours
Unit I: Resume Skills	
• Resume Skills: Preparation and Presentation • Introduction of resume and its importance • Difference between a CV, Resume and Bio data • Essential components of a good resume • Resume skills: common errors • Common errors people generally make in preparing their resume • Prepare a good resume of her/his considering all essential components	04
Unit II: Interview Skills	
i. Interview Skills: Preparation and Presentation ○ Meaning and types of interviews (F2F, telephonic, video, etc.) ○ Dress Code, Background Research, Do's and Don'ts ○ Situation, Task, Approach and Response (STAR Approach) for facing an interview ○ Interview procedure (opening, listening skills, closure, etc.) ○ Important questions generally asked in a job interview (open and closed ended questions) ii. Interview Skills: Simulation ○ Observation of exemplary interviews ○ Comment critically on simulated interviews iii. Interview Skills: Common Errors ○ Discuss the common errors generally candidates make in interview ○ Demonstrate an ideal interview	04
Unit III: Group Discussion Skills	
• Meaning and methods of Group Discussion • Procedure of Group Discussion • Group Discussion- Simulation • Group Discussion - Common Errors	03
Unit IV: Exploring Career Opportunities	
• Knowing yourself – personal characteristics • Knowledge about the world of work, requirements of jobs including self- employment. • Sources of career information • Preparing for a career based on their potentials and availability of opportunities	03

B. TEAM SKILLS

Course Learning Objective:

CLO1: To deliver effective presentations for diverse audiences.

CLO2: To practice trust, collaboration, and active listening in teams.

CLO3: To apply brainstorming techniques and document team outcomes.

CLO4: To demonstrate professional etiquette and internal communication skills.

Course Outcome:

On completion of the Course, the students will be able to:

CO1: Deliver structured presentations using appropriate tools and audience engagement techniques.

CO2: Demonstrate trust, teamwork, and active listening in collaborative settings.

CO3: Generate and document ideas using individual and group brainstorming methods.

CO4: Apply professional etiquette and effective internal communication practices.

Course Content:

Topics	Hours
Unit I: Presentation Skills	04
• Types of presentations • Internal and external presentation • Knowing the purpose • Knowing the audience • Opening and closing a presentation • Using presentation tools • Handling questions • Presentation to heterogenic group • Ways to improve presentation skills over time	
Unit II: Trust and Collaboration	
• Explain the importance of trust in creating a collaborative team • Agree to Disagree and Disagree to Agree – Spirit of Team work • Understanding fear of being judged and strategies to overcome fear	
Unit III: Listening as a Team Skill	
• Advantages of Effective Listening • Listening as a team member and team leader. Use of active listening strategies to encourage sharing of ideas (full and undivided attention, no interruptions, no pre- think, use empathy, listen to tone and voice modulation, recapitulate points, etc.).	
Unit IV: Brainstorming	03

• Use of group and individual brainstorming techniques to promote idea generation. • Learning and showcasing the principles of documentation of team session Outcomes.	
Unit V: Social and Cultural Etiquette	02
• Need for etiquette (impression, image, earn respect, appreciation, etc.). • Aspects of social and cultural/corporate etiquette in promoting teamwork • Importance of time, place, propriety and adaptability to diverse cultures	
Unit VI: Internal Communication	02
• Use of various channels of transmitting information including digital and physical, to team members.	

Suggested Reading:

- *Monippally, Matthukutty. M. 2001. Business Communication Strategies. 11th Reprint. Tata McGraw-Hill. New Delhi*
- *Soft Skills Dr. K. Alex*
- *Managerial Skills Dr. K.Alex*

Program: BBA

Semester: III

**Course: Character Building and Holistic Development of
Personality III (Universal Human Values)**

Course Code: BBVAC201

L	T	P	C
2	0	0	2

Course Learning Objective:

CLO 1: To familiarize students with personality development and Panchkosha for overall well-being.

CLO 2: To inspire students to preserve and protect values and ethics.

CLO 3: To build moral, ethical, energetic individual dedicated towards the service of humanity.

CLO 4: To focus on holistic development of an individual.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand the importance of Panchkosha in personality development and well-being.

CO 2: Learn to adapt, protect and preserve values and ethics.

CO3: Become a responsible citizen for serving the mankind.

CO4: Develop one's personality holistically in a balanced manner.

Course Content:

Topics	Hours
Unit I: Personality Development	05
• Personality Development: Meaning, Concept, Constituent elements of personality and Means/Ways of Personality Development. • Panchakosha: General Introduction, Meaning, Objectives, Characteristics and Significance. • Benefits of Panchakosha, development and deficiencies due to underdevelopment of Panchakosha.	
Unit II: Mental Emotional Development	05
• Values and Individual: Non-Possession, Non-Stealing, Self Restrain, Enthusiasm, Dutifulness, Reticence, Silence, Self-study, Considerateness and Self-respect. • Values and Family: Respectful Salutation, Obedience, Contentment, Patience, hospitality, Parent Service, Rectitude, Good Behaviour, Family feeling and worship.	
Unit III: Indian Values	10
• Values and Society: Discipline, Social Responsibility and Duties of Citizens, Altruism/ Charity, Keeping good company, Gratefulness, Fraternity/ Friendship, Courtesy, Tactfulness, Soft Spoken and Feeling for the Oppressed. • Values and Constitution: Dignity of an Individual, Fundamental Duties, Fundamental rights, Directive Principles of State Policies, Social Equality, Democracy, Justice, Freedom, Sarva-Pantha Samman and Scientific Approach.	
Unit IV: Practice of Values	10
• Values and Indian Culture: Integrity of the nation, Glory of the Past, Swadeshi, Nation Building, Patriotism, Mother Tongue, National Unity, Public Welfare, Equality and Spirituality. • Values and Vision of the World: Humanity, Integrity, Human rights, The Highest or Most Sublime Good, Vasudhaiva Kutumbakam, Tolerance, Peaceful Coexistence, World-Welfare, Environmental Protection, Swavalamban/Self-reliance	

Suggested Reading:

- *My Idea of Education*, Swami Vivekanand, Advaita Ashram, Kolkata
- *Personality Development*, Swami Vivekananda, Advaita Ashram, Kolkata.
- *The Man India Missed the Most*; Subhash Chandra Bose, huwan Lall, Notion Press, Chennai

Semester – IV

Program: BBA
Semester: IV
Course: Management Science
Course Code: 11CC204

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO1: To get familiarize with the mathematical formulation of a real-world problem.

CLO2: To acquaint with the problem-solving techniques theoretically as well as graphically.

CLO3: To tackle several parameters into account while dealing with the problem.

CLO4: To make aware the students about the applications of various forms of Linear Programming.

Course Outcome:

On completion of the course, student will be able to

CO1: Understand a basic thoughtfulness for linear programming problem.

CO2: Formulate mathematical model for management and technical problems using LPP concepts.

CO3: Understand the content of an operations strategy and the decisions involved.

CO4: Create an interest to solve transportation and assignment problems with its physical significance

Course Content:

Topics	Hours
Unit I: Linear Programming Problem (LPP)	15
Formulation of Linear Programming Problem (LPP), Solution of LPP: Graphical Methods, Simplex Method, Artificial variable methods: Two – phase method, Big – M method, Duality in LPP, Integer Programming Problem. Bhartiye Knowledge System: Contribution of BKS to Optimization Techniques, Contributions of IKS to Linear Programming.	
Unit II: Transportation problems	14
Transportation problems: North West Corner method, Least Cost method, Vogel's Approximation method, Assignment problems: Hungarian method.	
Unit III: Game Theory	16
Game Theory: Introduction to game theory, Two-person Zero games, Pure Strategies (Minimax & Maximin principles), Games with Saddle points, Mixed Strategies, Games without Saddle point, Principles of Dominance.	
Unit IV: Sequencing Problems	15
Sequencing Problems: Processing n jobs through 2 machines, n jobs through 3 machines; Processing n jobs through m machines, 2 jobs through m machines.	

Suggested Readings:

- *Operations Research: Theory & Applications*, J K Sharma, Laxmi Publications.
- Gupta P. K., Hira D.S., “*Operations Research*”, S Chand Publishers
- S. Gass, *Linear programming*, Mc Graw Hill Book Company, 1985.
- Kanti Swaroop, Man Mohan and P.K. Gupta, *Operations Research*, Sultan Chand and Sons, 2005.
- Hamdy A. Taha, *Operations Research: An Introduction*, McMillan Publishing Company, 2007.
- K. V. Mittal and C. Mohan, *Optimization methods in Operations Research and System Analysis*, New Age International Publications, 1996

Program: BBA
Semester: IV
Course: Entrepreneurship Management
Course Code: 11CC205

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To understand the concept of entrepreneur and entrepreneurship existing in business world.

CLO 2: To learn the concept of entrepreneurial motivation in business environment.

CLO 3: To have a clear understanding of establishment of entrepreneurial system.

CLO 4: To study various entrepreneurial cases and learn the tools to utilize the concepts learnt in the cases.

CLO 5: To understand the concept of Small-Scale Industry and the process to start small Scale Industry.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Have a fair understanding of the concept of entrepreneur and entrepreneurship.

CO 2: Apply the concept of entrepreneurial motivation in business world.

CO 3: Have a clear understanding about the concept of establishing entrepreneurial system.

CO 4: Have a clear understanding of small-scale industry and would be in a position of conceptually starting the business.

CO 5: Have a fair idea of various processes and implications associated with entrepreneurship in practical business world.

Course Content:

Topics	Hours
Unit I: Introduction to Entrepreneurship Management	18
Introduction: The Entrepreneur: Definition, Emergence of Entrepreneurial Class; Theories of Entrepreneurship. Concept of entrepreneurship: meaning & characteristics of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, factors affecting entrepreneurship, conceptual model of entrepreneurship, traits of a good entrepreneur, entrepreneur and manager. Indigenous Business Models and Family Business Traditions	
Unit II: Entrepreneurial Motivation	11
Entrepreneurial motivation: motivating, compelling and facilitating factors, entrepreneurial ambition, achievement motivation theory and Kakinada experiment, Establishment of entrepreneurial systems: search, processing and selection of idea, Input requirements	
Unit III: Small Scale Industries	16
SSI: meaning, importance, characteristics, advantages and problems of SSI's. Steps for starting a small industry, guidelines for project report, registration as SSI. Assistance to SSI, need for incentives & subsidies, need for institutional support, role of government and other institutions.	
Unit IV: Case Studies	15
Case studies of Entrepreneurs	

Suggested Reading:

- *Entrepreneurial Development* C.B. Gupta & N.P. Srinivasan: Sultan Chand & Sons
- *Management of a Small-Scale Industry* Vasant Desai: Himalaya Publishing House
- *Entrepreneurship Development*, Dr. C. B. Gupta Udyamita and Sudha G.S. Modern World Publishing House 8th ed.
- *Dynamics of Entrepreneurship Development & Management*: Vasant Desai; Himalaya Publishing House
- *Entrepreneurship Development*: G. A. Kaulgud, Vikas publication.

Program: BBA
Semester: IV
Course: Banking Operations
Course Code: 11CC206

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: Understand the structure and functioning of the banking system in India.

