

PRESTIGE

INSTITUTE OF MANAGEMENT & RESEARCH, GWALIOR

AN AUTONOMOUS INSTITUTE ACCREDITED WITH UGC NAAC GRADE 'A' AND NBA (AICTE)

COURSE CURRICULUM

(NEP & CBCS SEMESTER WISE)

For

Bachelor of Business Administration (BBA)

(Academic Year 2023-27)



Prestige Institute of Management & Research, Gwalior
Airport Road, Opposite DD Nagar, Gwalior
(Madhya Pradesh) INDIA

BBA I & 11 SEM: 2023-24

BBA III & IVSEM: 2024-25

BBA V & VI SEM: 2025-26

BBA VII & VIII SEM: 2026-27

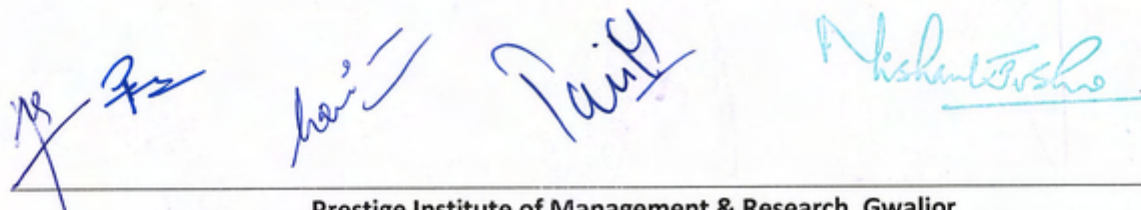
(With amendments – 2024)

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA I Semester													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	MAJOR	BBA - 101	FUNDAMENTALS OF MANAGEMENT	PART 1: FUNDAMENTALS OF MANAGEMENT	60	21	40	14	-	-	100	6	40 + 60
				PART 2: ORGANIZATIONAL BEHAVIOUR									
2	MINOR	BBA - 102	QUANTITATIVE TECHNIQUES	PART 1: BUSINESS MATHEMATICS	60	21	40	14	-	-	100	6	40 + 60
				PART 2: BUSINESS									
3	GEC	BBA - 103	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT		60	21	40	14	-	-	100	4	40 + 60
4	AEC	BBA - 104	ENVIRONMENT SCIENCE		60	21	40	14	-	-	100	4	40 + 60
											400	20	

BBA II Semester													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	MAJOR	BBA - 201	BUSINESS ORGANISATION AND COMMUNICATION	PART 1: BUSINESS ORGANISATION	60	21	40	14	-	-	100	6	40 + 60
				PART 2: BUSINESS COMMUNICATION									
2	MINOR	BBA - 202	ACCOUNTING PRINCIPLES	PART 1: FINANCIAL ACCOUNTING	60	21	40	14	-	-	100	6	40 + 60
				PART 2: COST ACCOUNTING									
3	GEC	BBA - 203	BUSINESS ENVIRONMENT		60	21	40	14	-	-	100	4	40 + 60
4	AEC	BBA - 204	ENGLISH		60	21	40	14	-	-	100	4	40 + 60
											400	20	



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BBA III Semester													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	MAJOR	BBA - 301	ECONOMICS	PART A: MICRO ECONOMICS	60	21	40	14	-	-	100	6	40 + 60
				PART B: MACRO ECONOMICS									
2	MINOR	BBA - 302	MARKETING MANAGEMNET	PART A: MARKETING MANAGEMENT	60	21	40	14	-	-	100	6	40 + 60
				PART B: RETAIL MANAGEMENT									
3	GEC	BBA - 303	PRODUCTION AND OPERATIONS		60	21	40	14	-	-	100	4	40 + 60
4	SEC	BBA - 304	IT TOOLS FOR BUSINESS		60	21	40	14	-	-	100	4	40 + 60
											400	20	

BBA IV Semester													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	MAJOR	BBA - 401	HUMAN RESOURCE MANAGEMENT	PART 1: HUMAN RESOURCE MANAGEMENT	60	21	40	14	-	-	100	6	40 + 60
				PART 2: HUMAN RESOURCE DEVELOPMENT									
2	MINOR	BBA - 402	FINANCIAL MANAGEMENT	PART 1: FINANCIAL MANAGEMENT	60	21	40	14	-	-	100	6	40 + 60
				PART 2: BANKING PRACTICES									
3	GEC	BBA - 403	INCOME TAX LAW AND PROCTICE		60	21	40	14	-	-	100	4	40 + 60
4	SEC	BBA - 404	FOREIGN LANGUAGE		60	21	40	14	-	-	100	4	40 + 60
											400	20	

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BBA V Semester													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	CORE	BBA-501	BUSINESS LEGISLATION AND COMPANY LAW	Part 1: BUSINESS LEGISLATION	60	21	40	14	-	-	100	6	40 + 60
				Part 2: COMPANY LAW									
2	DSE	BBA-MM-502	CONSUMER BEHAVIOUR		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-502	INVESTMENT ANALYSIS PORTFOLIO MANAGEMENT		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-502	SOCIAL SECURITY AND WELFARE		60	21	40	14	-	-	100	4	40 + 60
3	DSE	BBA-MM-503	B2B MARKETING		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-503	ACCOUNTING FOR MANAGERS		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-503	INDUSTRIAL LAWS		60	21	40	14	-	-	100	4	40 + 60
4	SEC	BBA-504	PERSONALITY DEVELOPMENT AND CORPORATE COMMUNICATION		60	21	40	14	-	-	100	4	40 + 60
5	SEC	BBA-505	SUMMER TRAINING PROJECT & VIVA						100	35	100	4	0+100
											500	22	

BBA VI Semester													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	CORE	BBA-601	BUSINESS POLICY AND STRATEGIC PLANNING	Part 1: BUSINESS POLICY	60	21	40	14	-	-	100	6	40 + 60
				Part 2: STRATEGIC PLANNING									
2	DSE	BBA-MM-602	ADVERTISING AND BRAND MANAGEMENT		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-602	BUSINESS ANALYSIS AND VALUATION		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-602	MANAGEMNET OF INDUSTRIAL RELATIONS		60	21	40	14	-	-	100	4	40 + 60
3	DSE	BBA-MM-603	MARKETING OF SERVICES		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-603	PROJECT APPRAISAL AND ANALYSIS		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-603	PERFORMANCE AND COMPENSATION MANAGEMENT		60	21	40	14	-	-	100	4	40 + 60
4	SEC	BBA-604	INTRODUCTION TO RDBMS		60	21	40	14	-	-	100	4	40 + 60
5	SEC	BBA-605	COMPREHENSIVE VIVA						100	35	100	4	0+100
											500	22	

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BBA VII Semester													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	CORE	BBA-701	BUSINESS ANALYTICS		60	21	40	14	-	-	100	6	40 + 60
2	CORE	BBA-702	TQM		60	21	40	14	-	-	100	6	40 + 60
3	DSE	BBA-MM-703	SALES AND DISTRIBUTION MANAGEMENT		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-703	INVESTMENT BANKING AND FINANCIAL SERVICES		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-703	TALENT AND KNOWLEDGE MANAGEMENT		60	21	40	14	-	-	100	4	40 + 60
4	DSE	BBA-MM-704	Rural & Agri Marketing		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-704	Strategic Corporate Finance		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-704	Strategic & Global HRM		60	21	40	14	-	-	100	4	40 + 60
5	CORE	BBA-705	RESEARCH METHODOLOGY		60	21	40	14	-	-	100	4	40 + 60
6	SEC	BBA-706	MINOR RESEARCH PROJECT AND VIVA		* 20 Marks internal evaluation in BBA-704								
											500	20	

BBA VIII Semester Honours													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	CORE	BBA-801	STATISTICAL TOOLS FOR DECISION MAKING		60	21	40	14	-	-	100	4	40 + 60
2	DSE	BBA-MM-802	International Marketing		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-802	Behavioral Finance		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-802	HR Analytics		60	21	40	14	-	-	100	4	40 + 60
3	DSE	BBA-MM-803	Digital Marketing		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-803	VST		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-803	Managing Diversity in Workplace		60	21	40	14	-	-	100	4	40 + 60
4	SEC	BBA-804	MAJOR RESEARCH PROJECT AND VIVA				100	35	100	35	200	8	0+100
											500	20	

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(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII Semester Honours with Research													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	CORE	BBA HOR 701	Advance Data Analysis Tools		60	21	40	14	-	-	100	4	40 + 60
2	CORE	BBA HOR 702	Advance Research Methodology		60	21	40	14	-	-	100	4	40 + 60
3	DSE	BBA-MM-703	SALES AND DISTRIBUTION MANAGEMENT		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-703	INVESTMENT BANKING AND FINANCIAL SERVICES		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-703	TALENT AND KNOWLEDGE MANAGEMENT		60	21	40	14	-	-	100	4	40 + 60
4	DSE	BBA-MM-704	Rural & Agricultural Marketing		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-FM-704	Strategic Corporate Finance		60	21	40	14	-	-	100	4	40 + 60
	DSE	BBA-HRM-704	Strategic & Global HRM		60	21	40	14	-	-	100	4	40 + 60
5	SEC	BBA HOR 705	Research Internship Report & Viva Voce						100	35	100	4	0+100
											500	20	

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Examination Scheme													
BBA VIII Semester Honours with Research													
S.No		Paper Code	Course		Theory		Sessional		Practical		Total	Credit	IA+EA
					Max	Min	Max	Min	Max.	Min.			
1	SEC	BBA-HOR- 801	Final Report VIVA Dissertation work [Started in Seventh semester] for Research Track				200	70	300	105	500	20	200+300
											500	20	

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BBA PROGRAM- COURSE OUTCOMES

No.	Program Outcomes
PO1	Upon completion of the BBA program, the individual must demonstrate maturity, professionalism and team working skills.
PO2	Upon completion of the BBA program the students will have general idea of operations in business.
PO3	Upon completion of the BBA program, the individual will have specialized skills to deal with area specific issues of concern.
PO4	Upon completion of the BBA program, the individual will be able to apply technological knowhow for business advancements.
PO5	Upon completion of the BBA program, the individual will be capable of analyzing, investigating and solving critical business issues.

SCHEME OF ASSESSMENT

The BBA program is based on continuous internal assessment as well as end semester external examination. The scheme of internal assessment is as follows:

MARKS OF SESSIONALS

Mid Semester examination during the semester will be conducted by the examination department and the sessional marks of internal assessment will be finalized by the teacher concerned. The sessional marks shall be based on:

- (a) Marks obtained in Mid –Semester Examinations will be of 20 Marks.
- (b) Other components will include student's assessment on the basis of Class Presentation/ Group Discussion/ Seminar Presentation/ any other projects as and when assigned by subject teachers and specific activity coordinators as per the Internal Component requirements.
- (c) All above activities to be distributed in different semesters and shall contribute 10 marks in each semester to make Internal Assessment Component of 40 Marks.
- (d) Candidate is required to secure a minimum of 35% marks in individual course in order to pass the internal assessment. The students must be very punctual and attentive to tests as there is no provision for make-up test on any ground.

MINIMUM PASS MARKS

In order to pass the semester, an examinee shall have to secure minimum 35% marks in individual papers. She/he will also be required to obtain a minimum 35% marks in sessional, separately. Besides securing 35% marks in each paper in both external and internal examinations, the candidate will have to secure a minimum of 40% marks in aggregate.

DIVISION IN EXAMINATION

A candidate having secured 60% marks or above will be awarded first division, candidates securing 50% but less than 60% marks in aggregate will be placed in second division. There will be no third division in the programme.

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SCHEME OF PROMOTION TO NEXT SEMESTER

The student failed in more than two papers / courses in a semester (either in internal or external) will not be promoted in the next semester. Thus, in order to get promotion to the next semester, candidates will have to clear at least 4 papers /courses in first to fourth & sixth semesters and 5 papers/courses in fifth semester.

The Back paper of students failing in I and III Semester will be conducted along with their III and V semester examinations respectively. Similarly, those failing in II and IV semester will get chance to clear their back paper along with their IV and VI semester examinations respectively. However, students failing in their final year i.e. V and VI semester will have to wait for the next concerning semester to clear their back paper.

The students having semester back will give their papers with their next concerning semester examination. There is no provision of special back /semester back after semester examinations. An examinee who has failed in internal examination shall be required to register him/her fresh for doing the sessional work in the next concerning semester in the paper/course. He will also be required to submit his examination form for internal assessment.

The internal assessment awarded to a candidate who fails in the end semester examination shall be carried forward to the next concerning semester.

In case a candidate fails in any internal / end semester examination (either in one paper or in all), he will be allowed two more attempts to clear that course.

However, if a candidate fails to pass in semester examination even after the two additional attempts other than the original one, he will be required to leave the course. Attempts other than the original one, he will be required to leave the course

** Amendments made in syllabus of various semesters (BBA V, VI, VII (Hon), VIII (Hon), VII (Hon with Res), VIII (Hon with Res) as per the recommendations of PEDC.*

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Nishant Singh

Pallavi Sikarwar

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA I SEM

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(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA I SEMESTER FUNDAMENTALS OF MANAGEMENT PAPER CODE: BBA-101 (CORE)	Max. Marks: 100 Min. Marks: 35 External : 60 Internal : 40
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Credit: 6

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

CO1 a: Understand the concept & functions of Management and OB.
CO1 b: Ascertain the types of organization structure, staffing function, and individual behavior. Control.
CO2: Understanding the concept of attitude, Directing function and its techniques.
CO3: Analyzing group behaviours and Organizational Control methods.
CO4: Analyze and apply the management functions in organization.

CO/PO Matrix					
Course Outcomes	PO	PO2	PO	P04	PO5
CO1 a	2	1	1	1	1
CO1 b	3	2	2	2	1
CO2	3	2	3	3	2
CO3	3	3	3	3	2
CO4	3	3	3	3	2

PART I: FUNDAMENTALS OF MANAGEMENT

- Unit 1:** Concept, Nature & Functions of Management, And Evolution of Management
Planning: Concept & Types of Plans, Planning Process
- Unit 2:** **Part I: Organizing:** Concept, Organizational Structure and Design, Principles of Organizing.
Staffing: Concept & Process
- Unit 3:** **Part I: Directing:** Concept, Principles & Techniques of Directing.
- Unit 4:** **Part I: Controlling:** Concept; Process; Types of Control: Balance Scorecard, factors Influencing control effectiveness.

Tutorials:

- Role play on the levels of management
- Preparation of a project on a start up including the concepts of POSDCORB.

Suggested Readings:

- Gilbert, D.R. Stoner, F. & Freeman, R.E. (2001). Management. Pearson Education.
- Weihrich, H. & Koontz, H. (2005). Management: A Global Perspective. Tata McGraw Hill.
- Robbins, S. P. & Coulter, M. (2012). Management. Pearson.
- Ouchi, W. G. & Dowling, J. B. (1974). Defining the Span of Control. Administrative Science Quarterly. 357-365.