CLO 2: To understand the operational aspects of commercial banks, the ancillary services provided by the bank and also explain the concept of the time value of money.

CLO 3: Analyze the various banking services offered to customers.

CLO 4: Evaluate the significance and utilization of E-Banking services in modern banking operations.

CLO 5: Explain the concept of reserve ratios and their importance in banking operations.

CLO 6: Familiarize with Basel Norms and their impact on banking regulations and risk management.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Demonstrate a comprehensive understanding of the banking system in India, including its regulatory framework.

CO 2: Understand the operational aspects of commercial banks, the ancillary services provided by the bank and also explain the concept of the time value of money.

CO 3: Identify and assess different banking services and their significance in meeting customer needs.

CO4: Utilize E-Banking services effectively and understand their role in enhancing digital banking experiences.

CO5: Interpret and calculate reserve ratios to assess a bank's liquidity and stability.

CO6: Evaluate the impact of Basel Norms on banking risk management and regulatory compliance.

Course Content:

Topics	Hours
Unit I: Introduction to banking system in India	
Origin of Banks - Banking Regulation Act, 1949 (Definition of Banking, Licensing, Opening of branches, Functions of Banks, Inspection) Deposit and Insurance Act: Objectives, SARFAESI Act: Methods of recovery of NPA's and Money laundering: Procedure, Laws and Guidelines for anti-money laundering. Role of Banks and Economic Development Central Banking and Role of RBI and their functions, Monetary Policy: Concepts and Objectives, Basic concepts of Regulatory Environment for a commercial bank in India and their provisions. Banking practices in ancient India A Study of Arthsashtra and Indigenous systems.	15
Unit II: Operational Aspects of Banks	
Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of the customer account, Cheque and its types, Endorsement, Dishonor Paying Banker: Paying Banker – When payment must be refused – Paying banker and statutory protection Collecting Banker: Collection of Cheques – Banker as Holder in Due Course – Collecting Banker and Customer Time Value of money-calculation of interest on loan and deposits, EMIs.	18
Unit III: Banking Services	
Cheques: Cheques, Material alteration and marking – Crossing of Cheques – Endorsement. Subsidiary Services – Payment and collection, Purchase and sale of stocks and shares – Acting as Executors, Trustees and Attorneys – Bankers as Correspondents of Other banks and Financial Corporations – General utility services – Safe Custody of customer's valuables – Dealing in Foreign Exchange. Issuing Letters of Credit, Travelers's Cheques etc - Serving as Referee as to the financial standing, business reputation and respectability of customer – Underwriting of Loans raised by Government, Public Bodies and Trading Corporations Providing specialized Advisory Services – Recent trends – Credit Cards – Merchant Banking – Teller System – Automatic Teller Machines – Bid Bonds – Performance Guarantee – Gift Cheques, E- Banking services	12
Unit IV: Other concepts of banking	
Loans and Advances: Loans and advances – Cash Reserve ratio – Factors Governing Cash Reserve Ratio – Types of Lending – Principles of sound lending – Secured Advances – General Principles of Secured advantage – Mode of securing advances: Lien – Pledge – Mortgage – Hypothecation – Types of Securities - Goods – Classification of Goods – Advantage – Documents of Title to Goods – Stock Exchange Securities – Creation Charge – Unsecured Loans – Guarantee – Exact Liability. Basel norms, financial sector reforms in India.	15

Suggested Reading:

- *Indian Financial System*, by Bharti Pathak
- *Indian Financial System: Theory and Practice*, by M.Y. Khan
- *Economic Reforms and Public Distribution System*, by B. D. Sharma

Program: BBA

Semester: IV

Course: Introduction to Business Analytics

Course Code: 11CC207

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To demonstrate the awareness and Knowledge of Business Analytics

CLO 2: To interpret the analytics methodology

CLO 3: To assess the relevance and effectiveness of business analytics solutions

CLO 4: To apply the knowledge of technical skills in descriptive and predictive modeling to support business decision-making

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Demonstrate the awareness and Knowledge of Business Analytics

CO 2: Interpret the analytics methodology

CO 3: Assess the relevance and effectiveness of business analytics solutions

CO 4: Apply the knowledge of technical skills in descriptive and predictive modeling to support business decision- making

Course Content:

Topics	Hours
Unit I: Introduction to Business Analysis & Data Bases, Data Warehousing and Data Mining	
Concept of analytics, Types of Analytics, Organization and source of data, Types of Data Sources- Structured Vs Semi Structured Vs Unstructured data, Data Warehouse Vs Databases, Relational Database vs. Non-Relational Database, RDBMS Data structures, Columnar Data structures. Data Mining meaning, Association Rules and clustering, Decision trees, Random forests importance of data quality, Dealing with missing or incomplete data, Role of Data Scientist in Business & Society. Data Collection and Decision-Making in Ancient Indian Governance (Arthashastra)	15
Unit II: Analytics Methodology& Visualization of Data	
Introduction to Analytics Methodology, preparing objectives & identifying data requirements, Data Collection, Understanding data, Data preparation – Data Cleansing, Normalisation, Data preparation, Data Blending, Data Modelling, Evaluation & feedback Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions, Relative Frequency, Measures of Central Tendency and Dispersion; Basic probability concepts	12
Unit III: Time series & Predictive Analysis	
Trend Analysis, Seasonality and cyclical behaviour, Moving Average, Exponential smoothing methods – Single exponential, double exponential, HOLT-WINTERS, ARIMA, Multiple linear regression-based forecasting. Simple linear regression: coefficient of determination, significance tests, residual analysis, confidence and prediction intervals. Multiple linear regressions: coefficient of multiple coefficients of determination, interpretation of regression coefficients, categorical variables, heteroscedasticity, multi-collinearity, outliers, auto regression and transformation of variables.	18
Unit IV: Business Analytics Future Trends	
Role of Artificial Intelligence in Business, Machine Intelligence, Competitive Intelligence, Text Mining, Web Analytics (Web content mining, Web usage mining, Web structure mining), Role of Intelligent Agents in e-business, e-commerce, m-commerce, Location Analytics, Intelligent Agent in search & retrieval, Personalization and Comparison), Social Networking Analysis, Big Data Tools & Techniques, Content Analytics (Sentimental Analysis & Opinion Analysis). Ethical and Legal considerations in Business Analytics.	15

Text Books and Reference Books:

- Evans, J. R. (2022). *Business analytics, 3/e: Methods, models, and decisions*. Pearson
- Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2017). *Essentials of business analytics, 2/e*. Cengage Learning.

Program: BBA
Semester: IV
Course: Seminar in Executive Communication
Course Code: 11AEC202

L	T	P	C
2	0	0	2

Course Learning Objective:

CLO1: To apply ethical corporate communication practices in professional contexts.

CLO2: To demonstrate effective public speaking, networking, and non-verbal communication skills.

CLO3: To perform confidently in interviews and group discussions using professional communication strategies.

CLO4: To design and deliver structured presentations with effective delivery techniques.

Course Outcome:

On completion of the Course

CO1: Apply ethical principles and professional practices in corporate communication.

CO2: Demonstrate effective public speaking, networking, and non-verbal communication skills.

CO3: Participate effectively in interviews and group discussions using appropriate communication strategies.

CO4: Create and deliver well-structured presentations with confidence and clarity.

Course Content:

Topics	Hours
Unit I: Introduction to Corporate Communication	05
• Definition -importance of corporate communication • Role and responsibilities of corporate communication • Professionals-Ethical considerations in corporate communication Activity: Role play based on Corporate Communication	
Unit II: Communication Skills Development	04
• Public speaking-Interpersonal communication and networking skills • Non-verbal communication and body language Activity: Panel Discussion	
Unit III: Interview Skills	05
• Purpose of an interview • Do's and Don'ts of an interview Activity: Mock interview	
Unit IV: Group Discussion & Presentation	06
• Introduction • Communication skills in group discussion • Do's and don'ts of group discussion • Planning your Presentation • Structuring Your Presentation • Delivering Your Presentation • Techniques of Delivery • Dealing with Fears Activity: Group Discussion, PPT creation & delivery (Both solo & group Presentation)	

Suggested Reading:

1. *"The Handbook of Corporate Communication and Public Relations"* edited by Sandra Oliver
2. *Soft skills for Managers* by Dr. T. KALYANA CHAKRAVATHI
3. *Personal Development and Soft Skills* by BARUN K MITRA, Oxford Higher Education
4. *The Emotionally Intelligent Workplace* by DANIEL GOLEMAN.
5. *Communication skills and soft skills an integrated approach* by E. SURESH KUMAR, P. SREEHARI, J SAVITHRI.
6. *Top Talking in English (international communication skills)* by CHARLES T. RAJENDRA
7. *Soft skills* by RAJ LAKSHMI SURYAVANSHI, Guru Kul Publishing

Program: BBA
Semester: IV
Course: Advance Excel
Course Code: 11SEC201

L	T	P	C
2	0	1	3

Course Objective:

This course is outlined in a way that

CLO 1: To provide a thorough understanding of MS Excel's interface, options, and basic functionalities, enabling efficient data management and manipulation.

CLO 2: To utilize a wide array of Excel formulas and functions for complex data analysis, including lookup, logical, statistical, and text functions

CLO 3: To create, format, and manipulate various types of charts, pivot tables, and pivot charts for effective data presentation and analysis.

CLO 4: To familiarize with advanced data sorting, filtering, conditional formatting, and automation tools such as VBA macros for optimizing data processing workflows.

Course Outcome

CO 1: To navigate MS Excel efficiently, utilize shortcuts, and perform fundamental operations such as formatting, protecting data, and managing worksheets.

CO 2: Applying a wide range of Excel formulas and functions to perform detailed data analysis, including logical operations, statistical calculations, and text manipulation.

CO 3: Skilled in generating various types of charts and pivot tables, enabling them to visualize data effectively and derive meaningful insights.

CO 4: Employing advanced data management techniques such as conditional formatting, data validation, and VBA macros, thus enhancing their ability to handle large datasets and automate repetitive tasks.

Course Content:

Topics	Hours
Unit I: Introduction to MS-Excel	
Introduction to MS-Excel and understanding basic working with it: • Introduction to MS Excel, Quick review on MS Excel Options, Ribbon, Sheets • Saving Excel File as PDF, CSV and Older versions • Using Excel Shortcuts with Full List of Shortcuts • Copy, Cut, Paste, Hide, Unhide, and Link the Data in Rows, Columns and Sheet • Using Paste Special Options • Formatting Cells, Rows, Columns and Sheets • Protecting & Unprotecting Cells, Rows, Columns and Sheets with or without Password • Page Layout and Printer Properties • Inserting Pictures and other objects in Worksheets • Working with Excel Properties	10
Unit II: Classification of Information System	
Working with formulas/functions: • Lookup and reference functions: vlookup, hlookup, index, address, match, offset, transpose etc. • Logical function: if / else, and, or, not, true, nested if/else etc. • Database functions: dget, dmax, dmin, dproduct, dstdev, dstdevp, dsum, dvar, dvarp etc. • Date and time functions: date, datevalue, day, day360, second, minutes, hours, now, today, month, year, yearfrac, time, weekday, workday etc. • Information functions: cell, error.type, info, isblank, iserr, iserror, iseven, islogical, isna, isnontext, isnumber, isref, istext, type etc. • Math and trigonometry functions: rand, round, ceiling, floor, int, lcm, mod, even, sumif, sumifs etc. • Statistical functions: average, averageif, averageifs, count, counta, countblank, countif, max, maxa, min, mina, etc. • Text functions: left, right, text, trim, mid, lower, upper, proper, replace, rept, find, search, substitute, trim, trunc, convert, concatenate etc. • Financial functions: pmt, ppmt, rate etc. • Other important functions	15
Unit III: The Decision-Making Process	
Conditional formatting: • Using Conditional Formatting • Using Conditional Formatting with Multiple Cell Rules • Using Color Scales and Icon Sets in Conditional Formatting • Creating New Rules and Managing Existing Rule	10

Data sorting and filtering:

- Using Filters to Sort Data
- Custom Sorting
- Advance Filtering Options

Charts:

- Bar chart
- Line or area chart
- Pie or doughnut chart
- Hierarchy chart – treemap, sunburst
- Scatter or bubble chart
- Statistic chart – histogram, box & whisker
- Waterfall or stock chart
- Combo chart

Unit IV: Information System and Telecommunications**Pivot tables**

- Creating pivot tables
- Using pivot table options
- Changing and updating data range
- Formatting pivot table and making dynamic pivot tables

Pivot charts

- Creating pivot charts
- Types of pivot charts and their usage
- Formatting pivot charts and making dynamic pivot charts
- Working with data

Text to columns

- Data validation
- Remove duplicates
- Consolidate
- Outlining & grouping
- Subtotal

What-if analysis

- Scenario manager
- Goal seek
- Data table
- Solver tool
- Analysis tools

Exporting and importing

- Exporting data from web
- Exporting data from other sources
- Working with queries
- Get & transform
- Loading & editing queries

Reviewing a workbook/worksheet

- Protecting and sharing a workbook/worksheet
- Locking and editing cells
- Proofing
- Insights
- Comments

Vba macro

- Introduction to vba macro
- Recording macro & understanding code behind
- Editing, writing vba code and saving as macro

Knowing forms & properties

Suggested Reading:

- Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365 Lokesh Lawani.
- Microsoft excel 2019: data analysis & business model by L. Winston Wayne.

Program: BBA

Semester: IV

Course: Data Visualization & Analysis

Course Code: 11VOC201

L	T	P	C
2	0	0	2

Course Learning Objective:

This course is outlined in a way that

CLO 1: To introduce students to the fundamental problems, concepts, and approaches in the design and analysis of data visualization systems.

CLO 2: To familiarize students with the stages of the visualization pipeline, including data modelling, mapping data attributes to graphical attributes, perceptual issues, existing visualization paradigms, techniques, and tools, and evaluating the effectiveness of visualizations for specific data, task, and user types.

Course Outcome

CO 1: Understand the importance of data visualization in data-driven decision-making.

CO 2: Create clear and effective data visualizations using various tools and techniques.

CO 3: Apply design principles for visual communication.

CO 4: Analyze and critique data visualizations for accuracy and clarity.

CO 5: Develop a portfolio of data visualizations for diverse purposes

Course Content:

Topics	Hours
Unit I: Introduction to Data Visualization	07
Introduction to Data Visualization - The role of data visualization in data analysis and communication, Types of data visualizations (e.g., charts, graphs, maps), Data visualization tools and software, Overview of popular data visualization tools and software (e.g., Tableau, Excel, Python libraries), Features and capabilities of selected tools, Exploration of design principles, including colour theory, typography, and layout, Importance of visual hierarchy and consistency in visualization design.	
Unit II: Data Visualization Principles	08
Data Visualization Principles - Design principles for effective data visualization, Color theory and usage in data visualization, Human perception and cognition in visualization design, Tools and Techniques, Introduction to data visualization tools (e.g., Tableau, Python libraries), Creating basic charts and graphs, Interactive and dynamic visualizations.	
Unit III: Exploratory Data Visualization	08
Exploratory Data Visualization - Data exploration and visual data profiling, Univariate and multivariate data visualization, visualizing patterns, outliers, and distributions, Storytelling with Data, Narrative structure in data storytelling, building data-driven narratives, using visualizations to support storytelling.	
Unit IV: Advanced Topics	07
Advanced Topics: Geographic and spatial data visualization (e.g., maps and geospatial analysis), Network and hierarchical data visualization, Visualizing time series and temporal data, Future Trends and Emerging Technologies, Exploration of future trends in data visualization, Discussion of emerging technologies (e.g., VR, AR) in data visualization	

Suggested Reading:

1. Textbook: "Data Visualization for Business and Management" by Wiley
2. "Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic: Focuses on the art of storytelling through data visualization.
3. "The Visual Display of Quantitative Information" by Edward R. Tufte: A classic book on data visualization principles.
4. "Data Points: Visualization That Means Something" by Nathan Yau: Explores the principles of meaningful data visualization.

Semester – V

Core Subjects

Program: BBA
Semester: V
Course: Business Strategy
Course code- 11CC301

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO1: To introduce the basic concepts, nature, and importance of strategic management.

CLO2: To help students understand internal and external business environments using modern tools and Indian perspectives.

CLO3: To enable students to formulate and implement suitable strategies for different business situations.

CLO4: To promote ethical, sustainable, and self-aware decision-making using Indian knowledge systems like Panchakosha and Arthashastra.

Course Outcome:

On the completion of the Course, the students will be able to:

CO1: Explain the meaning, purpose, and role of strategy and strategists, including vision, mission, and core values.

CO2: Analyze industry and organizational environment using tools like PESTEL, Value Chain, and Indian ideas like Lok Kalyan and Panchakosha.

CO3: Formulate and implement appropriate strategies for growth, stability, or turnaround situations.

CO4: Evaluate strategies effectively and apply ethical and self-aware practices in decision-making.

Course content:

Topics	Hours
Unit I: Introduction to Strategic Management	
• Meaning and evolution of strategy, • Need, nature, and importance of strategic management • Goals vs. objectives of business, Vision and mission statements (with Indian values like Dharma & Purushartha), • Core competencies (linked with <i>Swabhava</i> – natural strengths), • Role of strategists and types of strategies. • Strategy as inner and outer alignment (Panchakosha: from body to mind to wisdom), Reference to Kautilya's Arthashastra	15
Unit II: Environment and Industry Analysis	
• Social responsibility of business (based on Indian idea of Lok Kalyan), • Scanning environment: External Environment - Political, Economic, Social, Technological, Environmental, Legal factors (PESTEL), • Internal Analysis: Value Chain, Functions Like Marketing, finance, HR: ETOP (Environmental Threat and Opportunity Profile), BCG Matrix, Ansoff Matrix. Porter's 5 forces Model; • Using Panchakosha to understand human resources and energy flow in organization	20
Unit III: Strategy Formulation and Implementation	
• Steps in strategy formulation, • Strategy types: Stability, Expansion, Retrenchment, Combination, Strategy implementation and stages, Reasons for failure and how to overcome them, • Leadership in strategy, • Strategic Business Units (SBUs) • Panchakosha-based leadership and team development, Applying Swadharma (right action) in roles and decision-making.	15
Unit IV: Strategic Control and Evaluation	
• Meaning and importance of strategic control, • Strategy evaluation methods, • Behavioral aspects: resistance to change, motivation, communication • Self-awareness and feedback using Panchakosha (especially Manomaya and Vigyanmaya), Indian approach to sustainable, ethical strategy for long-term success.	10

Suggested Reading :

- *Strategic Management- Pearce II John A. and Robinson J.R. and Richard B., (AITBS)*
- *Concepts in Strategic Management and Business Policy- Wheelen Thomas L., Hunger J.David and Rangarajan Krish, (Pearson Education, 1stEd.)*
- *Cases in Strategic Management- Budhiraja S.B. and Athreya M.B, (Tata McGraw Hill, 1stEd.)*
- *Business Policy and Strategic Management- Kazmi Azar, (Tata McGraw Hill, 2nd Ed.)*
- *Strategic Management: Concepts and Applications, By R. Srinivasan*
- *Strategic Management: Indian Context ; By V.S. Ramaswamy and S. Namakumari*
- *Kautilya's Arthashastra : Translated by L.N. Rangarajan*
- *Panchakosha – The Five Sheaths of Human Existence, By Swami Niranjanananda Saraswati*

Program: BBA

Semester: V

Course: Managing Personal Finance

Code: UMC 101

L	T	P	C
2	0	0	0

Topics	Hours
UNIT I: Basics of Human Resource Management to step into the Corporate World	02
Overview of Joining Formalities, Induction, Difference between Offer Letter & Appointment Letter, Components of CTC, Deductions & Claims, Types of Leave, Types of Separation, Exit Procedure.	
UNIT II: Savings, Budgeting & Fundamentals of Investment	04
Identification of Investment Need; Short term & Long term Investment products: Capital Market, Money Market, Commercial Banks, Post Office Schemes; Mutual Funds: Types of Schemes, Concept of SIP's, Fees & Charges; Planning & saving for Retirement	
Unit III: Building & Maintaining Good Credit	02
Setting Debt Limit, Credit approval process & elements of Credit Score, Sources of Consumer Loan, Calculating Interest on Consumer Loans, Types of Credit Card, Managing Credit Cards: Computation of Finance Charges & Credit card average daily balance	
Unit IV: Managing Income Taxes	04
Basics of Income Tax for beginners, Government Benefits, Deductions available for salaried employees, HRA Exemptions, Calculation of Tax payable, Tax Deduction at Source, Procedure for filing ITR, Applicable Forms	

Human Resource Management

Program: BBA

Semester: V

Course: Compensation Management

Course Code: 11CCDE301

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To provide a basic understanding of compensation management, its strategic HR role, and the factors shaping effective compensation systems.

CLO 2: To understand the role of job evaluation in compensation management and its challenges

CLO 3: To equip students with the skills and knowledge for managing and evaluating compensation systems.

CLO 4: To understand the concept and application of performance-based pay systems.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Understand compensation management principles to drive business outcomes, motivate employees, and support strategic HR objectives.

CO 2: Analyze the role of job evaluation in compensation management and develop strategies to overcome its challenges in organizational settings.

CO 3: Manage, and evaluate effective compensation systems that drives employee motivation, retention, and organizational performance.

CO 4: Implement performance-driven incentives that improve employee performance and contribute to business goals.

Course Content:

Topics	Hours
Unit I: Introduction to Compensation Management	18
Concept and Definition of Compensation, Objectives and Importance of Compensation Management, Factors Influencing Compensation. Components of Compensation: Basic pay, Allowances. Incentives and bonuses. Types of Compensation, Strategic Role of Compensation in HRM: Linking Compensation to Business Strategy. Total Rewards Approach, Compensation and Employee Retention.	
UNIT II: Job Evaluation	15
Introduction to Job Evaluation: Definition and concept, Objectives and significance, Job evaluation vs. performance appraisal, Process of Job Evaluation: Job analysis, Job description and job specification, Evaluation criteria. Job Evaluation Methods, Merits and Demerits of Job Evaluation Methods, Role of Job Evaluation in Compensation Management, Challenges in Job Evaluation.	
Unit- III Managing & Evaluating the Compensation system	15
Administering the Compensation System : Payroll management and compliance, Wage Determination, Integration with performance appraisal systems, , Balanced Scorecard and Compensation Evaluation, Emerging Challenges and Managerial Responses.	
UNIT IV- Performance Based Pay	12
Executive compensation; Compensation for teams; Gain Sharing; Profit sharing; Employee and Executive Share schemes, Equity-Based Compensation: Stock Options and ESOP's, Total Reward: Employee Benefits and Total Remuneration: Pensions, Tax considerations; Fringe benefits.	