Signature

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Pallab Sengupta

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PART 2: ORGANIZATIONAL BEHAVIOUR

- Unit 1:** Introduction to Organizational Behavior: Concept, Nature, Importance, contributing disciplines, Models of OB.
- Unit 2:** Perception and Attribution Theory: Concept; Process; Perceptual Errors.
Learning: Concept and Theories of Learning: Classical Conditioning, Operant Conditioning and social learning.
- Unit 3:** **Part II:** Attitude: Concept, Process, Importance, Cognitive Dissonance Theory.
Motivation : Concept; Theories of Motivation: Need Hierarchy Theory, Two Factor theory; Mc Clellands' Theory, Expectancy theory, Equity theory.
- Unit 4:** **Part II:** Leadership: Style and Theories of Leadership
Conflict: Concept; Classification, Resolution of Conflict; Grievance Handling.

Tutorials:

- *Personality: Big Five Personality Model Type A & B, Assessing the personality types, analyzing Self Esteem*
- *Transactional Analysis -Johari Window*

Suggested Readings:

- *Watkins, K. E. & Marsick, V. J. (2003). Demonstrating the Value of an Organization's Learning Culture: The Dimensions of the Learning Organization Questionnaire. Advances in Developing Human Resources. 132-151.*
- *Fred; L. (2011). Organizations Behaviour (12th edition ed.). New York; Mc Graw Hill.*
- *Robbins, Judge & Vohra (2018). Organizational Behavior (18th edition). New Delhi: Pearson Education.*
- *K; A. (2016). Organizational Behaviour (12th edition ed.). New Delhi: Himalaya Publishing House.*
- *Stephen; P. (2013). Organizational Behaviour (15th edition ed.). New Delhi: Pearson Education.*
- *Udai; P. (2016). Understanding Organizational Behaviour (4th edition ed.). New Delhi: Oxford Higher Education.*

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(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA I SEMESTER Quantitative techniques PAPER CODE: BBA-102 (CORE)	Max. Marks: 100 Min. Marks: 33 External : 60 Internal : 40
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Credit: 6

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

- CO-1. (a) Develop the basic understanding of mathematics tools and its usage in business.
 CO-1 (b) Understand the basic tools of statistics and graphical representation of the data.
 CO-2. Evaluate the concept of elementary matrices, inverse and various equations, and analyze statistical data using measures of central tendency, dispersion, and skewness.
 CO-3. Understand the rate of change in one variable and maxima minima of functions and its terminologies to tackle uncertainty in business.
 CO-4. Construct Index numbers and its use and understand probability and its terminologies to tackle uncertainty in business.

Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	3	*	2	1
CO1 b	3	3	*	2	2
CO2	2	3	1	2	2
CO3	2	2	1	2	2
CO4	3	2	1	2	3

PART-A: BUSINESS MATHEMATICS

- Unit 1:** Ratio and proportion, logarithms, Percentage, Simple and compound interest, Profit & Loss account.
Unit 2: **Matrices:** Addition, Subtraction, Multiplication of Matrices, Inverse of Matrices, System of Linear Equations and its applications.
Unit 3: Differentiation of functions of single variable (excluding trigonometric functions), Break even Analysis, Simple problems of Maxima and Minima.
Unit 4: **Index Numbers:** Meaning of Index number and its uses, Methods of constructing Index numbers- Simple aggregative method, weighted aggregative methods, Fisher's ideal method.

PART-B: BUSINESS STATISTICS

- Unit 1:** Concept, Scope, Importance and limitations of Statistics, Frequency distributions, Graphs- Bar diagram, Histograms, Pie diagrams. Averages: Arithmetic Mean, Median, and Mode, Uses and limitations of averages.
Unit 2: Concept of Dispersion, methods of measuring Dispersion- Range, Mean deviation and Standard deviation, Coefficient of variation, Skewness and its coefficient.
Unit 3: **Correlation:** Concept and Importance of Correlation, Types of Correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient.
Unit 4: **Probability:** Random Experiment, Event- simple and composite, equally likely events, mutually exclusive events, Independent and dependent events, Definition of probability, Addition and multiplication theorem of probability.

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Suggested Readings:

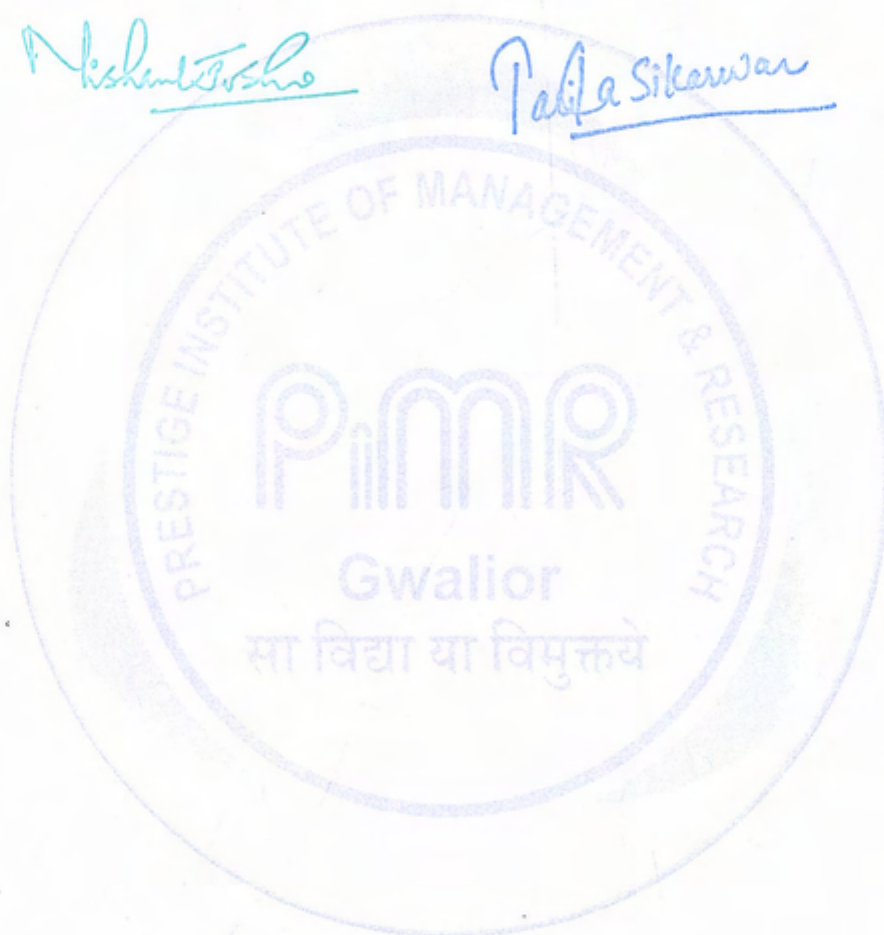
- Agarwal, B.M. (2010). *Business Mathematics & Statistics*, Ane Books Pvt Ltd.
- Beri, G.C. (2009). *Business Statistics*, 2e. Tata Mc Graw Hill.

Reference Readings:

- Rubin, L. (2011). *Statistics for Management*, 7e. Person Education, New Delhi.
- Render, & Stair J.R. (2017). *Quantitative Analysis for Management*, 12e. Prentice - Hall India.

Nishant Joshi

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(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT PAPER CODE: 103	Max. Marks: 100 Min. Marks: 40 External : 60 Internal : 40
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Credits: 04**Course outcomes**

- CO1a: Develop the skills and qualities required to be a successful entrepreneur.
- CO1b: Understand the theories of entrepreneurship and the challenges faced by women and rural entrepreneurs.
- CO2: Learn about entrepreneurial environment in terms of capital and legal issues along with concept of rural entrepreneurship.
- CO3: Analyze and compare the different funding agencies and financial schemes.
- CO4: Analyze and compare the different entrepreneurial agencies available for the growth of Entrepreneurship in India.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3		1	3	
CO1b	2		3	3	
CO2	2		2	2	
CO3	1	1		2	2
CO4	-		2	1	3

UNIT 1: Basics of Entrepreneurship

Evolution and Concept of Entrepreneurship, difference between Entrepreneur, intrapreneur and Manager, Individual and Corporate Entrepreneurs, Characteristics of Successful Entrepreneurs, Identification of Business Idea and its sources, Opportunities Through Change, Importance of entrepreneurship Scope of Small Business activities in National Economy.

UNIT 2: Theories of Entrepreneurship Development

Theories of Entrepreneurship, Influences On Entrepreneurship Development: influence of Socio-Cultural, Political, Economical, Personal factors on entrepreneurship development, Reasons of the entrepreneurial Success and Failure – and learnings.

Women Entrepreneurs: Challenges to Women Entrepreneurs, Achievements of Women Entrepreneurs, Role Models of Women Entrepreneurs.

UNIT 3: Entrepreneurial Environment

Entrepreneurship Training and Development Programme, EDP & its Phases, Need of License, Capital Issues and Legal Environment of Business Rural entrepreneurship: opportunities and challenges

UNIT 4: Financial Support and Schemes

Creating Entrepreneurial Venture: The Business Plan as an Entrepreneurial Organization Project Management-Technical, Financial, Marketing Personnel and Management Feasibility Reports (DPRs), Financial Schemes- Offered by Various Financial Institutions Like Commercial Banks, Offered by Various Financial Institutions Like –Commercial Banks and financial institutions. Subsidies, Grants with Special Reference to Export Oriented Businesses.

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(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT V: Important Organisations

Role of the following agencies in the entrepreneurship development:

1. DIC- District industrial center,
2. SISI – small industry service institute,
3. EDII – Entrepreneurship Development Institute of India,
4. NIESBUD – National Institute of Entrepreneurship and small business Development,
5. NEDB – National Entrepreneurship Development Board,

Suggested Readings:

- Charantimath, P. M. (2018). *Entrepreneurship Development and Small Business Enterprises* (3rd Edition). India: Pearson.
- Desai, V. (2011). *Dynamics of Entrepreneurial Development and Management*. India: Himalaya Publishing House. *Dynamics of Entrepreneurship Development* (2011) - Vasant Desai. Himalaya publishing house.
- HBR Handbooks (2018). *Harvard Business Review Entrepreneur's Handbook*. Harvard: HBR Handbook.
- Holt, D. H, (2016). *Entrepreneurship: New Venture Creation* - David H. Holt (2016). India: Pearson education. India
- Roy, R. (2011). *Entrepreneurship*. India: Oxford Higher Education.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA I SEMESTER ENVIRONMENTAL SCIENCE PAPER CODE: BBA –104 (AECC)	Max. Marks: 50 Min. Marks: 18 External : -NA Internal : 50
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Credits: 04**Course Outcomes**

CO1 (A): Understand the concepts related to Environment, Ecosystem & Ecology
CO1 (B): Comprehend the concept of Environmental pollution & Population Explosion and various measures to control it.
CO2: Analyse the various sources of natural resources and strategies to conserve it.
CO3: Examining the significance of Bio-diversity and wildlife protection and its role in the preservation of the food chain.
CO4: Analyse the concept of Disaster Management & Laws related to Wildlife conservation

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	Po4	PO5
CO1 (A)	1	2	1	2	3
CO1 (B)	2	2	1	2	3
CO2	3	3	2	3	3
CO3	3	1	1	2	2
CO4	3	2	1	2	1

Learning Outcomes

- To understand the variable eco-bio diversity of our planet.
- To understand the different important processes associated with the evolution and sustainability of life on earth.
- To learn the importance of wildlife protection and it's significance for our food chain.
- To learn and understand the different aspects related to pollution and pollutants, their prevention and safety measures against them.
- To learn the basic concepts and importance of disaster, it's forms and types and disaster management.

UNIT 1:**UNIT 1:****Study of Environment and Ecology**

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

UNIT 2: Study of Environment Pollution and Population

- Air, water, noise, heat and nuclear pollution – definition, causes, effect prevention of pollution.
- Population growth, disparities between countries.
- Population explosion, family welfare program me.
- Environment and human health.
- Cleanliness and disposal of domestic waste.

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UNIT 3: Natural Resources, Problem and Conservation

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

UNIT 4: Bio-diversity and its Protection

- (a) Introduction-genetic, species and ecosystem diversity.
- (b) Value of bio-diversity- Consumable use: productive use, Social, Moral and Aesthetic values.
- (c) India as a nation of mega bio-diversity center, bio-diversity at national and local levels.
- (d) Threats to bio-diversity - Loss of habitat, poaching of wildlife, man and wildlife conflicts.

UNIT 5: Disaster Management and Environmental Laws

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

Suggested Readings:

- *Essentials of Entrepreneurship and Small Business Management (5/ed.): Thomas W. Zimmerer, and Norman M. Scarborough. PHI*
- *Entrepreneurship: Strategies and Resources, 3/E : Marc Dollinger: Prentice Hall*
- *Bringing New Technology to Market- Kathleen R. Allen, Prentice Hall*
- *Entrepreneurship in Action, 2/E - Mary Coulter; Prentice Hall*

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Palika Sikarwar

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA II SEM

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA II SEMESTER BUSINESS ORGANISATION AND COMMUNICATION PAPER CODE: 201	Max. Marks: 100 Min. Marks: 35 External : 60 Internal : 40
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Credit: 6

Course Outcomes

- CO1 a To understand fundamental of Business, its nature scopr activities and classification.
CO1 b To demonstrate forms of Business organization, concept and stages of promotion.
CO2 To understand location of business and and risk associated with business
CO3 To demonstrate entrepreneurial process and setting up up business enterprises.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	P04	PO5
CO1 a	3	3	2	2	1
CO1 b	3	3	2	2	1
CO2	3	3	2	2	1
CO3	3	3	3	3	3

PART 1

UNIT 1: Introduction

Nature and Scope of business, Objectives of business, Classification of business activities, Meaning, Definition, Characteristics and objectives of Business Organization, Business & Profession.

UNIT 2: Promotion and Forms of Business Organization

Concept and stages of promotion, Position and functions of promoter, Promotion of new business, Forms of business organization – Sole trader, Partnership, LIMITED LIABILITY PARTNERSHIP Joint stock company Co-operative society, GLOBAL, TRANSNATIONAL , MULTI NATIONAL COMPANY.

UNIT 3: Location of Business and Business Risks

Theories of industrial location, Factors affecting the location of industry, Government policy towards the localization. Concept of combination, Merits, Demerits and Types of combination. Nature, Types and Causes of business risks.

UNIT 4: An Entrepreneurial Process:

Entrepreneurial Process, Emerging trades in business, Governments support to BPO in India, Basic considerations in setting up a business enterprise,

Tutorial

To study and prepare report on business environment for selected business units, social responsibilities of business.

Identification of business opportunity, entrepreneurial decisions and outsourcing opportunity for the business.