Suggested Readings –

- Armstrong, M. (2015). *Armstrong's handbook of reward management practice: Improving performance through reward (Fifth edition.)*. London: KoganPage.
- Singh, B.D. (2017). *Compensation and reward management*. Bangalore: Excel books.
- Berger, L. A., & Berger, D. R. (2015). *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design (Sixth edition.)*. New York: McGraw Hill.
- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2016). *Compensation (11th ed.)*. New York: McGraw-Hill Education.
- Martocchio, J. J. (2017). *Strategic compensation: A human resource management approach (9th ed.)*. Boston: Pearson Education.
- Dessler, G. (2020). *Human resource management (16th ed.)*. Boston: Pearson Education

Program: BBA

Semester: V

Course: Manpower Planning and Acquisition

Code: 11CCDE302

L	T	P	C
4	0	0	4

Course Objectives:

CLO1: To develop understanding of HR planning, including forecasting, job analysis, and employment types, for informed workforce decisions.

CLO2: - To equip students with the knowledge and skills to design and implement effective talent sourcing and attraction strategies, leveraging various sources, methods, and tools to attract top talent.

CLO3: To develop skills in designing and implementing effective selection processes and techniques.

CLO4: - To develop skills in monitoring and improving HR systems.

Course Outcomes:

On completion of the Course, the students will be able to:

CO1: Understand HR planning strategies and design workforce supply and demand plans through forecasting, job analysis, and employment planning.

CO2: Create talent sourcing plans using effective channels and tools to attract and identify top candidates.

CO3: Design and implement effective selection processes to identify and select top talent.

CO4: Evaluate and design recruitment systems that align with organizational goals and adapt to industry shifts.

Course Content:

Topics	Hours
Unit I: HR Forecasting and Planning	15
Human Resource Planning: concept, process, and objectives, Demand and Supply Forecasting: techniques and applications, Job Analysis: importance and process, Types of Employment.	
Unit II: Talent Sourcing and Attraction	12
The Talent Sourcing Process: sources, methods, and strategies, Advertising for attracting sources, Issues in Talent sourcing. Screening Applications, Psychometric Testing.	
Unit III: Selection Process and Techniques	15
Conducting Interviews: types, structure, and effectiveness, Group Discussions: purpose, process, and evaluation. Decision Making for Selection: criteria, weighting, and final decision , Managerial Selection: competencies, skills, and attributes	
Unit IV: Monitoring and Improving HR Systems	18
Aligning recruitment with training, performance management, and other HR functions, Induction and socialization processes, importance, and best practices. Promotion, transfer, and succession planning strategies. Designing, administering, and evaluating recruitment systems using metrics and benchmarks. Ensuring fairness, transparency, and accountability in recruitment practices. Adapting to the gig economy, diversity and inclusion, and other industry shifts.	

Suggested Readings:

- Dessler Gary & V. Biju, *Human Resource Management*, Pearson Education,
- Roberts. Gareth, “*Recruitment & Selection- A competency approach*”, Chartered Institute of Personnel & Development, London
- Billsberry Jon, *Experiencing Recruitment & selection*, Wiley Publications
- Cooper Dominic, Robertson T Ivan & Tinline Gordon, *Recruitment & Selection – A framework for success*, Thomson Publications, London.
- Gatewood, R. D., Feild, H. S., & Barrick, M. (2015). *Human resource selection (8th ed.)*. Cengage Learning.
- Breugh, J. A. (2009). *Recruiting and attracting talent: A guide to understanding and managing the recruitment process*. SHRM Foundation.
- Bohlander, G. W., & Snell, S. A. (2016). *Principles of human resource management (16th ed.)*. Cengage Learning. (Chapters on staffing and workforce planning)
- Schuler, R. S., & Jackson, S. E. (2006). *Strategic human resource management*. Blackwell Publishing.
- Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2016). *Human resource management (15th ed.)*. Cengage Learning.

Program: BBA
Semester: V
Course: Management of Team Dynamics
Course Code: 11CCDE303

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO1: To help students understand about individuals and groups and their roles and behavior in organizational set-up.

CLO2: To help students understand concept of teams and team building models for enhancing team effectiveness in professional environments.

CLO3: To help students understand leadership concepts, its components and theories in diverse organizational context.

CLO4: To help students understand leadership & negotiation skills and about conflict resolution principles, interpersonal and organizational challenges effectively.

Course Outcome:

On the completion of the Course, the students will be able to:

CO1: Develop concepts of individuals and groups and their roles and behavior in organizational set-up.

CO2: Develop/Form high performance teams and will be able to enhance team effectiveness in professional environments.

CO3: Evaluate various leadership theories, and assess the impact of leadership traits and styles in different organizational contexts.

CO4: Apply conflict resolution principles and negotiation strategies in workplace scenarios to enhance team and organizational effectiveness.

Course Content:

Topics	Hours
Unit – I : Understanding Individuals, Groups, and Teams	13
Understanding Individuals, Groups and Teams. Groups : Nature of Groups, Group Size, Group Norm, Group Cohesion, Polarization, Group Dynamics, Group Performance, Group Forming, Group Types : Formal and Informal groups, Group Roles, Stages of Group Development. Culture in organizations and their types. Bhartiye knowledge System on Management and Team Building	
Unit – II: Team Fundamentals – Concepts and Building of High Performance Teams	15
Teams: Definition, Differentiating Groups and Teams, Types of Teams, Purpose of Teams, Characteristics of a Team, Team Building, High Performance Teams. STAR Team Model approach to building High-Performing Teams, Team Building for Work Teams, Team Effectiveness, Leader of a High Performing Team -A Model, Ginnett's Team Effectiveness Leadership Model.	
Unit – III: Leadership – Concepts, Components, and Contextual Theories	17
Leadership: Meaning, Concepts and Myths about Leadership, Difference between a Manager and a Leader, Components of Leadership - Leader, Followers and Situation: Assessing Leadership Potential & Measuring its effects. Managerial Derailment and Self-defeating Behaviour, Focus on Leader – Power and Influence; Leadership and Values. Leadership Traits: Leadership Behavior. Contingency Theories of Leadership-Situational Leadership Model, The Contingency Model, The Path Goal Theory	
Unit – IV: Leadership Skills, Conflict Management, and Negotiation	15
Leadership Skills – Basic Leadership Skills, Advanced Leadership Skills, Leadership and Change, Leadership Developmental Mechanism- Experiential Learning methods. Conflict: Definition, Work Place Conflicts, Managing workplace conflicts, Conflict Resolution Principle, Persuasiveness Negotiation: Introduction to Negotiation, Preparation for Negotiation, Negotiation Skills and Possible Directions of Negotiation, Location of Negotiation. Problem Solving	

Suggested Reading:

- *Leadership and Team Building-* Uday Kumar Haldar (Oxford University Press, 2015)
- *Leadership in Organizations-* Yukl C (Pearson, 6th Ed.)
- *Effective Team Work-* West Michael, (Excel Books, 1st Ed.)
- *Leadership-* Sadler Philip, (Crest Publishing House)
- *Levi Daniel (2014), Group Dynamics for Teams, 5th Edition, SAGE Publications.*
- *Greg L Stewart, Charles C manz, Team work and Group Dynamics, John Wiley and Sons.*

Finance

Program: BBA

Semester: V

Course: Investment Analysis & Portfolio Management

Code: 11CCDE304

L	T	P	C
4	0	0	4

Course Learning Objective:

The Objective of the course are classified as follows: -

CLO 1: To help the student understand the basics of the Investment Environment & Financial Markets.

CLO 2: To help the students comprehend the functionalities of Securities Market and its Components.

CLO 3: To provide the students with the conceptual foundation about portfolio theory, CAPM, APT, and bond portfolio strategies for effective investment decision-making

CLO 4: To develop skills in portfolio evaluation, revision, and mutual fund management.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Demonstrate a basic understanding of investments and asset classes available for investment in the Financial Market.

CO 2: Exhibit the acquaintance of the securities market and its constituents.

CO 3: Apply portfolio models and manage bond investments based on risk-return analysis.

CO 4: Analyze, and revise portfolios and assess mutual fund performance effectively.

Course Content:

Topics	Hours
Unit – I : Nature & Scope of Investments	10
Introduction to Investment Environment, Investment Process, Criteria for Investment, Types of Investors, Investment v/s. Speculation v/s. Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives. Role of SEBI with regard to regulation of Secondary Markets, The Role and Functions of Various participants and Agencies in the Secondary Market. Online Share Trading and its Advantages, Concepts of Small Cap, Large Cap, Midcap and Penny Stocks. Investment, Wealth Creation and Risk Management in Kautilya's Arthashastra.	
Unit – II : Risk & Types of Investment Analysis	15
Security Analysis Risk perception and attitude, Systematic and Non-Systematic risks, Fundamental analysis - Company, Industry and Economic analysis - Technical analysis of securities - Charts, and Graphs - Moving averages - Types - implications on investment.	
Unit – III: Portfolio Analysis and Management	15
Portfolio theory, portfolio investment process, capital market theory and CAPM Pricing model, Arbitrage pricing theory, Bond portfolio management strategies	
Unit – IV: Portfolio Evaluation & Mutual Funds	20
Performance evaluation of portfolio, portfolio revision and portfolio management. Asset management companies: mutual funds. Performance evaluation of mutual funds	

Suggested Reading:

- Bodie, Z., Kane, A., Marcus, A. J. & Mohanty, P. (2019). *Investments*, McGraw-Hill Education, 11th Edition.
- Ahmed, S & Mishra, R.K. (2024), *Insurance and Risk Management*, Alpha International Publication.
- Chandra, P. (2017). *Investment Analysis and Portfolio Management*, McGraw-Hill Education, 5th Edition.
- Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2010). *Modern Portfolio Theory and Investment Analysis*. USA, John Wiley & Sons, 8th Edition.
- Tripathi, Vanita (2019), *Security Analysis and Portfolio Management*, Taxmann Publication.
- M. Ranganathan and R. Madhumathi (2010). *Investment Analysis and Portfolio Management*. New Delhi. Pearson Education Press

Program: BBA

Semester: V

Course: Working Capital Management

Code: 11CCDE305

L	T	P	C
4	0	0	4

Course Learning Objective:

The Objective of the course are classified as follows: -

CLO 1: To understand the students about fundamental concepts and importance of working capital

CLO 2: To enable students to estimate working capital requirements and evaluate financing strategies.

CLO 3: To apply cash management models, evaluate liquidity needs, and develop strategies for optimizing cash and marketable securities.

CLO 4: To analyze receivables and inventory data, apply appropriate management techniques, and design effective strategies to improve liquidity and minimize costs.

Course Outcome:

On completion of the Course, the students will be able to:

CO1: Understand the components and determinants of working capital and understand its impact on business efficiency.

CO2: Apply estimation techniques and evaluate suitable sources of working capital financing for different business scenarios.

CO3: Able to prepare cash budgets, apply models for cash management, and analyze short-term investment strategies.

CO4: Develop credit and collection policies, apply inventory management tools, and analyze their impact on working capital efficiency

Course Content:

Topics	Hours
Unit – I: Introduction to Working Capital Management	10
Meaning and Concepts of Working Capital, Types of Working Capital, Need and Importance of Working Capital, Components of Working Capital, Factors Influencing Working Capital Requirements, Operating Cycle Concept, Estimation of Working Capital Requirement, Role of finance manager in working capital, Issues in Working Capital management.	
Unit – II: Estimation and Financing of Working Capital	20
Estimation of Working Capital needs, Working Capital requirement under extra shift, Zero Working Capital approach, Estimation using operating cycle approach, Cash Budget, Cash flow statement, projected balance sheet and Regression method. Working capital Committee Reports – Dahejia committee, Chore Committee, Marathe committee, Chakravarty committee and Kannan Committee.	
Unit – III: Management of Cash and Marketable Securities	15
Objectives of Cash Management, Factors influencing Cash Balance, Cash Budgeting and Forecasting, Cash Management Techniques: Baumol Model, Miller-Orr Model, Investment in Marketable Securities, Cash Management in Practice, Management of Marketable Securities	
Unit – IV: Receivables and Inventory Management	15
Credit Policy Variables - Credit Standards - Credit period - Cash discount and Collection efforts - Credit evaluation - Control of receivables, Factoring and Forfeiting. Need for Inventories and Importance of its Management -Techniques for managing Inventory - Economic Order Quantity (EOQ) - Stock levels - Analysis of Investment in inventory - Selective Inventory Control - ABC, VED and FSN Analysis.	

Suggested Reading:

- Pandey, I..M (2019).Financial Management ,Vikas publishers, New Delhi
- Srivastava, Mishra (2019) Financial Management Oxford University press, New Delhi
- Gupta, Sharma.(2019) Financial Management,Kalyani publishers, New Delhi
- Khan M.Y, Jain. (2019) Financial Management, Tata McGraw Hill publications
- Prasanna Chandra, (2019) Financial Management, Tata McGraw Hill publications
- Rusthaqi R P (2019), Working Capital management, Taxmann publications

Program: BBA

Semester: V

Course: Financial Institution and Markets

Code: 11CCDE306

L	T	P	C
4	0	0	4

Course Learning Objective:

The Objective of the course are classified as follows: -

CLO 1: To understand the foundational concepts and legal framework governing the relationship between banker and customer, including key rights, obligations, and case laws.

CLO 2: To familiarize students with the key regulatory frameworks and compliance requirements governing banks and financial institutions in India.

CLO 3: To introduce students to the structure of the Indian financial system and the functioning of its key markets and regulatory institutions.

CLO 4: To explore the scope and regulatory framework of financial services in India, including mutual funds, demat services, and securitization.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Explain the nature of banker-customer relationships and the legal rights and responsibilities of bankers under various situations like lien, set-off, appropriation, and garnishee orders.

CO 2: Analyze the regulatory environment, including Basel III, SARFAESI Act, RBI and Banking Regulation Acts, and the compliance norms such as KYC, AML, and financial reporting requirements.

CO 3: Differentiate between various financial markets and instruments, and the roles of SEBI, stock exchanges, and reforms in the financial services sector.

CO 4: Analyze the functioning, classification, and management of mutual funds and the role of institutions like NSDL and CDSL in delivering modern financial service

Course Content:

Topics	Hours
Unit – I : Banker–Customer Relationship and Legal Aspects	12
Meaning & Definition of bank, banker and customer, banker& customer-relationship between banker and customer-obligations of a banker- honour cheques, maintain secrecy banker's rights right of lien, set off right appropriation Garnishee Order- Clayton's Case.	
Unit – II : Banking Regulations and Compliance	18
Understand the regulatory environment governing banks and financial institutions, including Basel III, SARFAESI ACT- 2002, Banking Regulation Act 1949, and RBI ACT 1934. Compliance Requirements: Explore compliance requirements related to anti-money laundering (AML), know-your-customer (KYC) regulations. Reporting: Ensure timely and accurate reporting of financial information to regulatory authorities, including financial statements, capital adequacy ratios, and stress testing results	
Unit – III : Financial System and Markets	15
Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing –Formalities – Financial Services Sector Problems and Reforms.	
Unit – IV: Financial Services and Instruments	15
Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India –Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations role of NSDL and CSDL.	

Suggested Reading:

- *P.N.Varshney Banking Law & Practice (Sultan Chand Publishers)*
- *A.R.Aryashri, V.V.Ramanamurthy Banking & Financial Systems*
- *Mithani,Gordon Banking & Financial Systems*
- *M L TannanBanking Law & Practice in India Publisher: Lexis Nexis India; Twenty Fifth edition (1 January 2014)*
- *JAIIB Legal and Regulatory aspects of Banking published by Macmillan education*
- *JAIIB Principles& Practices of Banking published by Macmillan education*
- *Benton E. Gup and James W. Kolari,Commercial Banking: The Management of Risk by John Wiley & Sons Inc*

Marketing

Program: BBA

Semester: V

Course: Product and Brand Management

Course code- 11CCDE307

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1. To understand the key concepts and strategies in product and brand management.

CLO 2. To equip students with skills to plan, launch, manage, and evaluate products and brands in a competitive market.

CLO 3. To develop insights into brand equity, positioning, and brand-building tools.

CLO 4. To enable students to analyze product life cycles, consumer perception, and brand communication.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1. Explain the concepts of product and brand management in marketing strategy.

CO 2 Analyze the stages of product life cycle and formulate marketing strategies accordingly.

CO 3. Develop and evaluate branding strategies including positioning, brand equity, and identity.

CO 4 Apply knowledge of brand communication and product planning in real-life situations.

Course content:

Topics	Hours
Unit I: Introduction to Product Management	15
Definition, Scope, and Importance of Product Management, Product vs Brand, Classification of Products, New Product Development (NPD) Process, Product Life Cycle (PLC): Stages and Strategic Implications. Product Portfolio Analysis (BCG Matrix, GE Matrix).	
Unit II: Product Planning and Strategies	15
Product Mix, Product Line, and Product Item, Product Design and Packaging Decisions. Branding and Labeling Decisions. Product Positioning Strategies. Product Innovation and Commercialization, Managing Mature and Declining Products	
Unit III: Introduction to Brand Management & Brand Dynamics	15
Meaning and Importance of Branding, Types of Brands: Corporate, Product, Private Label, Family Brands, Brand vs Product, Elements of a Brand: Brand Name, Logo, Tagline, etc. Brand Identity and Image, Brand Positioning and Repositioning Brand Equity: Concept, Sources, and Measurement, Brand Value and Valuation Methods, Brand Extension and Stretching, Co-branding and Brand Licensing, Global Branding Strategies, Brand Revitalization and Rebranding	
Unit IV: Brand Communication and Consumer Perception	15
Integrated Marketing Communication (IMC) for Brands, Building Brand Loyalty and Brand Trust, Consumer Perception and Brand Associations, Emotional Branding and Experiential Marketing, Role of social media and Digital Branding, Managing Brands in a Competitive Market	

Suggested Reading:

- *Product Management – Donald R. Lehmann and Russell S. Winer*
- *Strategic Brand Management – Kevin Lane Keller*
- *Brand Management: Principles and Practices – Kirti Dutta*
- *Product and Brand Management – Tapan K. Panda*
- *Marketing Management – Philip Kotler and Kevin Lane Keller*
- *Brand Sense – Martin Lindstrom*

Program: BBA

Semester: V

Course: Rural Marketing

Course code- 11CCDE320

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To introduce students to the fundamentals of rural marketing and consumer behavior in rural India.

CLO 2: To provide an understanding of strategies used for marketing in rural areas including product, pricing, and distribution approaches.

CLO 3: To familiarize students with the role of government, cooperatives, and institutional support in agricultural marketing.

CLO 4: To explore the role of agricultural credit, insurance, and modern technology in the development of rural markets.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Identify the key features, scope, and differences between rural and urban markets, and describe rural consumer behaviour.

CO 2: Develop appropriate product, pricing, and distribution strategies for rural markets, considering traditional and modern practices.

CO 3: Explain the significance of government and cooperative institutions in rural and agricultural marketing.

CO 4: Evaluate the role of credit, insurance, and IT-based initiatives in supporting and transforming rural marketing in India.

Course content:

Topics	Hours
Unit I: Unit 1: Introduction to Rural Marketing	15
Meaning, Scope, Definition & Importance, Rural versus Urban Mindsets, Growth of Rural Markets, Basic differences between Rural, Semi Urban and Urban Markets. Classification of Rural Consumer based on Economic Status, Profile of Rural Consumer, Rural Consumer Behaviour.	
Unit 2: Rural Marketing Strategies	20
Product Strategies, Pricing Strategies, Distribution Strategies, Production Strategies, Methods Hatha System, Private Negotiations, Quotations on Samples, Dara Moghum Sale Methods, Open Auction Method. Prevalence of Beoparis and Arahatis Rural Mandi's, APMC's etc.	
Unit 3: Role of Government in the Development of Agricultural Marketing	15
Government Intervention in Marketing System, Role of Agencies like ,Council of State Agricultural Marketing Boards, (COSAMB),State Trading, Cooperative Marketing, Types of Cooperative Marketing Societies, Cooperative Processing, National Agricultural Cooperative Marketing Federation (NAFED), National Cooperative Development Corporation (NCDC), Public Distribution Systems (PDS), Food Corporation of India, Directors of Marketing and Inspection (DMI), National institute of Agricultural Marketing (NIAM), Self Help Groups (SHG's), Agricultural Credit Policy	
Unit 4: Role of IT in Rural Marketing	10
Infrastructure, Importance & Scope, Modern Techniques for Rural Distribution, Case Study of ITC's " e-choupal" Initiative.	

Suggested Reading :

1. Rural Marketing: text and cases by CSG Krishnamacharyulu &Lalitha Ramakrishnan
2. Rural Marketing by Pradeep Kashyap
3. YCMOU rural marketing e book
4. IGNOU E GYANKOSH

Program: BBA
Semester: V
Course: Consumer Behaviour
Course Code: 11CCDE325

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To familiarize students with the concepts and determinants of consumer behaviour.

CLO 2: To make students understand the psychological processes influencing consumer decisions.

CLO 3: To enable students to understand the social and cultural factors affecting consumer behaviour.

CLO 4: To familiarize students with consumer decision-making and innovation adoption processes.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Explain the concepts and determinants of consumer behaviour.

CO 2: Analyze psychological factors affecting consumer decisions.

CO 3: Evaluate social and cultural influences on consumer behaviour.

CO 4: Analyze consumer decision-making models and offer innovative solution.