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(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Suggested Readings:

- M.S. A. Sherlekar (2018). *Modern Business Organization 4th Edition*. Himalaya Publication House
- Jallo (2005). *Business Organization and Management New Delhi: Tata McGraw Hill*.
- By F. Cherunilam (2019). *Business Environment Text and Cases 27th edition Himalaya Publication House India*.
- Dr. V. Desai (1979). *Organizing and management of Small Scale Industry, Himalaya publishing house India*

PART 2

- Unit 1:** Meaning and Objectives of Communication, Significance of Communication in business organization and its process, Communication Barriers, Interpersonal Communication, Verbal and Non-verbal communication, Formal Vs. Informal of communication
- Unit 2:** Media and Types of communication, Communication Media Choices, Listening, Effective listening, ; Body Language, Para Language,
- Unit 3:** Drafting of effective business letter, kinds of business letters drafting of Notice Agenda, Minutes, Report writing, Speeches and Presentation, Interview and Modern technology of business communication
- Unit 4:** Techniques of group decision-making, Committees: Meaning, Essentials, Advantages and Disadvantages and types of committees. Conferences: Meaning, Essentials, Importance and different between conference and committee, Business meetings,

Tutorial

- Exercise based on Communication through Social Media,
- preparing Business Presentations , Planning, and organizing presentation.
- Writing (a) Enquiries and Replies (b) Tender, Quotation & Order (c) Complaints and Adjustment (d) Collection letter (e) Sales letter and Memo

Suggested Readings:

- P. Subba Rao, B. Anita Kumar, C. Hima Bindu (2012). *Business Communication, Cengage Learning India. Pvt. Ltd.*
- Rajendra Pal, J S Korlahahi (2013). *Essentials of Business Communication, Sultan Chand & Sons, New Delhi.*
- Sailesh Sen Gupta (2011). *Business and Managerial Communication, PHI.*
- Ober Newman (2015). *Communicating in Business, Cengage India Pvt. Ltd.*
- Stephen Bailey (2013). *Academic Writing for International students of Business, Routledge.*

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA II SEMESTER ACCOUNTING PRINCIPLES PAPER CODE: 202	Max. Marks: 100 Min. Marks: 35 External : 60 Internal : 40
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Credit: 6**Course Outcomes**

CO1 a: Demonstrate a good understanding about the concept of accounting basic fundamentals and accounts.

CO1 b: Understand and practice final account preparation.

CO2: Acquire knowledge about Branch Accounts, Departmental Accounts and Consignment.

CO3: Understand role of cost accounting in decision making through material and labour costing techniques.

CO4: Understanding costing techniques according to product category.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 A	3	1		2	1
CO1 B	3	2	1	1	1
CO2	3	2		1	
CO3	3		2	1	1
CO4	2		2		

Financial Accounting

UNIT 1: Accounting Basics: Definition and need of Accounting, Concept of single and double entry system, Accounting Concepts & Conventions, Journal: Rules of Debit and Credit, Sub Division of Journal, Preparation of Ledger, Difference between journal and Ledger, Preparation of

UNIT 2: Trial Balance Final Accounts (Trading & P&L Account and Balance sheet) with Adjustments,

UNIT 3: Branch Accounts: Meaning and Definition of Branch Accounts, Types of Branch, Departmental Account: Meaning and Definition, Need, Allocation of expenses using suitable base,

UNIT 4: Accounting of Non-profit making organizations: Meaning and Features, Receipts and Payment Account, Income and Expenditure Account,

Cost Accounting

UNIT 1: Meaning and Elements of Cost, Objectives, Methods and Techniques of Cost Accounting, Concept of material control, Economic order quantity, Methods of pricing material issues

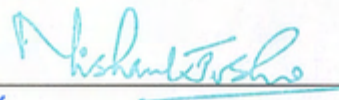
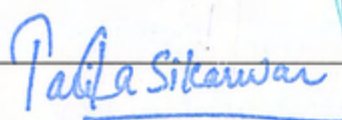
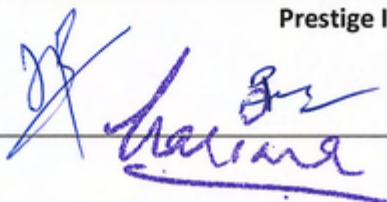
UNIT 2: Labour cost management, Methods of remuneration, Labour turnover,

UNIT 3: Overheads: Codification, Allocation & Apportionment, Preparation of cost sheet

UNIT 4: Process Costing – Normal and abnormal losses, abnormal gain, inter process profit

Suggested Readings:

- T.S. Grewal, *Introduction to Accounting*, S. Chand and Co., New Delhi
- P.C. Tulsian, *Financial Accounting*, Tata McGraw Hill, New Delhi.
- Shukla, M.C., T.S. Grewal and S.C. Gupta. *Advanced Accounts. Vol.-I*. S. Chand & Co., New Delhi.
- Khan & Jain; *Cost Accounting*, New Delhi: Tata Mc-Graw Hill Publishing House.
- Jain; Narang KL, *Advance Cost Accounting*, 8th edition. Kalyani publishers

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA II SEMESTER BUSINESS ENVIRONMENT PAPER CODE: 203	Max. Marks: 100 Min. Marks: 35 External : 60 Internal : 40
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Credit: 4

Course Outcomes: Upon the successful completion of this course, the student will be able to:

CO1a: Understand the concept, importance and types of the business environment.
CO1b: Comprehend with the concept of economy, economic development and government role.
CO2: Improve knowledge of various laws and industrial policy.
CO3: Develop understanding of government role in the development and monitoring of businesses through policies and regulations.
CO4: Learn about business ethics, CSR and its importance.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 A	1				
CO1 B				2	2
CO2	1	2	1		
CO3		3	3	3	3
CO4	2				

Learning outcomes: After this subject the students will be able to:

1. Familiarize with the nature of business environment and its components.
2. The students will be able to demonstrate knowledge of economic, legal, labour environment.
3. Understand the applicability of various government rules, regulations and policies related to the development of business.

UNIT- 1: Understanding Business Environment: Meaning, Nature & Scope. Types of Business Environment - Internal & External Environment, Micro & Macro Environment. Environmental Analysis, PESTEL & SWOT Analysis, Porter's 5 force model.

UNIT- 2: Economic Environment of Business: Indian Perspective

Economic Systems: Capitalism, Socialism, Communism, Mixed Economy, Nature & Structure of Indian Economy, Basic indicators of economic development. Indian Economic Planning, Niti Ayog

UNIT- 3: Legal & Industrial Environment

Meaning of Legal and Industrial Environment, Industrial policy: Characteristics of good industrial policy, Labor Laws & Social Security, Liberalization, Privatization, & Globalization.

UNIT- 4: Role of Government in Regulation and Development of Business: Monetary and Fiscal Policy; EXIM Policy, FEMA, Capital Market in India

UNIT- 5: Business Ethics And CSR

Business ethic principles, types. Theory of ethics, ethical decision making. Meaning and importance of CSR, Arguments in favour and against CSR, Drivers of CSR.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Suggested Readings:

- Cherunilam, Francis. *Business Environment-Text and Cases*, Himalaya Publishing House.
- Aswathappa, K. *Essentials of Business Environment*, Himalaya Publishing House.
- Fernando, A.C. *Business Environment*, Pearson Education.
- Dutt & Sundaram. *Indian Economy*, S. Chand & Sons.
- Paul, Justin; *Business Environment-Text and Cases*, Tata McGraw Hills Pvt. Ltd
- Adhikary, M; *Economic Environment of Business*, Sultan Chand & Sons.



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA II Semester ENGLISH PAPER CODE: 204	Max. Marks: 100 Min. Marks: 35 External : 60 Internal : 40
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Credit: 4

Course outcomes

CO 1 A Students will be able to acquire a wide vocabulary and understanding of basic functional grammar and knowledge for reading, writing and spoken language.
CO 1 B: Students will be able to develop creative and critical writing skills along with developing an interest and appreciation of literary texts.
CO 2: Students will be able to summarize and synthesize information into a coherent text and develop language competence.
CO 3: To enable the learners to communicate effectively and appropriately in real life situations.
CO 4: To understand the skills required to translate different texts and to acquire literary taste to critically analyse piece of poetry, prose provided.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 A	1	3	3	3	3
CO1 B	1	3	3	3	3
CO2	1	2	3	3	3
CO3	2	3	3	3	3
CO4	1	1	2	3	3

- Unit 1:** Review of English Grammar, Common Errors in English, Vocabulary (synonyms, antonyms and homonyms), *The Bird with the Golden Wings* by Sudha Murthy
- Unit 2:** Correspondence, e-mail writing, Newspaper reports, *Where the Mind is without Fear* by Rabindranath Tagore, *Indian Weavers* by Sarojini Naidu,
- Unit 3:** Paragraph Writing, Precis Writing, *The Day Grandfather tickled a Tiger* by Ruskin Bond, *The Portrait of a Lady* by Khushwant singh
- Unit 4:** Idioms, Proverbs, One word substitutions, *The Malgudi Days* by R.K. Narayan
- Unit 5:** Translation from Hindi to English and vice versa, *The Gift of The Magi* by O. Henry, *The Tribute* by Dash Benhur

Suggested Readings:

- *Murphy's English Grammar*(CUP)
- *High School English Grammar* by Wren and Martin
- *Practical English Usage* by Michael Swan
- *Essential English Grammar* by Raymond Murphy
- *Essentials of English Grammar Composition* by Snigdha Budhiraja , Rajendra Pal and H.C. Katyal

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[Handwritten signatures and names: Nishant Tosh, Pabla Sikanwar, and others]

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BBA III SEM

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

.BBA III SEMESTER ECONOMICS PAPER CODE: BBA 301 (CORE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 6

Course Outcomes: On completion of the course students will be able to:

CO1 a	Understand the basic terminologies in economics and apply the law of demand for business decision
CO1 b	Evaluate Indian economy with context to national income and industrial policy of India since Independence
CO2	Analyze the factors of production along with theories of rent, profit & interest
CO3	Comprehend India's foreign trade and role of foreign direct investment
CO4	Validate market structure and understand the economy of madhyapradesh

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	2	1	2	1
CO1 b	2	2	1	2	2
CO2	3	2	2	1	1
CO3	2	2	1	1	1
CO4	1	2	1	1	2

PART A

- UNIT 1:** Introduction to economics, Definitions of economics, Nature and Scope of Economics, Significance and Evolution of Micro Economics, Functions of Managerial Economics.
- UNIT 2:** Concept of Law of Demand, Law of Supply, Concept of Market Equilibrium, Elasticity of Demand, Demand Determinants. Utility Analysis, Marginal Concept of Utility, Indifference Curve Analysis: Assumptions, Properties of the Indifference curve, Theory of Consumer Surplus.
- UNIT 3:** Elements of Cost, Factors of Production, Theory of Rent, Theory of Interest, Theories of Profit.
- UNIT 4:** Types of Market Structure – Perfect competition, Oligopoly, Monopoly and Monopolistic, Kinked Demand Curve

Suggested Readings:

- Maddala & Miller, *Microeconomics Theory and Applications*,
- Sinha V. C., *Principles of Economics*, Sahitya Bhawan Publication, Agra
- Adhikary, M., *Business Economics*, Excel Books, New Delhi,
- Chopra, O P, *Managerial Economics*, New Delhi, TMH, 1985.

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

PART B

UNIT 1: Indian Economy

Characteristics of Indian Economy, Measuring the Value of Economic Activity, Gross Domestic Product, GDP Deflator, Real GDP vs. Nominal GDP, Trends and sectoral composition of national Income. Methods of Measurement of National Income

UNIT 2: Industry and Infrastructure

Industrial development of India after Independence, New Industrial Policy 1991, Role of Public and private sector, Problem and remedies of small and cottage industries.

UNIT 3: Foreign trade and Development

India's Foreign Trade – Importance, Composition and Direction, Role of Foreign Direct Investment, Indian Planning – Objectives, achievement, and Failures

UNIT 4: Economy of Madhya Pradesh

Trends and regional disparity in the agriculture sector in MP, Development of tourism in MP, Infrastructure development in MP – Power, Transportation, and Communication

Suggested Readings:

- Panagariya, Arvind. (2020) -India Unlimited: Reclaiming the Lost Glory, Uma Kapila (20th Edition) (2009) — Indian Economy since Independence, Academic Foundation, New Delhi.
 - Hariharan, N. P. (2008) — Lights and Shades of Indian Economy, Vishal Publishing Co
- Reserve Bank of India —Annual Reports.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA III SEMESTER MARKETING MANAGEMENT PAPER CODE: BBA 302 (CORE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 6

Course Outcomes: On completion of the course students will be able to:

CO1 a: Understand the basic concepts, importance of marketing and marketing environment
CO2 b: Learn concepts related to consumer behavior and product decisions
CO3: Discuss the concept of STP and its significance
CO4: Comprehend the promotion mix and pricing decisions
CO5: Understand the application of above concepts

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	3	2	2	
CO2 b	3	3	2	2	2
CO3	3	2	2	2	2
CO4	3	2	2	2	
CO5	3	3	2	2	2

PART A

UNIT 1: Part I: Introduction to Marketing: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Functions of Marketing Manager, Difference between Marketing and Selling.

UNIT 2: Part I: Marketing Mix, Consumer Behavior – Cultural, Social & Personal Factors, Product Mix, Product Life Cycle, New Product Development.

UNIT 3: Part I: STP Process - Segmentation of Consumer Market, Business Market, Requirement for Effective Segmentation, Market Targeting – Evaluating Market Segmentation, Selecting Target Market Segmentation, Positioning and Repositioning.

UNIT 4: Part I: Promotion Mix: Advertising, Public Relations, Publicity, Sales Promotion, Personal Selling, Direct Marketing, Factors affecting Promotion Mix.

Pricing: Pricing Decisions, Importance of Pricing, Methods of Pricing, Pricing Strategies.

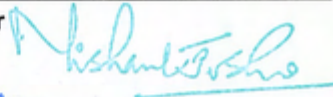
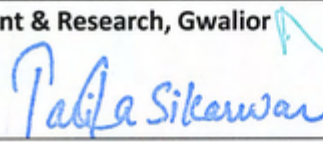
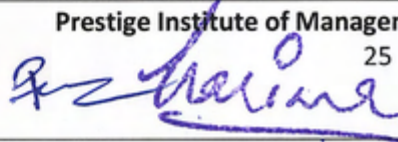
Tutorials:

- Segmenting company's products on the basis of different bases
- Making creative advertisements and taglines for hypothetical companies

Suggested Readings:

- Philip Kotler, Gray Armstrong (2016), *Principles of Marketing*, 15th edition, Pearson Education.
- Lamb, Hair, Sharma, Mc Daniel, (2016) *Principles of Marketing, A South Asian Perspective* Cengage Learning.
- Grewal and Levy, *Marketing Management*, 5th edition, McGraw Hill
- Kumaraswamy and Namakumari, (2018) *Marketing Management-Indian context and global perspective*, Sage Publication India Ltd.

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PART B

UNIT 1: INTRODUCTION TO THE WORLD OF RETAILING:

- A. History of retail.
- B. Retail overview and present scenario.
- C. Concept and Functions performed by retailers.
- D. Emerging Trends and career opportunities in retailing.

UNIT 2: TYPES OF RETAILERS:

- A. Retailer characteristics
- B. Retail Formats - Store based, non-store based, Web based
- C. Various format within store-based retailing:
1. Specialty store 2. Hyper market 3. Supermarket.
- D. BUYING DECISION PROCESS: A. The buying process - need recognition, information search, evaluation of alternatives.

UNIT 3: RETAIL MARKET STRATEGY

- A. Definition of retail and market strategy
- B. Target market
- C. Building a sustainable competitive advantage like - customers loyalty, location, human resource management, distribution and information system, vendor relations.
- D. Global Retail Strategies

UNIT 4: HUMAN RESOURCE MANAGEMENT:

- A. Human resource planning, Recruitment and selection, training and development of retail employees.
- B. Motivation of retail employees
- C. Team building in retailing
- D. Employee Rewards and Incentives.