Course Content:

Topics	Hours
Unit I: Introduction to Consumer Behaviour	15
Consumer behaviour as a marketing discipline: Nature, scope & application. Types of consumer behaviour, Consumer behaviour and marketing strategy, profiling consumers and their needs, Market segmentation and consumer research. Consumer Buying Behaviour: Consumer decision process, factors affecting buying behaviour, buyer's role, Consumer behaviour models. Contribution of BKS in consumer behavior.	
Unit II: Psychological Factors affecting Consumer Behaviour	15
Consumer motivations: consumer needs and motivation, positive & negative motivation, Theories of Motivation. Consumer Perception, Learning and consumer involvement, Brand Equity, Personal influences and attitude formation, Consumer attitude formation and change. Consumer as an individual, Theories of personality, Personality characteristics, Life style marketing, cognitive dissonance	
Unit III: Social & Cultural Factors affecting Consumer Behaviour	15
Consumer in social & cultural setting: Reference groups: concepts, factors affecting reference groups. Family: Role of family in consumer behaviour, Family decision making, Family Life Cycle. Social class & its measurement. Culture & sub culture: definition & influence. Profile of Indian consumers, Behavioural patterns of Indian consumers.	
Unit IV: Consumer Behaviour & Diffusion of Innovation	15
Online Buying behaviour, four view of consumer - Economic man, Passive Man, Cognitive Man & Emotional Man, Comprehensive Models of Consumer Decision Making; Blackwell Model, Market research in assessing consumer behavior .Integrated Marketing Communication, Diffusion of innovations; the diffusion process, the adoption process, profile of the consumer innovator.	

Suggested Reading:

- *Consumer Behaviour in Indian Perspective* Suja R. Nair –Himalaya Pub.House
- *Consumer Behaviour An Indian Perspective*, S.L. Gupta & Sumitra Pal, Addison WesleyPub
- *Consumer Behaviour* Schiffman & Kanuk, Mac MillanPub
- *Consumer Behaviour-Buying*, Michael R. Solomon –Having & Being. PHI Pub 7thed.
- *Consumer Behaviour and Marketing Action*, Assael H Ohio, South Westem,1995
- *Consumer Behaviour* Chicago Engle, J F, Dryden Press,1993

Semester – VI

Core Subjects

Program: BBA

Semester: Sixth

Course: Project Management

Course code- 11CC303

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To help students develop an understanding on the concepts of project, their types, project identification, and Project's life cycle, Forms of Project Organization and Human Aspects of Project Management

CLO 2: To help students understand the concept of technical, financial, market and economic feasibility and to identify the techniques needed for each stage

CLO 3: To help students understand about capital budgeting of projects- discounted and non-discounted techniques. It will also help students to understand the various network techniques for project management and scheduling - PERT& CPM model

CLO 4: To help students understand the working out of Capital and Operating costs of the project and Forecasting Income from the projects. It will also help students to know about importance of Project Monitoring and Information system, Cost Control and Project Audit.

Course Outcomes:

On the completion of the Course, the students will be able to:

CO 1: Students will be able to understand the Concept of project its characteristics sources of identification of projects, Project's Life Cycle and human aspects of Project Management

CO 2: Students will be able to carry out the technical, financial, market and economic feasibility of the projects.

CO 3: Students will be able to carry out capital budgeting of projects through discounted and non-discounted techniques like NPV, IRR, Profitability index, ARR and Payback period. The students will also be able to understand the importance of social cost and benefit analysis and Create and formulate project network for estimation of time and critical path of project by PERT and CPM model.

CO 4: Students will be able to understand the working of Capital and Operating costs of the project and Forecasting Income from the projects. It will also help students to know about importance of Project Monitoring and Information System, Cost Control, Project Audit and understand issues in Project Management

Course Content:

Topics	Hours
Unit I: Introduction to Project management	18
Introduction: Project: definition, characteristics, types, project life cycle, and identification of projects. Forms of Project Organization Project management: Meaning and scope. Human Aspects of Project Management:-Selection of Project Manager and Project team, Duties and Responsibilities of a Project Manager.	
Unit II: Technical & Market Appraisal	12
Project Appraisal Methods, Technical appraisal: meaning, need factors considered in technical appraisal. Market appraisal: market survey for forecasting future demand and sales; concepts, terms and techniques involved in it.	
Unit III: Capital budgeting & Financial Appraisal	16
Financial appraisal: estimated funds required, sources of funds, profitability analysis, Capital budgeting techniques, guidelines for preparation of project report. Social Cost Benefit Analysis meaning, rationale, social appraisal of projects in developing countries with special reference to India. Project scheduling & control, network analysis. Gantt charts PERT & CPM	
Unit IV: Investment Feasibility Studies	14
Investment Feasibility Studies : managing Project Resources Flow, Project Feasibility studies, Project Cost– Capital & Operating , Forecasting Income, Estimation of Investment & ROI, Project Evaluation, Financial Sources, Appraisal Process, Issues in Project Management : Project Audit, Project Monitoring & MIS, Cost Control, Real Time Planning	

Suggested Readings:

- *Planning Analysis: Selection Implementation & Review*, P Chandra: Tata McGraw Hill.
- *Text Book of Project Management*, P Gopal Krishnan & V E Ramamurthy: McMillan
- *Project Management & Control*, N. Singh, Himalaya publishing house
- *Project Management*, V Desai, Tata- McGraw Hill
- *Project Management* M Patel, Vikas publication
- *Computer Aided Project Mgmt.*, Suhani, OUP pub.

Program: BBA

Semester: VI

Course: Quality Control Management

Course Code: 11CC302

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: - To understand the evolution, principles, and key concepts of Total Quality Management (TQM).

CLO 2: - To understand the strategic importance of quality management and customer focus in achieving business excellence.

CLO 3: - To understand the concepts of Cost of Quality and Continuous Improvement Process, and apply tools and techniques to optimize costs and improve business processes.

CLO 4: Students will gain in-depth knowledge and apply Benchmarking, Quality Management Systems, and Productivity tools to enhance organizational performance.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Students will be able to explain the fundamentals of quality management, including TQM principles, customer focus, supplier partnership, and continuous improvement techniques.

CO 2: Students will develop strategic quality plans and implement customer-focused initiatives to enhance satisfaction and loyalty.

CO 3: Students will apply Cost of Quality and Continuous Improvement tools to boost performance and reduce costs.

CO 4: Students know how to apply benchmarking, Quality Management Systems, and productivity improvement techniques to enhance organizational performance and drive business excellence.

Course Content:

Topics	Hours
Unit I: Introduction to Quality	18
Evolution of Quality, Definition of Quality, Dimensions of Quality, Quality Control, Quality Assurance, TQM PRINCIPLES ,Leadership – Strategic quality planning, Quality statements - Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention ,PDSA cycle, 5s, Kaizen - Supplier partnership – partnering, Supplier selection, Supplier Rating, Total Quality Management (TQM), Significant Contributions-Shewhart, Edwards Deming, Philip B. Crosby, Joseph Juran, Genichi Taguchi, Shigeo Shingo, Kaoru Ishikawa, Masaaki Imai.	
Unit II: Quality as a Strategic Decision & Customer Focus	12
Meaning of Strategy and Strategic Quality Management, Mission and Vision Statements, Quality Policy, Quality Objectives, Strategic Planning and Implementation, Competitive Analysis, Management Commitment to Quality, Meaning of Customer and Customer Focus, Classification of customers, Customer Focus, Customer Perception of Quality, Factors affecting customer perception, Customer Requirements, Meeting Customer Needs and Expectations, Customer Satisfaction and Customer Delight, Handling Customer Complaints	
Unit III: Cost of Quality & Continuous Improvement Process	10
Cost of Quality, Categories of Cost of Quality , Models of Cost of Quality, Optimising Costs, Preventing Cost of Quality, Process Concept, Meaning and Importance of Continuous Improvement Process, Elements of Continuous Improvement, Juran Trilogy, Kaizen, PDSA Cycle and Other Improvement Strategies, Business Process Reengineering	
Unit IV: Benchmarking & Quality Management Systems & Productivity	20
Definition of Benchmarking, Reasons for Benchmarking, Types of Benchmarking, Benchmarking Process, Advantages of Benchmarking, Limitations of Benchmarking Quality Management System, Quality Management Principles, ISO 9001 Structure, Quality Audits, ISO Registration, Requirements, Benefits of ISO registration, Examples of ISO Standard Application, Defining Productivity, Importance of Productivity, Productivity Factors, Workforce and Productivity, Work study for productivity, Managing Improvement.	

Suggested Reading:

- Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
- Feigenbaum.A.V. “Total Quality Management”, McGraw Hill, 1991.
- Oakland.J.S. “Total Quality Management”, Butterworth – Heinemann Ltd., Oxford. 1989.
- Narayana V. and Sreenivasan, N.S. “Quality Management – Concepts and Tasks”, New Age International
- 1996. Page - 185 6. Zeiri. “Total Quality Management for Engineers”, Wood Head Publishers, 1991

Human Resource Management

Program: BBA
Semester: VI
Course: Employee Relations
Course Code: 11CCDE313

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To develop a clear understanding of the conceptual differences between Employee Relations and Industrial Relations.

CLO 2: To familiarize students with key theories, techniques, and modern approaches used in managing employee relations effectively.

CLO 3: To impart knowledge about the significance of labour administration and relevant legal frameworks governing employee relations in India.

CLO 4: To equip students with practical insights into the principles and practices of employee relations management, highlighting contemporary issues and challenges in the field.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Demonstrate an understanding of the basic concepts of employee relations, its significance in organizational success, and the key issues involved

CO 2: Explain the formation, structure, and functions of trade unions along with the legal framework governing industrial relations in India.

CO3: Analyze the role and impact of Human Resource Information Systems (HRIS) in improving HR operations and decision-making within organizations.

CO 4: Identify and evaluate various contemporary issues and emerging trends in employee relations, including challenges in a dynamic business environment.

Course Content:

Topics	Hours
Unit I: Introduction to Employee Relations Management	20
Meaning and scope of employee relations, Evolution and development of employee relations in India and globally, Objectives of managing employee relations in an organization, Key concepts: employee relations vs. industrial relations, Role of employee relations in human resource management , Enhancing organizational performance through healthy work relationships , Promoting employee engagement, morale, and productivity, Communication and feedback mechanisms, Collective bargaining and negotiation ,Conflict resolution strategies, Trust and transparency in communication, Employee voice and representation, Legal and ethical challenges in employee relations	
Unit II: Role of Trade Unions in Employee Relations	10
Definition and meaning of trade unionism, Evolution and history of trade union movement (Global & Indian context), Objectives and role of trade unions in industrial democracy, Types: Craft union, industrial union, general union, white-collar union, National-level trade unions. Functions of Trade Unions, Trade Union Challenges and Contemporary Issues	
UNIT III: Legal framework in Employee Relations & Inclusive HR Practices: Building Diverse and Equitable Work Environments	16
Importance of legal regulation in employee-employer relationships, Overview of Key Labor Legislations , importance of compliance and consequences of non-compliance, Role of HR in ensuring legal adherence, Managing multicultural and multigenerational workforce, Workplace discrimination, harassment, and inclusivity policies	
Unit IV: HRIS	14
Introduction to HRIS: Definition and evolution of HRIS, Objectives and scope of HRIS in HR management , Difference between HRIS, ERP, and traditional HR systems, Functions and applications of HRIS: Data collection, storage, and retrieval, Workforce planning and analytics, HR reporting and compliance, Enhancing decision-making through real-time HR metrics, Benefits and Challenges of HRIS: , Current Trends in HRIS: Cloud-based HRIS platforms , Use of AI and analytics in HRIS ,Mobile HRIS apps and remote access features	

Suggested Books & Readings:

- Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). Industrial relations and labour laws (2nd ed.). McGraw-Hill Education.
- Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2012). Dynamics of industrial relations (15th ed.). Himalaya Publishing House.
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2020). Managing human resources (9th ed.). Pearson Education.
- Ferdman, B. M., & Deane, B. R. (2014). Diversity at work: The practice of inclusion. Jossey-Bass.
- Kavanagh, M. J., Thite, M., & Johnson, R. D. (2023). Human resource information systems: Basics, applications, and future directions (5th ed.). SAGE Publications.

Program: BBA

Semester: VI

Course: Performance Management System

Course Code: 11CCDE314

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To understand the fundamentals of performance management, including its definition, objectives, and characteristics

CLO 2: To learn how to define and measure performance, including approaches to measuring results and behavior.

CLO 3: To develop skills in implementing a performance management system, including communication plans, training programs, and ongoing evaluation.

CLO 4: 4. To acquire performance management skills, including coaching, giving feedback, and managing team performance.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Students will demonstrate knowledge of performance management concepts, including definition, objectives, characteristics, and potential dangers.

CO 2: Students will learn how to define performance, determine performance dimensions, and choose appropriate measurement approaches.

CO 3: Students will learn to design and implement performance management systems, including planning, execution, and ongoing evaluation.

CO 4: Students will acquire skills in coaching, giving feedback, and managing team performance, including disciplinary processes and termination.

Course Content:

Topics	Hours
Unit I: Introduction to Performance Management	10
Definition of performance management, Objectives of performance management, Characteristics of performance management, risks associated with poorly implemented performance management systems; Process of performance management – Prerequisites, performance planning, performance execution, performance assessment, performance review, performance renewal and re-contracting.	
Unit II: Defining Performance and Choosing a Measurement Approach	16
Defining performance, determinants of performance, performance dimensions, approaches to measuring performance – behavior, results , traits. Measuring Results and Behaviour: Determining accountabilities, determining objectives, determining performance standards; Measuring Behaviours – comparative systems, absolute systems.	
Unit III: Gathering Performance Information & Implementing a Performance Management System	16
Characteristics of appraisal forms, determining overall rating, appraisal period and number of meetings, appraisal information sources, model of rater motivation, preventing rating distortion through rater training programmes. Communication plan, appeals process, training programmes for acquisition of requisite skills, pilot testing, ongoing monitoring and evaluation, online implementation.	
Unit IV :Performance Management Skills & Managing Team Performance	18
Coaching, coaching styles, coaching process, observation and documentation of developmental behavior and outcomes, giving feedback, disciplinary process and termination, performance review meetings. HRS Definition and importance of teams, types of teams and implications for performance management, purposes and challenges of team performance management, including team performance in the performance management system, rewarding team performance.	

Suggested Reading:

- Aguinis, H. (2013). *Performance management (3rd ed.)*.
- Pearson.Armstrong, M. (2018). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance (6th ed.)*. Kogan Page
- Ashdown, L. (2018). *Performance management: A practical introduction (2nd ed.)*. Kogan Page Limited.
- Mone, E. M. (2018). *Employee engagement through effective performance management: A practical guide for managers (2nd ed.)*. Routledge

Program: BBA
Semester: VI
Course: Strategic HRM
Code: 11CCDE315

L	T	P	C
4	0	0	4

Course Learning Objective:

The Objective of the course are classified as follows: -

CLO1: Understand the evolution of Strategic HRM and its significance in aligning HR strategies with business strategies.

CLO2: Apply concepts of competency mapping, career planning, and talent management in organizational settings.

CLO3: Analyze key strategic HR issues like employee engagement, outsourcing, skill-based pay, and retrenchment.

CLO4: To evaluate global HR practices such as employer branding, bench-marking, and HR audits, and to develop strategic HR solutions by applying real-world case analysis and ethical considerations in a global business context.

COURSE OUTCOME:

CO1: Define and understand the concepts, need for strategic HRM and the process of linking HR strategy with business strategy.

CO2: Apply the tools and techniques of competency mapping and talent management to workforce.

CO3: Analyze strategic HR issues including training, engagement, pay structures, and outsourcing decisions.

CO4: Evaluate global HRM strategies such as bench-marking, HR audits, and ethical practices, and design strategic HR models by applying insights from real-world cases to address organizational challenges.

Course Content:

Topics	Hours
Unit – I: Introduction to Strategic Human Resource Management.	12
Definition, need, Importance of Strategic Human resource management. A shift from Traditional HRM to Strategic HRM, Linking HR strategy with business strategy, Challenges of Strategic HRM.	
Unit – II: Competency and Career Planning.	18
Meaning and definition of Competency mapping, Potential Development, The concept and Importance of Talent management, Attracting and retaining Talent, Career Planning – Organizational centered career planning, Individual centered career planning ,Succession planning – Elements of succession planning, Challenges of Succession planning.	
Unit – III: Strategic Human resource management issues.	18
Employee engagement, Investment in Training and Development, Learning organization, Skill based pay, Variable pay, HR outsourcing, Factors driving the need to outsource, Stages of outsourcing, Understanding retrenchment and redundancy.	
Unit – IV: Global dimensions	12
Global competitive advantage, Employer branding and Employee Value proposition Bench-marking and Balanced scorecard, HR audit, Global ethical environment. Case Studies related to Strategic HRM.	

Suggested Reading:

- Gary Dessler, *Human Resource Management*, PHI, New Delhi, 2003.
- Charles R. Greer, *Strategic Human Resource Management*, Pearson Education, 2003.
- Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resources*, PHI, 2001.
- Kandula, Srinivas R, *Strategic Human Resource Development*, PHI.
- Tanuja Agarwala, *Strategic Human Resource Management*, Oxford University Press.
- Ashok Kumar & R. Sharma, *Strategic Human Resource Management*, Mc Graw Hill Education (India).

Finance

Program: BBA
Semester: VI
Course: Direct Taxation
Code: 11CCDE316

L	T	P	C
4	0	0	4

Course Learning Objective:

The Objective of the course are classified as follows: -

CLO 1: To understand the conceptual framework of direct taxes in India and explain how residential status affects an individual's taxability.

CLO 2: To understand and apply the provisions related to salary and house property income.

CLO 3: To understand tax provisions related to income from business/profession, capital gains, and other sources and apply relevant exemptions and deductions

CLO 4: To understand the procedures related to tax deductions, refunds, and the roles of tax authorities in the taxation process.

Course Outcome:

On completion of the Course, the students will be able to:

CO1: Understand the structure of the Income Tax Act, interpret residential status and its impact on taxability, and identify exempt incomes and applicable tax rates

CO2: Understand the components and tax treatment of salary and house property income, apply relevant provisions and deductions, and compute taxable income under both heads

CO3: Identify various sources of income, apply relevant tax provisions and exemptions, and compute taxable income from business or profession, capital gains, and other sources.

CO4: Analyze the implications of tax deductions, refunds, and the role of tax authorities in ensuring compliance and enforcement within the tax system.

Course Content:

Topics	Hours
Unit – I: Introduction to direct tax	
Introduction to Direct Taxes and Income Tax Act, 1961, Basic definitions: Assessee, Assessment Year, Previous Year, Income, Gross Total Income, Total Income, Residential Status; Agricultural Income; Rates of Tax, Exempted Income under section 10. Tax Administration and Revenue System in Ancient India	10
Unit – II: Heads of Income – I	
Income from Salary – Meaning and basis of charge [Sec. 15], Scope and features of salary income, Allowances, Perquisites, Retirement Benefits (Gratuity, Pension, Leave Encashment, Provident Fund), Deductions from Salary, Computation of Taxable Salary Income. Income from House Property – Meaning and scope of income from house property, Basis of charge [Section 22], computation of NAV (Let out and self-occupied house), Deductions.	20
Unit – III: Heads of Income – II	
Income from Business and Profession – Definition of business and profession [Sec. 2(13), 2(36)], Basis of charge [Sec. 28], Admissible and Inadmissible expenses, General principles for computing business income, Computation of Business income from profit and loss account. Income from Capital Gain – Concept of capital asset [Sec. 2(14)], Transfer and Types of capital gains, Computation of Capital Gains, Exemptions u/s 54s. Income from Other Sources – Specific Incomes Chargeable under Section 56(2), Dividends, Winnings from lotteries, crossword puzzles, horse races, card games, Interest and Gifts income,	20
Unit – IV: Deductions and Procedure for assessment	
Set off and Carry Forward of Losses Deductions, Refund and Tax Authorities Return of Income and Assessment Penalty and Prosecution for Tax Evasion of Search and Seizure	10

Suggested Reading:

- *Taxmann's Direct Taxes Law & Practice | Professional Edition | Latest Edition*
- *Singhanar V.K: Students' Guide to Income Tax; Taxmann, Delhi*
- *Income Tax Law & Accounts, Dr. H.C. Mehrotra, Dr. S.P. Goyal, Sahitya Bhawan publication*
- *Dinker Pagare• Income Tax Law and Practice: Sultan Chand & Sons, New Delhi*
- *Chandra Mahesh and Shukla D.C.: Income Tax Law and Practice; Pragati Publications, New Delhi*
- *Income Tax Law & Accounts, Dr. H.C. Mehrotra, Dr. S.P. Goyal, Sahitya Bhawan publication*

Program: BBA
Semester: VI
Course: Behavioral Finance
Code: 11CCDE317

L	T	P	C
4	0	0	4

Course Learning Objective:

The Objective of the course are classified as follows: -

CLO 1: To help the student differentiate between Standard Finance and Behavioral Finance, and explain key theoretical concepts such as Expected Utility Theory, rationality, and risk aversion.

CLO 2: To help the student identify and evaluate common heuristics and cognitive biases, such as representativeness, anchoring, and familiarity, and assess how they affect financial decision-making and market behavior.

CLO 3: To explain the student's components and implications of Prospect Theory and mental accounting, and assess the role of framing effects in financial judgments and market forecasting.

CLO 4: To make the students analyze the impact of behavioral factors on financial markets and corporate decisions, including phenomena such as the disposition effect, overconfidence, and managerial sentiment.

Course Outcome:

On completion of the Course, the students will be able to:

CO1: To introduce students to the theoretical foundations of both Standard and Behavioral Finance, enabling them to understand how financial decisions are made under rational and behavioral frameworks.

CO2: To examine the psychological factors and cognitive biases that influence investor behavior and challenge the assumptions of market efficiency.

CO3: To explore key behavioral theories such as Prospect Theory, mental accounting, and framing, and understand their implications in real-world financial decision-making.

CO4: To analyze behavioral anomalies and their effects on market outcomes, including asset pricing, portfolio management, corporate finance, and goal-based investing.