Tutorials

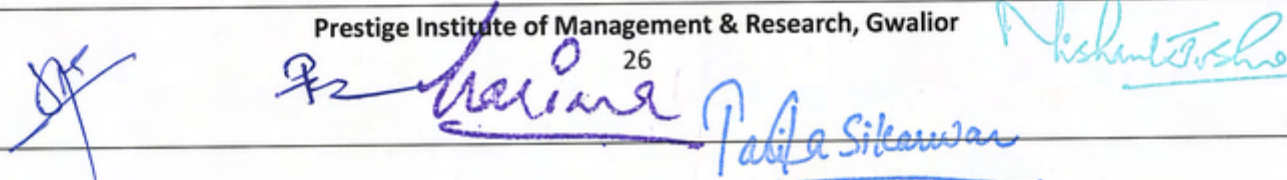
- How to run a retail store successfully?

Suggested Readings:

- Newman A. J. and Cullen P - Retailing: Environment and Operations (Vikas).
- Berman B and Evans J. R., Retail Management (Pearson Edition)
- Michael Levi M and Weitz B W - Retailing Management (Tata McGraw Hill)
- Dunne Patrick M, Lusch Robert F, and Griffith David A - Retailing (Cengage Learning). Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education)

WEBSITE FOR REFERENCE

- <https://retailmanagementcertificate.com>
- <https://www.retailmarketing.com>



Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA III SEMESTER PRODUCTION AND OPERATIONS MANAGEMENT PAPER CODE: BBA 303(GEC)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

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

CO1 a: Understand the general concepts of operations, product design, plant location, and Layout planning.
CO1b: Understand and analyze forecasting, work design and measurements.
CO2: Comprehend capacity planning and scheduling.
CO3: Discuss aggregate planning and master scheduling techniques
CO4: Understand the various inventory management techniques and Just in Time production.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	3	3	2	1
CO1b	3	2	3	2	1
CO2	3		3	2	1
CO3	3		3	2	1
CO4	3		3	2	1

Learning Outcomes:

1. Students will be able to learn the general concepts of operations, product design, plant location, and layout planning.
2. Students will be able to learn the concepts of forecasting.
3. Students will be able to learn the concepts of Production planning and Capacity planning.
4. Students will be able to learn the concepts of Aggregate planning and Master scheduling.
5. Students will be able to learn the concepts of Inventory and Just in Time.

- Unit 1 Introduction:** An overview, Definition of Production and operation management, Production Cycle, Process selection, and design, Responsibilities of Operation Manager, Product Design, Plant Location, and Layout Planning.
- Unit 2 Forecasting:** Forecasting as a planning tool, Forecasting types and methods (Qualitative and Quantitative), Measurement of Errors, Monitoring, and Controlling.
- Unit 3 Capacity Planning:** Production Planning techniques, Capacity management, Lean production, Line of balance, scheduling types and principles.
- Unit 4 Aggregate Planning and Master Scheduling:** Introduction of Aggregate Planning, Techniques for Aggregate Planning, Aggregate Planning in Services, Master Scheduling, The Master Scheduling Process.
- Unit 5 Inventory Management and JIT:** Inventory Management- Objective, Nature and Importance of Inventories, Inventory Ordering Policies, Inventory control techniques- ABC, VED, EOQ, SED, FSN Analysis, Just in Time Production.

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Suggested Readings:

- Stevenson, W. J. (2018). *Operations Management*, 12th Ed. McGraw Hill Education.
- Krajewski, L. J., Ritzman, L. P., Malhotra, M. K. and Srivastava, S. K. (2011). *Operations Management: Processes and Supply Chains*, 9th Ed. Pearson.
- Chase, R. B., Jacobs, F. R., Aquilano, N. J. (2003). *Operations Management for Competitive Advantage*, 10th Ed. Tata McGraw Hill.
- Mahadevan, B. (2010). *Operations Management: Theory and Practice*, 2nd Ed. Pearson.
- Chary, S. N. (2009). *Production & Operations Management*, 4th Ed., Tata McGraw Hill.



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA III SEMESTER IT TOOLS FOR BUSINESS PAPER CODE: BBA 304 (SEC)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credits: 04**Course outcomes**

CO1 a- Understand the basic structure of computer and utilization of software with operating System to perform management task
CO1 b- Understand and apply the MS Word and Power Point to be used in mangement for documentation and Presentation
CO2 - Understand and apply the basics of MS-Excel for management data entry and formatting
CO3 - Understand and apply the basics of MS-Access to give basic understanding of Data to be stored in live Applications
CO4 - Understand and analyze the basics of communication modes and techniques to maker better communication in mangement

CO/PO Matrix					
Course outcomes	PO1	PO2	PO3	P04	PO5
CO1 a	2	2	2	-	-
CO1 b	3	3	2	2	1
CO2	2	3	3	2	2
CO3	2	2	-	2	2
CO4	2	2	2	2	2

UNIT 1: Introduction

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

UNIT 2: MS Word

Some basic terms- toolbar, format bar, and status bar, insert tables, charts, smart arts, adding graphics, pages options, insert citations, creating, editing, and saving word document, use of auto text, spelling, and grammar tool, creating a cover letter, mail merge.

MS PowerPoint: Preparation of PowerPoint presentation, what to include and what not to include in slides, inserting new slides and deleting any slide, use of master slides, insertion of the figure, graphics, and charts in presentation.

UNIT 3: Introduction to MS Excel

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

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

and Printer properties, Consolidation, Consolidating With Identical Layouts, Consolidating With Different Layouts.

UNIT 4: Data Processing

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

UNIT 5: Basic Elements of a Communication System

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

Suggested Readings:

- Morley and Parker (2010). *Understanding Computers: Today and Tomorrow*, Cengage Learning
- MS-Office 2007, step by step, Pearson.
- *Fundamentals of Computers* by Rajaraman (2014), Publisher: Prentice Hall of India: New Delhi
- *Data Communication & Computer Network* by Publisher: Thomas Learning: Bombay
- *Business Data Communication* by Shelly, (2001) Publisher: Course Technology
- *Computer Fundamentals* by B.Ram, (2000) New Age International
- *Introduction to Information Technology* (2005). ITL education solutions, Pearson Education India

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA IV SEM

Gwalior
सा विद्या या विमुक्तये

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA IV SEMESTER HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT PAPER CODE: BBA 401(CORE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 6**PART – 1****Course Objective:**

Effectively manage and plan key human resource functions within organizations. Examine current issues, trends, practices, and processes in HRM. Contribute to employee selection, training, Promotion and transfer etc.

Course outcomes

CO1 a: Understand concept, policies pertaining to HRM
CO1 b: Unkderstandconcept, policies pertaining to SHRM
CO2:Analyzing different methods and strategies for the acquisition of human resources
CO3: Evaluating and applying the concepts and methods of performance management and appraisal
CO4: Comprehend internal mobility & other HR Contemporary Issues in organizations

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	1	2	2	2
CO1 b	3	1	2	2	2
CO2	2	3	3	3	3
CO3	3	3	3	3	3
CO4	2	2	3	2	2

- UNIT 1:** Introduction: Meaning, Nature, origin and scope of human resource management, HRM Objectives and functions, HRM policies, Strategic human resource management. Indian perspective on HRM.
- UNIT 2:** Acquiring Human Resources: Human resource planning, Job analysis and job design, Recruitment, Types of recruitment, Selection process, Selection methods.
- UNIT 3:** Performance Management: Performance Management- Appraisal, Importance, Process and Methods of Appraisals. Compensation Management
- UNIT 4:** Promotion, Transfers & other Contemporary Issues
Concept & types of promotion, & problems in promotion; Transfers – Meaning, types, objectives, demotion; Contemporary issues: Employee involvement, Flexible work schedule, Right Sizing

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Suggested Readings:

- Dessler G (2006). *Human Resource Management*, Pearson Education, India
- Mathis R L and Jackson J H (2006). *Human Resource Management*, (10th Edn.) Cengage Learning, Indian Print.
- Snell S and Bohlander G (2007). *Human Resource Management*, Cengage Learning (Thomson Learning), Indian Edition
- Pattanayak B, (2014), *Human Resource Management*, 4th Edition, PHI
- *Reinventing Human Resources Management: Challenges and New Directions* By Ronald J. Burke; Cary L. Cooper
- *Understanding Human Resource Management* By Ken N. Kamoche Open University Press, 2001
- *Human Resources for the Non-HR Manager* By Carol T. Kulik Lawrence Erlbaum Associates, 2004

HUMAN RESOURCE DEVELOPMENT

PART – II

Course Objective: The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

Course Outcomes: Upon completion of course, the students will be able to;

- CO1: Understand the HRD concepts, evolution and its activity areas.
- CO2: Analyze and design HRD process.
- CO3: Understand HRD interventions and its application.
- CO4: Measure competency and use of Balanced Score Card.
- CO5: Will able to apply HRD knowledge in their organization.

Course Contents

Unit 1: Human Resource Development (HRD): Concept, Origin and Need, Relationship between HRM and HRD; HRD as a Total System; Activity Areas of HRD: Training, Education and Development, Roles and competencies of HRD professionals.

Unit 2: HRD Process: Assessing need for HRD, Designing and developing effective HRD programs, Implementing HRD programs; Evaluating HRD programs.

Unit 3: HRD Tools & Interventions: Goal Setting, HRD Climate, Workforce Diversity Management, HRD Audit, Competency Mapping

Unit 4: HRD Applications: Coaching and Mentoring, Career management and development, Employee Counseling; Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

Nishant Singh
Harina Palia Sikanwar

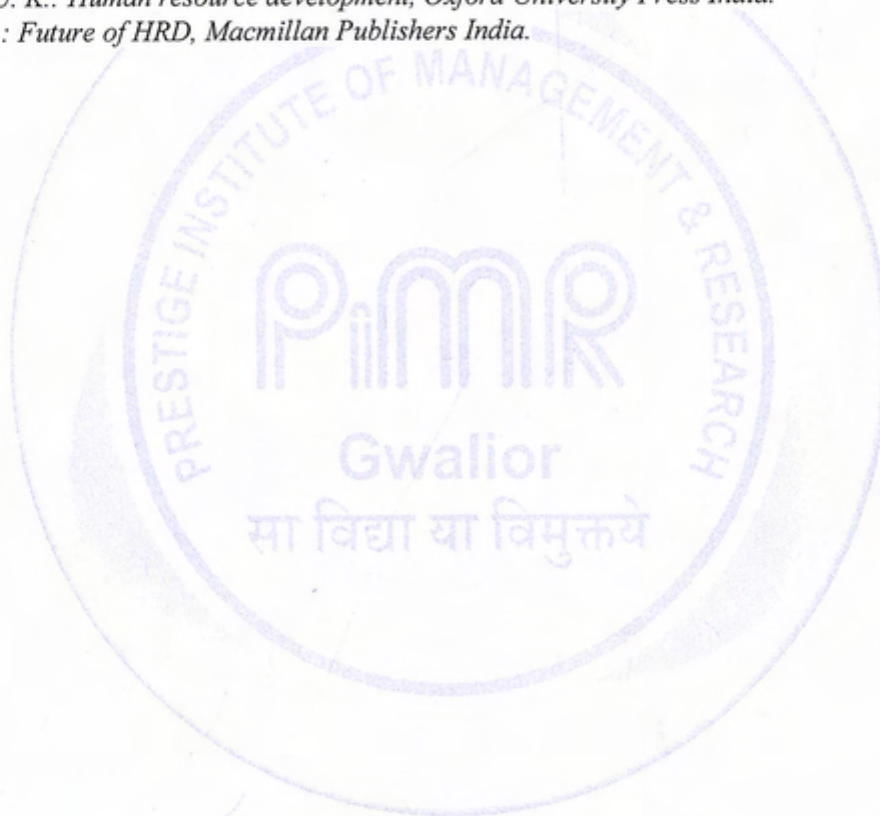
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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Suggested Readings:

- Nadler, Leonard: *Corporate human Resource Development*, Van Nostrand Reinhold / ASTD, New York.
- Rao T.V. and Pareek, Udai: *Designing and Managing Human Resource Systems*, Oxford and IBH Publication Ltd.
- Rao T.V.: *Reading in human Resource Development*, Oxford IBH Publication .Ltd.
- Viramani B.R. and Seth, Pramila: *Evaluating Management Training and Development*, Vision Books.
- Rao T.V.: *Human Resource Development*, Sage publication.
- Kapur, Sashi: *Human resource Development and Training in Practice*, Beacon Books.
- Lynton, Rolf P. and Pareek, Udai: *Training for Development*, Vistaar publication.
- Werner J. M., DeSimone, R.L.: *Human resource development*, South Western.
- Mankin, D.: *Human resource development*, Oxford University Press India.
- Haldar, U. K.: *Human resource development*, Oxford University Press India.
- Rao, T.V.: *Future of HRD*, Macmillan Publishers India.



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA IV SEMESTER FINANCIAL MANAGEMENT AND BANKING PRACTICES PAPER CODE: BBA 402 (CORE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 6

Course Outcomes:

After completing the course, the student shall be able to:

CO1	To understand the Basics of Financial Management
CO2	To Illustrate the concept of Capital Structure and Interpret types of Leverage
CO3	To Appraise the Projects by Capital Budgeting Techniques
CO4	To Demonstrate the Understanding of Working Capital and Dividend Theories

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	2	1
CO2	2	1	-	-	1
CO3	1	2	3	1	1
CO4	2	1	1	1	1

PART I

- UNIT 1:** Concept and Nature of financial management, Types of financial decisions, Importance, Objectives, Time value of Money, Short-term, Medium-term and Long-term financial planning, Capitalization, Types of securities
- UNIT 2:** Concept Capital structure, Objectives, Approaches to capital structure, Objectives and Determinants of optimum capital structure, Cost of capital, leverage, Financial Leverage, Operating Leverage and Combined Leverage
- UNIT 3:** Nature, Importance and Principles of capital budgeting, Discounted and Non- Discounted Techniques of capital budgeting, Capital budgeting practices in India.
- UNIT 4:** Concepts of working capital, Determinants of working capital, Management of cash, inventory and account receivables, Sources for working capital Finance Operating and cash cycles, Dividend theories, Dividend factors, Dividend policy in India

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

PART II

- UNIT 1:** Origin, Definitions, Functions of banks, Classification of banks, Development and Organizational Structure of banks, Challenges for Indian banking industry.
- UNIT 2:** Reserve Bank of India – Organization, Functions and Powers of the Reserve bank, Meaning of banker and customer, Relationship between banker and customer, Obligations of banker, Banker's duty to maintain secrecy of the customer's account and Rights of the banker.
- UNIT 3:** Various types of deposit accounts – Opening and operation, Deceased Depositors – Settlement of Claims Accounts with Survivor/Nominee Clause, Inoperative Accounts in Banks, Insurance of Bank Deposits, Closing of a Bank Account
- UNIT 4:** Legal aspects of a Cheque, Definition of a Cheque, Different Types of Cheques, Crossing of a Cheque, Endorsement, Legal Provisions Regarding Endorsements, Paying Banker

Suggested Readings:

- M.Y. Khan & P.K. Jain. (2013). *Financial Management*. New Delhi: Tata McGraw Hill.
- I.M. Pandey (2010). *Financial Management*, New Delhi: Vikas Publications.
- R.K. Sharma & Shashi K. Gupta (2014). *Financial Management*. Ludhiana: Kalyani Publications.
- *Banking Law, Theory and Practice* - Sundaram and Varshney - Sultan Chand Co. 24th edition (2013)
- *Banking and Financial Systems* - B. Santhanam (Margham Publishers) 5 edition (2012)
- *Banking Law, Theory and Practice* - S.N. Maheswari - Kalyani Publication. 11th edition (2014)
- *Indian Banking* - Parameswaran - S. Chand and Co. (2013)

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA IV SEMESTER INCOME TAX LAWS AND PRACTICES PAPER CODE: BBA 403 (GEC)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes: On completion of the course the students will be able to:

CO1 (a) To Understand the basic terms and concepts of Income tax
CO1(b) To assess the taxable income under the head of Salary, House Property and Profits & gains from business and profession
CO2: compute taxable income under capital gains and other sources & understand the process of set-off, carry forward and clubbing
CO3: Discuss the various benefits/ deductions under Chapter VI-A of the Income tax act, 1961 and compute the net total income of an individual
CO4: Calculate tax liability & perform assessment procedures and file ITR

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 (a)	3				1
CO1(b)		2			1
CO2:		2			
CO3:		2		1	2
CO4:	2		3	2	

Learning Outcomes : The student will be able

- To understand the concepts of Indian Income Tax.
- To compute income tax from various sources.
- To impart basic knowledge and equip students with the application of principles and provisions Income-tax Act

UNIT1: Basic concepts of income, Agriculture income, Assessee, Previous year, Assessment year, Residence and Tax liability, Exempted incomes, Income from salaries

UNIT 2: Income from house property, Profits, and gains of business or profession.

UNIT3: Capital gains, Income from other sources, Setoff and carry forward of losses, Clubbing of income.

UNIT 4: Deduction from gross total income available to all types of assessee, Rebates, and relief from tax liability, Assessment of individuals.

UNIT 5: Computation of tax liability of individuals, Procedure of assessment, Income-tax Authorities.

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Suggested Readings:

- Gaur and Narang (Latest Edition), *Income Tax Law and Practice*, New Delhi: Kalyani Publishers. 116

Reference books

- Dinkar Pagare (Latest Edition), *Law and Practice of Income Tax*, New Delhi: Sultan Chand and Sons.
- Gaur and Narang (Latest Edition), *Law and Practice of Income Tax*, New Delhi: Kalyani Publishers.
- H.C. Mehrotra (Latest Edition), *Income Tax Law and Accounts*, Agra Sahitya Bhavan.
- V.K. Singhaniya (Latest Edition), *Students Guide to Income Tax*, New Delhi: Tax Man Series.



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA IV SEMESTER FOREIGN LANGUAGE PAPER CODE: BBA 404(SEC)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4**Course Outcomes**

CO1a § To understand about french alphabets and their forms of politeness
CO1b : To understand about daily vocabulary and paragraph reading
CO2 : § To present themselves and helps to enhance oral communication
CO3 : To compare about degrees of adjectives and grammar excersices
CO4 : § To understand about basics of the french article and understand the simple dialogue in french

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	P04	PO5
CO1a:	-	-	-	-	-
CO1b:	-	1	-	-	1
CO2:	-	-	-	-	-
CO3:	-	-	-	1	-
CO4:	-	-	-	-	-

- UNIT 1:** Les alphabets
Les nombres
Formules de politesse rencontre
Translations of simple sentences from French in to English
- UNIT2:** Les jours de la semaine.
les mois de l'année.
Questions and answers based on grammar of unit 1 and unit 2 of the prescribed book.
- UNIT 3:** Temps
Les sign orthographiques
Questions and answers based on the lesson of unit 1 of the prescribed book.
- UNIT 4:** Noms
Les pronoms
Les verbs(1st,2nd, and 3rd)
Questionsand answers based on the lesson of unit 2 of the prescribed book.
- UNIT 5:** L'heure
Les articles
Presentez-vous
Singulier et pluriel
Simple dialoguewriting on a given topic

Suggested Readings

- *POISSON-QUINTON Sylvie, S. A. L. A. (1999). Marina. Inwa/l, New Delhi: CLE international.*
- *Price, W. L. (2008). 'There Is a Saviour'. In Bonne Route. Delhi: Route Publishing.*
- *Jones, A. (1995). Larousse dictionary of world folklore. Edinburgh: Larousse.*

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BBA Vth SEM

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA V SEMESTER BUSINESS LEGISLATION AND COMPANY LAW PAPER CODE: BBA 501 (CORE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 6

Course Outcomes: On completion of the course students will be able to:

- CO 1:** Gain basic knowledge of the provisions of the Indian Contract Act, 1872 in relation to general principles of contract and specific contracts
- CO 2:** Acquire knowledge of the drafting of varied agreements and notices, affidavits, bonds and calculations of various kinds of damages under Indian Contract Act, 1872
- CO 3:** Understand the laws related to the Sales of Goods Act, 1930 including performance of contract of sale.
- CO 4:** Be familiarized with the provisions of the company law
- CO 5:** Gain basic knowledge of the provisions of the Negotiable Instruments Act, 1881, types of Negotiable Instruments and the laws related to bouncing of cheques

PART- I

UNIT 1: Law of Contract

Meaning, Nature and Scope of Contract, Offer / Proposal: Definition, Communication, Revocation, General/ Specific Offer

Acceptance: Definition, Effect of Void, Voidable, Valid, Illegal, Unlawful Agreements, Standard Form of Contract, Consideration, Performance of contract, Quasi Contract, Breach of contract.

UNIT 2: Modes of Contract

Special Contract: indemnity and guarantee, Bailment, Agency

UNIT 3: Law of Sale of Goods

Definition and essentials of sale, Define Goods and Different kinds of goods, Difference between contract of sale and agreement to sell. Implied conditions and Warranties in a contract of sale, Caveat Emptor

UNIT 4: Law of Negotiable Instruments:

Definition and Kinds of Negotiable Instruments, Holder and Holder-in-Due Course, Material Alterations and Crossing of Cheque, Dishonour of Negotiable Instruments

UNIT 5: Partnership Act, 1932:

Nature of Partnership Firm, Rights /Duties of Partners, Incoming and Outgoing Partners, Position of Minor, Dissolution and Consequences

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

PART- II

- UNIT1:** Companies Act, 2013: History and Development of Company Law, Nature and definitions of company: Objectives of Company Law. Kinds of Companies, Advantages, Management and Administration of Company
- UNIT2:** Meaning of Formation of Company, Stages in the Formation of Company Promotion of Company, Registration and Incorporation of Company, Certificate of Incorporation and commencement of Business. Promoters Company Promoters, Legal Position of Promoters, Function of Promoters
- UNIT 3:** Forms of Memorandum of Association, Clauses of Memorandum of Association, Article of Association, Alteration of Memorandum of Association and alteration of Article of Association
- UNIT 4:** Directors: Definitions, Types of Directors, Duties and Powers. Meetings- need of meetings, Kinds and procedures of meetings.
Definition of Prospectus, Legal Rules Relating to the issue of Prospectus. Types of prospectus, Provision Regarding Winding, Up of Company

Suggested Readings:

- *Avtar Singh Indian Company Law (2018). Eastern Lucknow*
- *L.C.B. Gower. Principles of Modern Company Law (1997) Sweet and Maxwell London.*
- *Palmer Palmers Company Law (1987). Stevens, London*
- *R.R. Pennington. Company Law (1990). Butterworths*
- *A. Ramiya. Guide to the Companies Act. (1998), Wadhwa*
- *Anson, Law of Contract , Oxford University Press, 2013 (32ndEdn)*
- *Pollock & Mulla, The Indian Contract and Specific Relief Act, Lexis Nexis, 2013(14th Edn)*

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Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA V SEMESTER CONSUMER BEHAVIOR PAPER CODE: BBA 502 - MM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

After completion of this course, the students will

CO1a- Understand and evaluate consumer behaviour.
CO1b-Aquire the knowledge of individual determinants of consumer behaviour
CO2-To Understand the facets of group dyanmics with reference to consumer behaviour
CO3-Comprehend the communication and consumer decision making process .
CO4- Evaluate the various model of consumer behaviour

Course contents:

- UNIT 1: Consumer Behaviour:** Nature, scope & application: Importance of consumer behavior in marketing decisions, Characteristics of consumerbehaviour, the role of consumer research, consumer behaviour- an interdisciplinary approach.
Digital Revolution in Consumer Behavior, Consumer Behavior model of Decision-Making.
- UNIT 2: Consumer Needs & Motivation:** Characteristics of motivation, arousal of motives, theories of needs & motivation. Personality & Consumer Behavior: Importance of personality, Theories of personality.
Measurement of Consumer Personality; Brand Personality: Measurement of Brand Personality, Self and Self-Image; Virtual personality or Self.
- UNIT 3: Consumer Perception:** Concept of absolute threshold limit, differential threshold limits
Perceptual Process: selection, organization & interpretation.
Learning & Consumer Involvement: Importance of learning on consumer behavior, learning theories, Consumer Attitudes: Formation of attitudes, functions performed by attitudes
- UNIT 4: Consumer reference groups:** Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behavior, family life cycle. Culture and Social Class Determinants of social class, measuring & characteristics of social class, Characteristics of culture, core values held by society & their influence on consumer behavior.
- UNIT 5: Diffusion of Innovation:** Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.
Consumer Decision-making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule)
Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard- Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values.

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NOTE: Cases & application to marketing will be taught with respect to each topic.

READINGS

Suggested Readings:

- Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
- Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
- Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.



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Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA V SEMESTER INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT PAPER CODE: BBA 502 - FM (DSE)	Max. Marks: 100 Min. Marks: 40 External: 60 Internal: 40
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Credit: 4**Course Outcomes:**

On successful completion of this course, students will be

CO1 a	Demonstrate a basic understanding of investments and capital market
CO1 b	Comprehend the measures of risk and return in financial assets and valuation models
CO2	Analyzing EIC framework and technical indicators and oscillators for market predictions
CO3	Constructing and portfolio through modern portfolio management models
CO4	Evaluating investment to develop an optimal portfolio and evaluation of readymade portfolio through sharpe , treynor and jensen's models

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	1	-	1	-
CO1 b	3	3	-	-	2
CO2	1	3	2	-	3
CO3	3	2	-	-	1
CO4	2	2	2	-	2

Course Contents:**UNIT 1: Investment: Meaning, Investment vs. Speculation:**

Characteristics of Investment; Investment Process; Securities Market and functions of the stock exchange; Issue of Securities; Initial Public Offer (IPO); Right Issue; Bonus Issue; Private Placement; Listing; Trading; Settlement, Functions of SEBI

UNIT 2: Valuation of Securities:

Basics of risk and return: the concept of returns, valuation of Bonds: present value of a bond, current yield, yield to maturity and holding period return, Valuation of Equity; Constant Rupee Dividend Model; Constant Growth Model; Multiple Growth Model; Price Earnings (P/E) Approach; Systematic and Unsystematic risk and non-risk factors that influence yields

UNIT2: Fundamental Analysis

EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context, Industry analysis: stages of the life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry, Company analysis.

UNIT 3: Technical analysis and EMH

Meaning, assumptions, the difference between technical and fundamental analysis; Price indicators- Dow theory, new highs, and lows- circuit filters Volume indicators- Dow Theory, small investor volumes. Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double-bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT 4: Portfolio construction and analysis

Portfolio risk and return, Markowitz portfolio model: concept of efficient frontier & optimum portfolio Market Model, Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, And current wealth, tax considerations, liquidity requirements, and anticipated inflation, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

UNIT 5: CAPM model and portfolio evaluation

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk-free assets; Characteristic line, Capital Market Line, Security market Line, Expected return, required return, overvalued and undervalued assets

Mutual Funds: Introduction, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's, Treynor's, and Jensen's measures

Suggested Readings:

- Reilly, F. K. & Brown, K.C. (2012) *Analysis of Investments and Management of Portfolios* (12th edition), Cengage India Pvt. Ltd- Chapter 8, 9, 25
- Ranganathan, M., & Madhumathi, R. (2006). *Investment analysis and portfolio management*. New Delhi: Pearson Education- Chapter-18, 19, 20, 21, 22
- Fischer, D.E. & Jordan, R.J. (2006) *Security Analysis & Portfolio Management* (6th edition), Pearson Education.
- Punithavathy Pandian: *Security Analysis and Portfolio Management* (2018) Vikas Publishing House Pvt. Ltd., New Delhi
- Donald E. Fischer and Ronald J. Jordon (2016), *Security Analysis and Portfolio Management*, PHI

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA V SEMESTER SOCIAL SECURITY AND WELFARE PAPER CODE: BBA 502 - HRM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes:

On successful completion of this course, students will be

- CO1:** The objective is to enable students to acquire skills in Labor Welfare & Social Security.
- CO2:** To understand the ILO.
- CO3:** To know about the Social Security measures for Industrial Employees.
- CO4:** To learn issues related to the evolution of machinery for labour administration.
- CO5:** To know about the employment & training, Provident Fund and related concepts

UNIT 1: Social Security: Introduction, evolution, definition, and scope, Types of Social security, social security measures in India, ILO- Its role towards social security. Major recommendations of the second NCL on social security

UNIT 2: Wages and Salaries :Basic concepts, Theory of wages. Process of wage determination, Methods of Job Evaluation. Wage(pay) structure. Wage incentives plans- Time Wage, Piece rate System, and National wage policy.

UNIT 3: LabourWelfare :Concept, Classification, and Significance of labour welfare, Labour welfare measures in India, Labourwelfare schemes and Constitutional provisions regarding labour welfare.

UNIT 4: Collective Bargaining :Concept. Evolution, Nature. Scope and Types of collective bargaining, Process of collective bargaining, Benefits of collective bargaining, Conditions essential for successful collective bargaining.

UNIT 5: Worker's Participation :Meaning, Origin / Growth, and Objectives of worker participation, Factors influencing participation, Schemes of workers participation and Worker participation in management in India with special reference to Indian industry

Suggested Readings:

- Dr. C.B. Matroria and Dr. Satish Mamoria. (2018) *Dynamics of Industrial Relations*, Himalaya Publications
- Anil Kumar (2003) *Social Security and LabourWelfare*, Deep and Deep Publications
- T.N. Chhabra and R.L. Suri. (2004) *Industrial Relations -Concepts & Issues*, Dhanpat Rai & Company
- Arun Monappa (1985). *Industrial Relations*, Tata McGraw Hill
- S C Srivastava (2012) *Industrial Relations and Labor Laws*, Vikas Publishing House.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA V SEMESTER B2B MARKETING PAPER CODE: BBA 503 - MM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4**Course Outcomes**

After completion of this course, the students will

CO1a	Understand the concept and nature of industrial marketing.
CO1b	Analyze the characteristics of industrial customers and the organizational buying process.
CO2	Develop strategic planning skills in industrial marketing and conduct industrial marketing research.
CO3	Evaluate pricing strategies and policies for industrial products.
CO4	Apply effective advertising, sales promotion, and distribution strategies in industrial markets.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	1	2		
CO1b	2		1		
CO2	3	3	3	3	2
CO3	3	2	3	3	2
CO4	3	2	3	3	2

Course Content:**UNIT-I: Nature of Industrial Marketing**

Concept of industrial marketing, Nature of industrial marketing, Industrial v/s Consumer marketing, Levels of industrial marketing environment, Government influence on industrial marketing environment, The Reseller's market.