Course Content:

Topics	Hours
Unit – I : Introduction to Standard and Behavioral Finance: A Theoretical Overview	14
Foundation of Behavioral Finance, Behavioral finance versus Standard or Conventional Finance, Expected Utility Theory, Rationality of Agents, Risk Aversion.	
Unit – II : The Need for a New Approach — Heuristics and Biases in Financial Decision-Making	16
Challenge to the Market efficiency, Noise Trading, Imperfect markets and Limits to arbitrage, Departure from rationality. Psychological Foundations of Behavioral Finance, Familiarity and related heuristics, Representativeness and related biases, Anchoring, Irrationality, and Adaptation.	
Unit – III : Prospect Theory and the Role of Framing and Mental Accounting in Finance	18
Prospect Theory: the foundational ideas behind behavioral finance, An alternative to Expected Utility Theory, Cumulative Prospect Theory. Mental Accounting, Framing Effects in Financial Market forecast.	
Unit – IV: Market Effects and Advanced Topics in Behavioral Finance	12
Financial behavior stemming from familiarity and representativeness, The Disposition Effect, Overconfidence. Impact of irrationality and managerial sentiment: Asset pricing, portfolio management, Corporate finance, Goal Based investing.	

Suggested Reading:

- *Understanding Behavioral Finance* by Lucy Ackert and Richard Deaves (Cengage Learning)
- *Behavioral Finance* by Prasanna Chandra (McGraw Hill)
- *Inefficient Markets: An Introduction to Behavioral Finance* by Andrei Shleifer (Oxford University Press)
- *Advances in Behavioral Finance, Volume - II*, Edited by Richard Thaler (Princeton University Press)
- *Irrational Exuberance* by Robert J. Shiller (Princeton University Press)
- *A Behavioral Approach to Asset Pricing* by Harsh Shefria (Academic Press)

Program: BBA
Semester: VI
Course: Financial Derivatives
Code: 11CCDE318

L	T	P	C
4	0	0	4

Course Learning Objective:

The Objective of the course are classified as follows: -

CLO 1: To help the students Understand how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications.

CLO 2: To help the students to be able to solve basic problems requiring the ability to price derivative instruments and hedge market risk based on numerical data and current market conventions.

CLO 3: To help the students to acquire the basic skills required for pricing financial derivatives, including familiarity with some central techniques, namely risk-neutral valuation, no-arbitrage pricing, the binomial model, and the Black-Scholes model.

CLO 4: To help the students to be able to exercise basic quantitative and mathematical skills in pricing derivative instruments.

Course Outcome:

On completion of the Course, the students will be able to:

CO 1: Students will be able to explain the purpose and application of key financial derivative instruments in corporate risk management.

CO 2: Students will be able to apply derivative pricing techniques and construct basic hedging strategies using real-world data and market practices.

CO 3: Students will be able to analyze derivative instruments using risk-neutral valuation and no-arbitrage principles, and the derivative pricing models such as the binomial model and the Black-Scholes model.

CO 4: Students will be able to solve quantitative problems involving pricing of derivatives such as options, futures, and swaps using appropriate mathematical techniques.

Course Content:

Topics	Hours
Unit – I : Introduction to Derivatives	12
Definition of Financial Derivative –Features Types of Financial Derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market– Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.	
Unit – II : Options and Swaps	18
Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – BlackScholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt Equity Swap.	
Unit – III : Futures	13
Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.	
Unit – IV: Hedging and Stock Index Futures	17
Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging –Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.	

Suggested Reading:

- *Das, Satyajit: Swap & Derivatives Financing, Probes*
- *Hull, J. Robert W: Understanding Futures Markets, Prentice Hall, New Delhi*
- *Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc, New Delhi*
- *Gupta S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS PHI, Delhi, Kumar S.S.S. FINANCIAL DERIVATIVES, PHI, New Delhi, 2007*
- *Chance, Don M: DERIVATIVES and Risk Management Basics, Cengage Learning, Delhi.*
- *Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi.*

Marketing

Program: BBA
Semester: VI
Course: Digital Marketing
Course Code: 11CCDE319

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO1: To make students Understand the role and importance of digital marketing.

CLO2: To familiarize students with the different element of digital marketing strategy.

CLO3: To make student Understand the nuances in forming digital marketing campaign.

CLO4: To make student familiar with the tools used in Digital Marketing

Course Outcome:

On successful completion of this course, the learner will be able to:

CO1: Explain the role and importance of digital marketing in a rapidly changing business landscape

CO2: Identify the key elements of a digital marketing strategy

CO3: Illustrate how the effectiveness of a digital marketing campaign can be measured

CO4: Demonstrate practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs

Course Content

Topics	Hours
Unit I: Introduction to Digital Marketing	15
Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence with respect to Digital Marketing.	
Unit II: Digital Marketing Strategy and Consumer Engagement	15
The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan. Consumer engagement and its Importance, Driving Consumer engagement, Engagement Marketing through Content Management, Measurement of Consumer Engagement, Concept of Online Campaign Management, Campaign Management using Corporate Blogs, Measuring Campaign Effectiveness.	
Unit III: Tools of Digital Marketing	15
Terminology used in Digital Marketing, PPC and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google web-master and analytics overview, Affiliate Marketing, Email Marketing, Mobile Marketing	
Unit IV: Digital Advertising as a tool of digital marketing	15
Display advertising, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, important ad terminology, Programmatic Digital Advertising.	

Suggested Reading:

- *Digital Marketing –Kamat and Kamat-Himalaya*
- *Marketing Strategies for Engaging the Digital Generation, D. Ryan,*
- *Digital Marketing, V. Ahuja, Oxford University Press*
- *Digital Marketing, S.Gupta, McGraw-Hill*
- *Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition*

Program: BBA
Semester: VI
Course: Services Marketing
Course code- 11CCDE308

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To understand the nature, characteristics, and growing significance of services in modern economies.

CLO 2: To analyse the contribution and role of the service sector in the Indian economy and global markets.

CLO 3: To examine how services differ from goods and identify strategies for service positioning, differentiation, and competitive advantage.

CLO 4: To evaluate key concepts of service quality, customer value, service design, and strategies for building long-term customer relationships.

Course Outcome:

On the completion of the Course, the students will be able to:

CO 1: Define and explain the core concepts, characteristics, and strategic importance of services in business and economic development.

CO 2: Demonstrate knowledge of the structure, trends, and growth of the Indian service sector, and its integration into the global services economy.

CO 3: Apply the 7 Ps of service marketing and differentiate service offerings to create unique customer value.

CO 4: Assess and manage service quality using tools like SERVQUAL, ISO, and service blueprinting, and design strategies for customer satisfaction, loyalty, and competitive advantage.

Course Content:

Topics	Hours
Unit I: Introduction To Service Marketing	18
Increasing Importance of Services; Defining a Service; Nature of Services; Intangibility; Distinguishing Features of a Service; Managing Services; The Service Product; Relationship of Services and the organization; Services as an Opportunity; Service Industry across the world.	
Unit II: Relevance of Services:	15
Emergence of The Service Economy; Outsourcing and Services; Overview of The Indian Economy; Services Sector in The Indian Economy, (Major players, Major services offered, Major centres; Circumstances that contributed to the Services boom in the Indian economy; Role and relevance of Services to the Indian economy; Classification of Services; Variety of Services offered by Indian organizations, Intangible and Tangible Services.	
Unit III: Differentiating Services:	15
The P's of Services, Service Differentiation, Positioning, Indian Services Industry, Services as a Competitive Advantage, Services Training and Management, Factors Affecting Service Differentiation	
Unit IV: Quality and Strategies:	12
Defining Service Quality, Service Quality Standards and Benchmarking, Managing Service Quality, Customer Value and Relationships: Customer Value Proposition, Customer Training and Development, Services Marketing and Strategy, Emerging Trends in Services.	

Suggested Reading:

- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2023). *Services marketing: Integrating customer focus across the firm* (8th ed.). McGraw-Hill Education.
- Lovelock, C. H., & Wirtz, J. (2020). *Services marketing: People, technology, strategy* (9th ed.). Pearson Education.,
- Hoffman, K. D., & Bateson, J. E. G. (2017). *Services marketing: Concepts, strategies, and cases* (5th ed.). Cengage Learning.
- Apte, G. (2019). *Service marketing* (4th ed.). Oxford University Press.
- Shajahan, S. (2019). *Service marketing*. Himalaya Publishing House.

Program: BBA
Semester: VI
Course: Retail Management
Course Code: 11CCDE321

L	T	P	C
4	0	0	4

Course Learning Objective:

CLO 1: To familiarize students with the concepts and significance of retailing.

CLO 2: To make students understand the retail business environment and retail strategies.

CLO 3: To enable students to understand retail marketing mix and location decisions.

CLO 4: To familiarize students with store management, supply chain management, and technology in retailing.

Course Outcome:

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

CO 1: Explain the concepts, evolution, and importance of retailing.

CO 2: Analyze the retail business environment and retail strategies.

CO 3: Evaluate retail marketing mix decisions and retail location choices.

CO 4: Design store and supply chain solutions to improve retail operational efficiency

Course Content:

Topics	Hours
Unit I: Introduction to Retailing	15
Concept of retailing, Importance of retail industry and its evolution in India. Functions of Retailing, Trends in retail in India, factors affecting trends. Formats of Retailing: Definition of Organized & unorganized retailing, Challenge faced by unorganized retailing from organized retailing, types of Organized and Unorganized retailing .Ethical issues in retailing. Omni channel retailing and evolution of quick commerce. Customer decision process in retailing. Careers & opportunities in retailing. Contribution of BKS in retail Management.	
Unit II: Retail Strategy	15
Retail Marketing Environment: Introduction- Definition of retail business environment, relevance of business environment in retailing. Types of Retail Format: Store based and Non-store based. Segmentation, Target market selection and Positioning, Building a sustainable competitive advantage. Steps in strategic and retail planning and operation management, Evaluating competition in retailing, Retail market information system.	
Unit III: Retail Marketing Mix	15
Retail Marketing Mix: Shift from 4P's to 4 M's, Managing merchandise, monitoring & Pricing Strategy, CRM and Retail Communication Mix, Issues in retail branding. Communication programs to develop brands & build customer loyalty .Retail location and site evaluation, Types of Retail location and process of site selection. Role & Importance of People in retailing.	
Unit IV: Store Management and Supply chain management	15
Store Management: Managing the store, display and atmospherics. Store layout, types & features, store design – merchandise presentation techniques .Category management and category mix. Advantages through supply chain management, flow of information, logistics – distribution centre, quick response delivery systems, e-retailing and outsourcing. Role of technology in effective store Management	

Suggested Reading:

- Gupta and Randhawa, *Retail Management*, 2008, AtlanticPub.
- Swapna Pradhan, *Retail Management: Text & Cases*, McGraw Hill(2012)4thEdition.
- Neelesh Jain, *Retail Management: a realistic approach*; 2008; Global India Pub. Pvt. Ltd.
- Nair, S. (2011).*Retail Management (4thedi)*, Himalaya Publishing House.
- *Retail Management – Michael Levy and Barton A. Weitz*, Tata McGraw Hill, Fifth Edition, 2004.
- *Retail Management – ICFAI Centre for Management Research Publication.*