UNIT-II: Organizational Buying Behavior

Industrial customer and its characteristics. Classification of industrial product. Organizational buying activities and buying process, Industrial market segmentation, Basis for segmentation, Macro and Micro variables, Target marketing and product positioning.

UNIT-III: Strategic Planning and Marketing Research

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Strategic planning in industrial marketing, The strategic planning process of industrial marketing, Role of marketing research and Difference between industrial marketing research and consumer research, Process of industrial marketing research.

UNIT–IV: Product and Price Management

Industrial product & Services, Industrial Product Lines, Industrial product life cycle and new product development process. Pricing of Industrial Products: Pricing strategy and Pricing policy, Factors influencing pricing strategy.

UNIT–V: Promotion and Distribution Management

Advertising in industrial market, Industrial advertising media, Sales promotion and publicity in industrial market, Industrial sales force –selecting, recruiting, training, development, motivating and directing, Need of distributor and choosing the right distributor.

Suggested Readings:

- Hawaldar, K. Krishna (2008), *Industrial Marketing*, TATA McGraw-Hill Publishing Company Limited, New Delhi.
- Milind T. Phadtare (2008), *Industrial Marketing*, Prentice Hall of India Pvt. Ltd, New delhi
- Michael D Hautt and Thomas W Speh (2008), *Industrial Marketing Management*, The Dyden Press.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA V SEMESTER ACCOUNTING FOR MANAGERS PAPER CODE: BBA 503 - FM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4**Course Outcomes:** After the completion of this course the students will be able to**Course Outcomes:**

CO1a	Acquainted with management accounting concepts and applied financial analysis techniques.
CO1b	Acquire knowledge to evaluate the strengths and weaknesses of a company based on ratio analysis and make informed financial decisions.
CO2	Analyze and interpret funds flow and cash flow statements to assess a company's financial position and liquidity
CO3	Apply marginal costing concepts for profit planning and decision-making.
CO4	Analyze different types of budgets, material and labor variances to identify areas of cost control and improve efficiency.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	—	3	—	—
CO1b	2	2	3	3	3
CO2	—	3	3	3	2
CO3	2	2	2	3	3
CO4	2	3	3	3	2

Course Content:

Unit -1	Management Accounting: Meaning, Nature, Scope, Functions and Role of Management Accounting in Decision Making, Types of Financial Analysis- Techniques of Financial Analysis - Inter and Intra Firm – Analysis and Interpretation of Common Size Statement, Comparative Statements and Trend Analysis (Problems)
Unit 2	Ratio Analysis: Significance-, Advantages of Ratio Analysis, Limitations of Accounting Ratios. Types and Classification - Analysis and Interpretation of Profitability, Liquidity, Solvency, Leverage, Turnover and Stock Market Ratios (Problems)
Unit 3	Funds Flow Statement: Fund and Flow of Fund– Concept of Gross and Net Working Capital – Flow of Funds – Schedule of Changes in Working Capital

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

	Funds from Operation- Preparation of Fund Flow Statement – Analysis and Interpretation. Cash Flow Statement: Meaning, Nature, Scope, Functions and Role of Cash Flow Statement, Difference between Fund Flow Statement & Cash Flow Statement, Preparation of Cash Flow Statement its Analysis and Interpretation. (As per Indian Accounting Standard-3)
Unit 4	Marginal costing and Profit Planning: Absorption Costing, Marginal Costing and direct costing, Differential costing, Managerial Applications of Marginal Costing, CVP Analysis, Contribution, P/V Ratio, Break Even Analysis, Margin of Safety.
Unit 5	Budgetary Control, Meaning of Budget and Budgetary Control; Concept of budget, budgeting and budgetary control, Objectives, Merits and Limitations. Functional budgets. Types of Budgets: Cash Budget, fixed and Flexible Budget, (Problems); zero-base budgets. Standard Costing — Meaning, Nature, Scope, Functions and Role of standard costing, Variance Analysis, Concept and Types: material, labour (Problems)

Suggested Readings:

- Sharma, R. K., & Gupta, K. (2021). Management Accounting. Kalyani Publishers.
- Kishore, R. M. (2021). Advanced Management Accounting (20th ed.). Taxmann Publications.
- Arora, M. N. (2022). Cost and Management Accounting (16th ed.). Vikas Publishing House.
- Maheshwari, S. N., & Maheshwari, S. K. (2021). Management Accounting: Principles and Practice (16th ed.). Sultan Chand & Sons.
- Lall, B. M., & Jain, I. C. (2019). Cost Accounting: Principles and Practice (5th ed.). Prentice-Hall of India.
- Shah, P. (2021). Management Accounting (6th ed.). Oxford University Press.
- Gupta, S. P. (2021). Management Accounting: Text and Cases (2nd ed.). S. Chand Publishing.
- Reddy, T. S., & Reddy, Y. H. P. (2022). Management Accounting (3rd ed.). Margham Publications.
- Saxena, V. K., & Vashist, C. D. (2020). Cost and Management Accounting (4th ed.). Sultan Chand & Sons.
- Lal, J. (2021). Management Accounting (6th ed.). S. Chand Publishing.
- The Institute of Cost Accountants of India. (2022). Management Accounting Study Material. ICAI.
- Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2021). Management Accounting: Information for Decision-Making and Strategy Execution (7th ed.). Pearson Education.
- Bhattacharyya, A. K., & Dearden, J. (2019). Accounting for Management: Text and Cases (5th ed.). Vikas Publishing House.
- Banerjee, B. (2019). Cost Accounting: Theory and Practice (14th ed.). PHI Learning.
- Narang, K. L., & Jain, S. P. (2021). Cost and Management Accounting (18th ed.). Kalyani Publishers.

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Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA V SEMESTER INDUSTRIAL LAWS PAPER CODE: BBA 503 - HRM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

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

CO1a	Understand the applicability and provisions of Factories Act 1948.
CO1b	Demonstrate the process to resolve industrial disputes.
CO2	Illustrate the need of minimum wages and its provisions.
CO3	Evaluate the need and provisions of different labour codes.
CO4	Assessing the rights and benefits of the women employees.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	1	2	-	-	1
CO1b	2	3	2	2	2
CO2	1	2	-	1	1
CO3	2	2	-	-	2
CO4	1	2	-	-	1

Course Content:

Unit I- Factories Act 1948: Definitions, Provisions relating to Health, Safety, Welfare, Women, Children and Hazardous Process. Penalties and procedure.

Unit II- The Industrial Dispute Act. 1947: Concept of Industrial disputes, settlement of Industrial dispute. procedure. power and duties of authorities, Strikes and Lockouts, Retrenchment and lay off.

Unit III -The Minimum Wages Act. 1948: Objectives of the act, Definitions, Eligibility, Fixing of minimum rate of wages. wages in kind, payment of minimum rate of wages, Normal Working hours, Overtime wages. Claims. Penalties.

Unit IV- Labour Codes: Labour Code on Wages; Labour Code on Industrial Relations; Labour Code on Social Security & Welfare; Labour Code on Safety & Working Conditions.

Unit V- The Maternity Benefit Act, 1961: Objective and Application of the Act, Major provisions of Maternity Benefit Act and Penalties Provisions.

Suggested Readings:

- Surya Narayan Misra (1978) *An Introduction to Labour and Industrial Law*, Allahabad Law Agency

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

- S.C. Srivastava, (2012). *Industrial Relations and Labour Law*, Vikas Publishing House, New Delhi
- N. D. Kapoor (2018). *Elements of Industrial Law*, Sultan Chand Educational Publishers, New Delhi
- Indian Law Institute. *Cases and Materials on Labour Law and Labour Relations*
- P.L. Malik. *Industrial Law*, Eastern Book Company, 2013
- Dr. Goswami, *Labour and Industrial Law*, Central Law Agency, 2011
- Chaturvedi, *Labour and Industrial Law*, 2004
- ZMS Siddiqi and M. Afzal Wani, *Labour Adjudication in India*, 2001



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA V SEMESTER PERSONALITY DEVELOPMENT AND CORPORATE COMMUNICATION PAPER CODE: BBA 504 (SEC)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes:

CO1A: Understanding the basic fundamentals of Personality Development to enhance the Inter-personal Communication
CO1B: Inculcating the soft skills in students for professional arena.
CO2: Participating and communicating in Business group activities effectively.
CO3: Enabling students understand the format to prepare effective resume ,cover letter & online offline Personal Interviews for corporate readiness.
CO4: Evaluating the human values & workplace ethics & culture

	PO1	PO2	PO3	PO4	PO5
CO1 A	3	2	1	3	-
CO1 B	2	3	-	3	1
CO2	1	1	1	3	
CO3	1	1	-	2	1
CO4	2	1	3	2	1

UNIT 1: Personality Development- Building self-esteem, Self acceptance, Confidence building, Self Growth, Body Language and interpersonal communication

UNIT 2: Strategies to enhance Communication, Time Management and Efficient planning , Leadership Skills, Team Building, , Stress Management – Meaning, types, coping measures, Conflict Management.

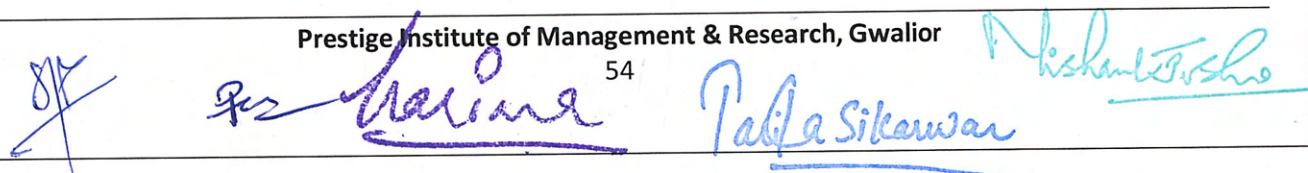
UNIT 3: Business Etiquettes, Public Speaking, Telephonic Conversations, Business Meetings, Writing Emails and memos, Dining Etiquettes

UNIT 4: Resume Writing, Personal Interviews (Online & Offline), Group Discussion

UNIT 5: Valuing Diversity, Standards of Conduct, Workplace success

References:

- Sharma P. & Agarwal J. (2020), *Dynamics of Behavior*, Books River Publication.
- Sharma, P. (2019). *Soft Skills: Personality Development for Life Success*. BPB publications.
- Vaughn, G. R., & Roth, C. B. (1947). *Effective personality building*. McGraw-Hill Book Company



Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEM



Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEMESTER
BUSINESS POLICY AND STRATEGIC PLANNING
PAPER CODE: BBA 601
(CORE)

Max. Marks: 100
Min. Marks: 40
External: 60
Internal: 40

Course Objective

Credit: 6

The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.

Course Outcomes:

- CO1a Understand the basic fundamentals of strategy, business policy and strategic management.
- CO1b Explain the process of strategic management and demonstrate the skills in strategy building.
- CO2 Analyze environmental scanning for business.
- CO3 Formulate strategy for business.
- CO4 Strategize business planning

CO/PO Matrix					
	PO1	PO2	PO3	PO4	PO5
CO1	1		2		1
CO2	1	3		1	2
CO3					
CO4					

PART 1

- UNIT 1:** Introduction to Business Strategy: Introduction, Concept of Business Strategy, Need for Business Strategy, Functions of Business Strategies
- UNIT 2:** Business Policy: Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies. Business policy -evolution of the concept- Difference between business policy and strategic management- Corporate governance- concept, issues, models, evolution and significance Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process- Levels of Strategy -Strategic direction-Vision and Mission -Business Definition.
- UNIT 3:** Introduction to Strategic Management: Introduction, Strategic Management – Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management.
- UNIT 4:** Strategic Management Process: Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Role of Strategic Management in Policy Making

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Course curriculum –Under Graduate Degree Programme

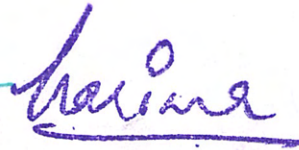
(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

PART 2

- UNIT 5:** Strategic Analysis: Introduction, Strategic Analysis – definition, Need for Strategic Analysis & Environmental Scanning, Strategic thinkers & their contributions, Role of Strategic Analysis in Policy making
External Environment- Appraisal using PESTEL – Competitor Analysis using Porter's 5-Forces model-Environmental Threat and Opportunity Profile (ETOP) -Value chain Analysis- Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP) SWOT Analysis.
- UNIT 6:** Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation
Strategic alternatives at corporate level: concept of grand strategies – Strategic choice models – Strickland's Grand Strategy Selection Matrix- Model of Grand Strategy Clusters-BCG- GE Nine Cell Matrix -Strategic alternatives at business level: Michael Porter's Generic competitive strategies, Strategy as Simple Rules.
- UNIT 7:** Strategic Planning and Implementation: Introduction, Strategic Planning Process, Expansion or Growth, Mergers and Acquisitions, Issues in Strategy Implementation. Strategic Implementation: Developing short-term objectives and policies- functional tactics and rewards -Structural Implementation: an overview of Structural Considerations Behavioral Implementation: an overview of: Leadership and Corporate Culture Mc Kinsey 7-S Framework Establishing Strategic Control
- UNIT 8:** Strategic Leadership: Introduction, Leadership Functions, Leadership Traits, Leadership Styles, Strategic Leadership and Competitive Advantage

Suggested Readings:

- Dr. Aswathappa, *Business Environment for Strategic Management*, Tata McGraw Hill.
- Subba rao, *Business Policy and Strategic Management*, HPH
- Charles W.L Hill and Gareth R. Jones, *Strategic Management an Integrated Approach*, Cengage Learning.
- Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill
- C. Appa Rao; *Strategic Management and Business Policy*, Excel Books.
- Ghosh P.K., *Business Policy and Strategic Planning and Management*, Tata McGraw Hill.
- Pillai, *Strategic Management*,
- Lawrence, *Business Policy and Strategic Management*, Tata McGraw Hill.
- Sathyashekar : *Business Policy and Strategic Management*, I.K International Publishing House Pvt. Ltd.



Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEMESTER ADVERTISING AND BRAND MANAGEMENT PAPER CODE: BBA 602 - MM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

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

- CO1:** Understand the needs and importance of advertising, models of advertising, and required planning framework for promotional strategy.
- CO2:** Analyze the target audience, advertising media, and its effectiveness.
- CO3:** Learn about media planning, scheduling, and media decisions.
- CO4:** Demonstrate how to do brand management and strategies corresponding to

- UNIT 1:** Advertising need & importance: Definition & growth of advertising, advertising & the Marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, innovation adoption model, Planning framework of promotional strategy
- UNIT 2:** Determination of target audience, advertising media and their choice, advertising measures, layout of advertisement and advertising appeal, advertising copy, message design strategy, advertising department, role of advertising agencies and their selection, advertising budget, evaluation, and advertising effectiveness
- UNIT 3:** Media planning & scheduling: Introduction to broadcast & non-broadcast media, Key factors Influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: fighting, pulsing, & continuous
- UNIT 4:** Concept of brand and brand management, brand evolution, branding challenges, and Opportunities, Strategic brand management process, Identifying and establishing brand positioning and values; Brand building, and brand repositioning.
- UNIT 5:** Designing and implementing brand strategies: Brand extension, Kapferer brand identity prism. Brand equity, brand personality, brand image, managing brands overtime, integrating advertising and brand management

Suggested Readings:

- Aaker, Myers & Batra : Advertising Management , Prentice Hall.
- Wells, Moriarty & Burnett : Advertising Principles & practices , Prentice Hall.
- Kleppner's Advertising Procedure: W. Ronald Lane, Kane Whitehill king and J. Thomas Russell, Pearson Education.
- George E. Belch & Michael A. Balch: Advertising and Promotion, TMH
- S.H.H Kazmi and Satish K. Batra : Advertising and sales promotion, Excel books
- Cowley. D: Understanding Brands, , Kogan Page Ltd
- Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
- David Aaker: Brand Leadership, Simon & Schuster
- Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
- Sandage, Fryburger, : Advertising Theory & Practice, Ratroll Longman Group

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEMESTER BUSINESS ANALYSIS AND VALUATION PAPER CODE: BBA 602 - FM (DSE)	Max. Marks: 100 Min. Marks: 40 External: 60 Internal: 40
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Credit: 4**Course Outcomes:** On completion of this course student will able to-

- CO1 a Understand the various financial statement to evaluate the financial soundness of the company
- CO1 b Comprehend the different cash flow models to determine the effect on tax, earning and investment
- CO2 Evaluate additional disclosure statement and the concepts related with corporate governance
- CO3 Analyze the fundamental role of accounting numbers in valuation of entities
- CO4 Formulate the valuation that incorporates the strategic accounting and financial activities of the business activity

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	3	-	-	2
CO1 b			-	-	
CO2	1	2	-	-	-
CO3	-	3	-	-	3
CO4	-	3	-	2	3

Course Content:

- UNIT 1:** Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.
- UNIT 2:** Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model
- UNIT 3:** Additional Disclosure Statements; need for additional disclosure statements, director's report, auditor's report on financial statement; Corporate Governance- Concept of Corporate Governance, benefits, regulatory framework (SEBI guideline and listing agreement).
- UNIT 4:** Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates- cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life.
- UNIT 5:** Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pit falls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options.

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Readings:

- Foster, George *Financial Statement Analysis*, 2nd ed., Pearson Education Pvt Ltd
- Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance* (2nd ed.). Wiley India Pvt. Ltd.
- Chandra, P. (2011). *Corporate Valuation and Value Creation*, (1st ed). TMH
- Weston, Chung, Hoag, *Mergers, Restructuring and Corporate Control*, Prentice Hall of India



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEMESTER MANAGEMENT OF INDUSTRIAL RELATIONS PAPER CODE: BBA 602 - HRM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

CO1 a: Understand concepts, parties and bodies related to Industrial relations
CO1 b: Comprehend the causes and methods for the resolution of industrial disputes also the functions, roles of trade unions in India
CO2: Identify the significance and need of good disciplinary system and grievance redressal in industries
CO3: Interpret measures and provisions related to social security and labour welfare
CO4: Identify the significance of collective bargaining and workers' participation in Industries

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	1		2	1
CO1b	3	3	3	2	2
CO2	3	3	3	3	
CO3	3	2	2	2	0
CO4	3	3	3	2	1

UNIT 1: Introduction

Concept of Industrial relations, Objectives of Industrial Relations, Parties to Industrial Relation, International Labour Organization (ILO): Role, functioning, and contributions.

UNIT 2: Industrial Disputes & Trade Unions

Meaning, Forms, Causes and Results of disputes, Methods for the prevention and Settlement of Industrial disputes, Authorities for the settlement of Industrial disputes in India. Trade Unions & Employer's Associations: Objectives, functions and role of Trade Unions and Employer's Associations.

UNIT 3: Employee Discipline & Grievance

Concept, Importance and Types of discipline, Arguments against negative discipline, Essentials of a good disciplinary system, Kinds of punishment, Procedure for taking disciplinary action. Meaning and Causes of grievance, Grievance procedure, Settlement of grievance in Indian industry, Employees counseling.

UNIT 4: Social Security & Labour Welfare

Introduction, evolution, definition and scope, Types of Social security, social security measures in India. Concept, Classification of labour welfare, Labour welfare measures in India, Labour welfare schemes and Constitutional provisions regarding labour welfare

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT 5: Collective Bargaining & Workers Participation

Concept, Scope and Types of collective bargaining, Process of collective bargaining, Benefits of collective bargaining, Conditions essential for successful collective bargaining. Meaning, Objectives of worker participation, Factors influencing participation, Schemes of workers participation and Worker participation in management in India.

Suggested Readings

- Niland J.R. et al, *The Future of Industrial Relations*, Sage Publications, New Delhi 1994.
- Mamkootam, K, *Trade Unionism–Myth and Reality*, Oxford University Press, New Delhi 1982.
- Papola T.S. and Rodgers, G, *Labor Institutions and Economic Development in India*, ILO, Geneva, 1992.
- Ramaswamy, E.A, *The Rayon Spinners The Strategic Management of Industrial Relations*, Oxford University Press, New Delhi 1994.
- Virmani, B.R., *Participative Management vs Collective Bargaining*, Vision Books, New Delhi, 1988.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEMESTER MARKETING OF SERVICES PAPER CODE: BBA 603 - MM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

CO1 a: Understand the basics of service marketing and its importance.
CO1 b: Understand the concept of service marketing mix .
CO2: Comprehend service marketing strategy with respect to competitive advantage.
CO3: Discuss the service quality models and their applications.
CO4: Understand the various aspects of customer relationship with respect to different industrial sectors.

CO/PO Matrix					
Couse Outcomes	PO1	PO2	PO3	P04	PO5
CO1 a	3	3	2	3	
CO1 b	3	3	2	3	
CO2	3			3	2
CO3	3			3	2
CO4	3	3	2	3	

Learning Outcomes:

Students successfully completing this course will be able to:

1. Understand and explain the nature and scope of services marketing.
2. Appreciate the difference between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing.

Course Contents:

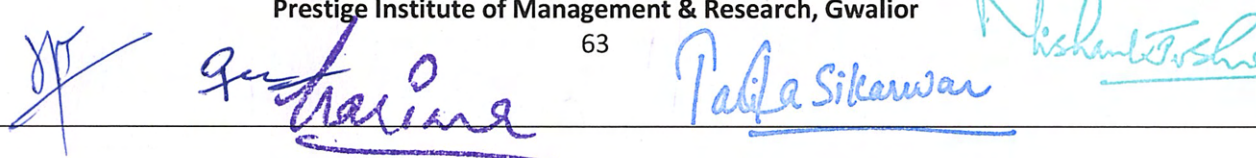
UNIT 1: Growth and Importance of Services: Service Industry-Global Issue, Service Marketing Environment, Growth of Service Sector

Basics of Services: Service Concept, Characteristics and Classification, Challenges & Strategic Issues in Service Marketing, Good-Services Continuum, Segmentation, Targeting and Positioning of Services

UNIT 2: Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences end Process Decisions.

UNIT 3: Service Marketing Strategy: Segmentation, Targeting and Positioning, Market Innovation Competitive Differentiation; Competitive Advantage and Value Chain Analysis.

UNIT 4: Concept, Dimensions and Process: Service quality models(Gronnos, and Parsuraman) Application and Limitations, Productivity in Services. Demand Management in Services.



Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

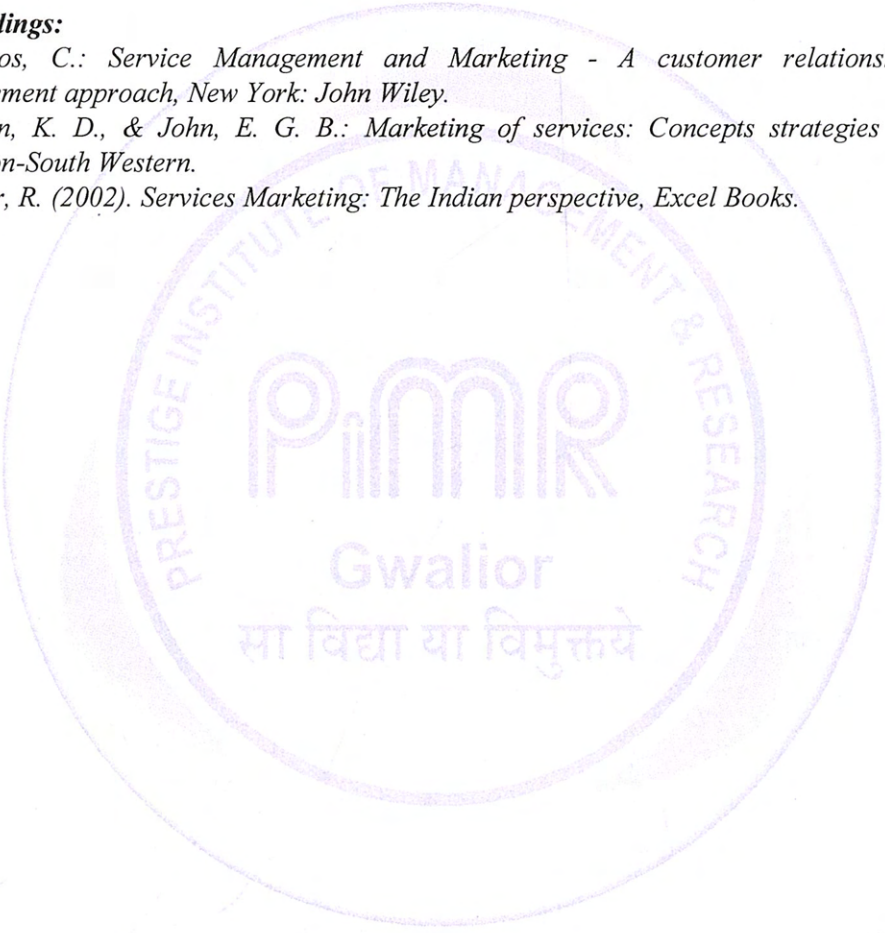
UNIT 5: Relationship Building: Relationship Marketing, Customer Life Time Value, Fundamental of Customer Satisfaction, Handling Complaints Effectively, Service Recovery.
Service industries: Insurance, Banking, Hospitality & Tourism, Education etc.

Text Books:

- Fisk, R. P., Grove, S. J., & John, J.: *Interactive services marketing*. New York. Houghton Mifflin.
- Glynn, W. J., & Barnes, J. G.: *Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management*, Prentice Hall.

Suggested Readings:

- Gronroos, C.: *Service Management and Marketing - A customer relationship management approach*, New York: John Wiley.
- Hoffman, K. D., & John, E. G. B.: *Marketing of services: Concepts strategies and cases*, Thomson-South Western.
- Shanker, R. (2002). *Services Marketing: The Indian perspective*, Excel Books.


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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEMESTER PROJECT APPRAISAL AND ANALYSIS PAPER CODE: BBA 603 - FM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

After completion of successful course student will be

- CO1:** understanding the relevance of alternative project appraisal techniques, financial structuring and financing alternative identification of a project, feasibility analysis including market, technical and financial appraisal of a project, and the elements of social cost-benefit analysis.
- CO2:** analyzing the learning and understand techniques for Project planning, scheduling and Execution Control
- CO3:** applying technology tools for communication, collaboration, information management, and decision support and appraisal techniques for evaluating live projects
- CO4:** interacting with team and stakeholders in a professional manner, respecting differences, to ensure a collaborative project environment
- CO5:** evaluating and appreciating contemporary project management tools and methodologies in Indian context

UNIT 1: Appraisal

An introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial/National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Entrepreneurship – Concept, Theory and perspective

UNIT 2: Market Analysis

Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques, Technical appraisal of a project, Business and Technology Acquisition and management of technology.

UNIT 3: Investment Appraisal

Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, components of Financial analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions.

UNIT 4: Social Cost Benefit Analysis

Value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

UNIT 5: Project Risk Assessment

Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT/CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Suggested Readings:

- Chandra, P. (2017). *Projects: Planning Analysis Selection Financing Implementation And Review*, 8Th Edn.
- Desai, V. (2000). *Project Management and Entrepreneurship*. Himalaya Publishing House.
- Passenheim, O. (2009). *Project Management*. Ventus Publishing APS.
- Vasant Desai - *Project Management* - Himalaya Publishing House.



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEMESTER PERFORMANCE AND COMPENSATION MANAGEMENT PAPER CODE: BBA 603 - HRM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

Upon successful completion of this course, the student will be able to:

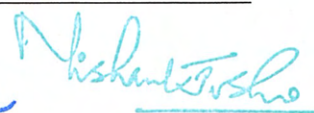
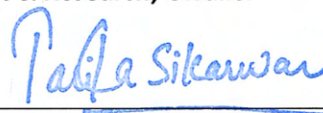
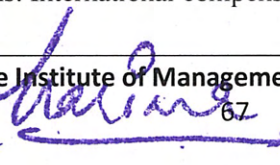
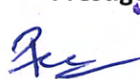
CO1 a: Understand concepts and Methods of Performance management and Appraisal
CO1 b: Comprehend Developmental, technological and ethical aspects of performance management
CO2: Analyze different methods of job evaluation
CO3: Understand several performance incentives and benefits
CO4: Understand prevailing wage system in India and the regulatory bodies

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 a	3	3	2	2	2
CO1 b	3	2	3	1	2
CO2	2	3	3	3	2
CO3	3	2	2	2	2
CO4	3	2	2	2	2

Course Contents

- UNIT 1:** Performance Management System: Concept, Philosophy, Objectives & History from performance appraisal to performance development; Performance management and performance appraisal; Performance Management Process; Performance Appraisal Methods.
- UNIT 2:** Performance management and Reward systems, Performance Feedback, Coaching , Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance Systems trends, Ethical Perspectives in Performance Appraisal.
- UNIT 3:** Job Evaluation: Concept, Methods; Compensation Structure; Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components; Modern trends in compensation-Wage, Salary, CTC, Comparable worth, broad banding, competency based pay.
- UNIT 4:** Incentives plans: Meaning & Types: Pay for performance, Supplementary pay benefits, Insurance benefits, Retirement benefits, Employee services benefits; Developing effective incentive plans; Benefits & Incentive practices in Indian industry.
- UNIT 5:** Wages in India: Minimum wage, Fair wage and Living wage. Pay commissions: State regulation of wages, Wage differentials & National wage policy; regulating payment of wages, Wage boards, Dearness allowances, Linking wages with productivity; Special compensation situations: International compensation-managing variations, Expatriate Pay.

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Course curriculum –Under Graduate Degree Programme

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Suggested Readings:

- Milkovich & Newman, Compensation, McGraw Hill.
- T.J. Bergman, Compensation Decision Making, Harcourt, Fort Worth, TX
- Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
- T.N.Chhabra & Savitha Rastogi: Compensation management, Sun India Publications.
- Gary Dessler, Human Resource Management, Prentice Hall.
- Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance: Book by Michael Armstrong
- Herman Aguinis: Performance Management, Prentice Hill.
- Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
- Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
- Bagchi, S. N.: Performance management, Cengage Learning India.
- Bhattacharyya, D.K.: Performance Management Systems and strategies, Pearson Education.
- Robert B.: Performance management, McGraw-Hill Education India.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VI SEMESTER INTRODUCTION TO RDBMS PAPER CODE: BBA 604 (SEC)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes:

CO1a	Explain the fundamental concepts of databases and RDBMS, their role in business operations, and the importance of data management for informed decision-making.
CO1b	Apply the Entity-Relationship Model (ER Model) to analyze and design database structures that effectively represent real-world business entities and relationships.
CO2	Develop and execute SQL queries to retrieve, manipulate, and analyze business data, contributing to problem-solving and critical thinking.
CO3	Evaluate and improve database design using basic normalization techniques to ensure data integrity and efficient data retrieval for business processes.
CO4	Discuss the importance of data security and data integrity in business databases, emphasizing user access control and data backup strategies to maintain data confidentiality and reliability.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	-	1	-	1	-
CO1b	-	2	-	2	-
CO2	-	-	3	-	3
CO3	-	1	2	3	2
CO4	-	1	2	2	-

Course Content:

UNIT 1: Introduction to Databases:

Define databases, RDBMS and their role in business, data models (hierarchical, network, relational), Advantages and disadvantages of RDBMS, Database Administrator (DBA) Functions & Role, Data Dictionary.

UNIT 2: Entity-Relationship Modeling:

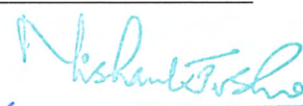
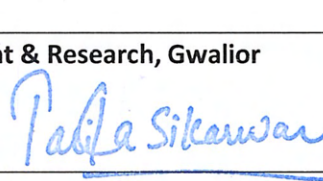
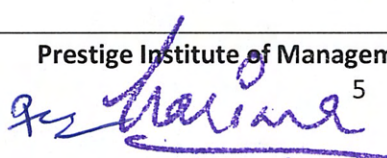
Entity Relationship Model as a tool of conceptual design: Entities & Entity set, Relationship & Relationship set, Attributes, Mapping Constraints, Keys, Entity-Relationship diagram (E-R diagram): Notations used in ER Diagram, Strong & weak entities, Generalization, Specialization, Aggregation.

UNIT 3: Introduction to SQL:

Basic SQL queries to retrieve and manipulate data, Data Definition Language (DDL) commands, Data Manipulation Language (DML) commands, Data Control Language (DCL) Commands, Transaction Control Language (TCL) Commands.

UNIT 4: Advanced SQL & JOIN Operations:

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Complex SQL queries to retrieve and manipulate data, Introduction to functions and expressions, GROUP BY, ORDER BY, and HAVING clauses, Introduction to JOIN operations (INNER JOIN, LEFT JOIN, and RIGHT JOIN)

UNIT V: Data Security & Integrity:

Basic of Normalization(1NF,2NF,3NF), Discuss the importance of data security and integrity in business databases ,User access control and permissions, Data backup and recovery techniques, Introduction to database security threats.

Suggested Readings:

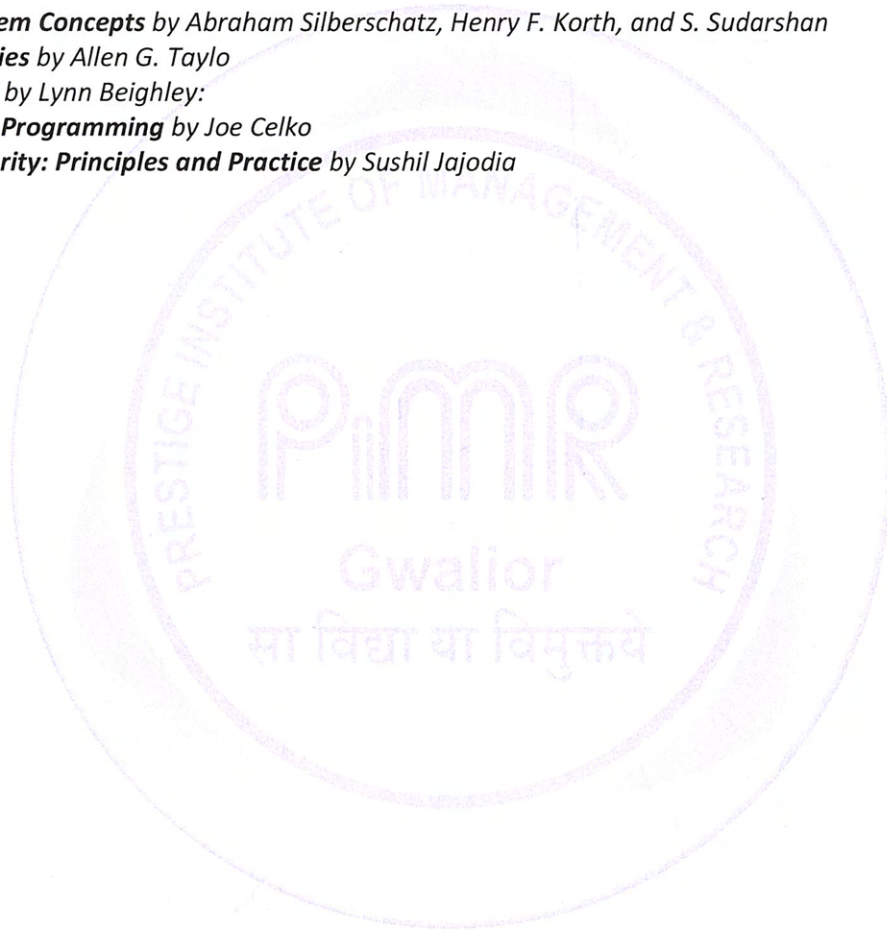
Database System Concepts by Abraham Silberschatz, Henry F. Korth, and S. Sudarshan

SQL for Dummies by Allen G. Taylo

Head First SQL by Lynn Beighley:

Advanced SQL Programming by Joe Celko

Database Security: Principles and Practice by Sushil Jajodia



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII SEM (HONOURS)

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Business Analytics PAPER CODE: 701	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 4

Course Outcomes

CO1a:	Understand Business Analytics, History, Role and career and Data Science
CO1b:	Working with Data Collection, Management, Big Data, Data Quality, Data Visualization
CO2:	Understand Project Life Cycle, Data Preparation, Hypothesis, Interaction, Development, Analysis
CO3:	Working with Visualisation of data, Various techniques of data summarization
CO4:	Hands on R Programming, R Packages, Functions, etc.

Course Pedagogy:

Lecture, Case study, hands on analysis

Course Content:

BUSINESS ANALYTICS

UNIT 1: Introduction:

Business Analytics: Historical overview of data analysis, Role of Business Analyst, Career in Business Analytics

Data Science: Scope and Application of Data Science, Role and Responsibilities of Scientist.

UNIT 2: Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification

UNIT 3: Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modelling, Evaluation and Interpretation, Deployment, Operations, Optimization. Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics

Unit 4: Visualization of Data: Introduction, Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions, Relative Frequency Measures of Central Tendency and Dispersion; Box Plot; Basic

Course curriculum –Under Graduate Degree Programme

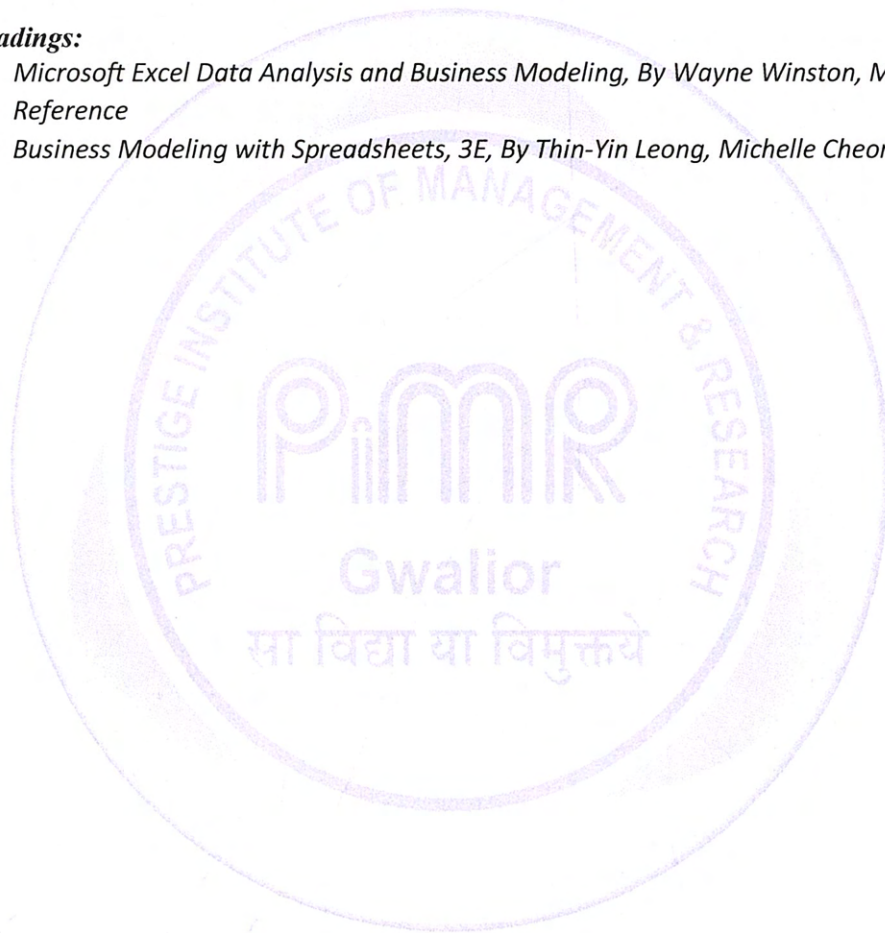
(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

probability concepts, conditional probability, Probability distributions, Continuous and discrete distributions, sequential decision making.

Unit 5: PROGRAMMING USING R: R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Suggested Readings:

- *Microsoft Excel Data Analysis and Business Modeling, By Wayne Winston, Microsoft Press Reference*
- *Business Modeling with Spreadsheets, 3E, By Thin-Yin Leong, Michelle Cheong, McGraw Hill*



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Total Quality Management PAPER CODE: 702	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 4**Course outcomes**

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

CO1a: Understand basic concepts of quality management
CO1b: Comprehend different Quality philosophies
CO2: Develop an understanding of basic tools for solving quality problems.
CO3: Implement six sigma for resolving quality issues.
CO4: Develop an understanding of Quality certifications and Awards

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	3	2	2
CO1b	2	-	3	3	1
CO2	3	3	3	3	3
CO3	2	3	3	3	3
CO4	3	2	2	2	3

Course Content:**UNIT 1: Introduction to Total Quality Management**

Concept, Evolution, Features of TQM, Building blocks of TQM

UNIT 2: TQM Thinkers and Thoughts

Philosophies of Juran, Deming and Crosby, PDCA cycle, 5S, Kaizen.

UNIT 3: TQM Tools

Benchmarking: Concept, Elements, Benefits and Process; Quality function deployment: House of Quality, QFD process; Total Productive Maintenance: Concept and Need.

UNIT 4: Six Sigma

Concept, Features, Goals of Six sigma, DMAIC, Implementation of Six sigma.

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Course curriculum –Under Graduate Degree Programme

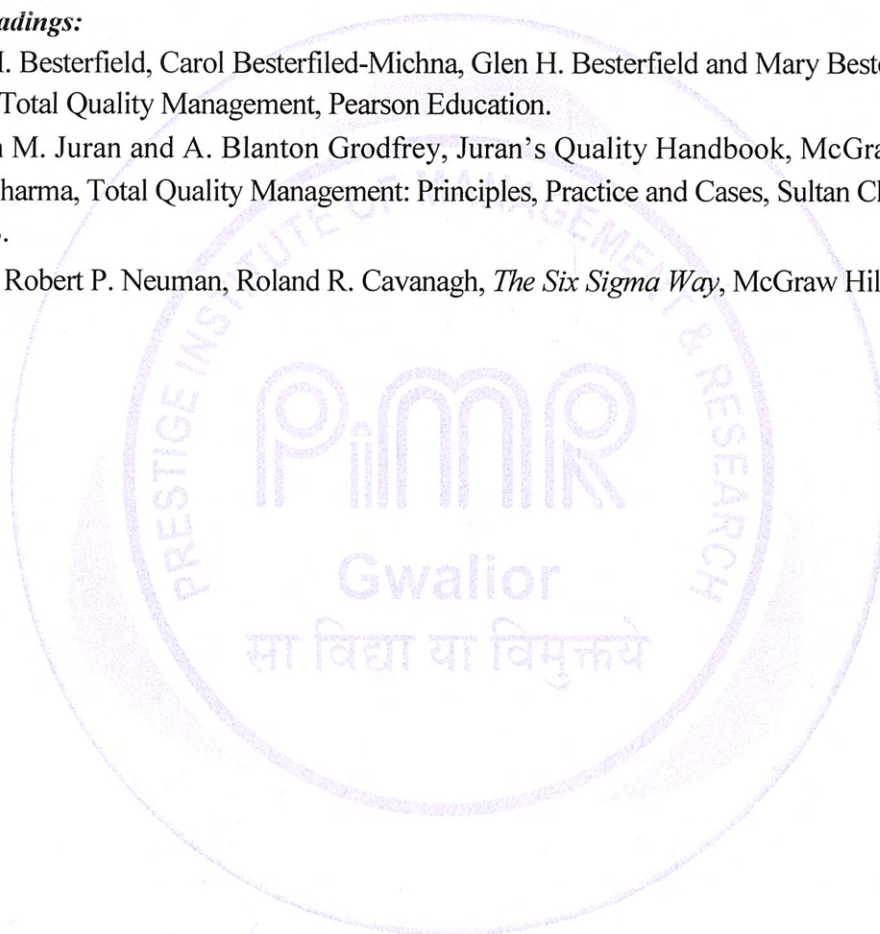
(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT 5: Quality Systems and Awards

Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000; Quality Awards: Quality Performance Excellence Award, Deming Application Award, Malcolm Baldrige National Quality Award.

Suggested Readings:

- Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield Sacre, Total Quality Management, Pearson Education.
- Joseph M. Juran and A. Blanton Grodfrey, Juran's Quality Handbook, McGraw Hill.
- D.D. Sharma, Total Quality Management: Principles, Practice and Cases, Sultan Chand. Peter S.
- Pande, Robert P. Neuman, Roland R. Cavanagh, *The Six Sigma Way*, McGraw Hill



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII SEMESTER SALES AND DISTRIBUTION MANAGEMENT MANAGERS PAPER CODE: BBA 703 - MM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

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

CO1(A): Understand the concepts of sales management.

CO1(B): Understand the various functions of sales force management

CO2: Analyse sales efforts and learn sales promotion strategies.

CO3: Describe the aspects and importance of channel management.

CO4: Discuss the approaches and practical aspects of distribution channel management.

CO-PO Matrix					
CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	3
CO2	3	3	-	-	3
CO3	3	3	1	3	2
CO4	3	3	-	3	3

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Unit 1

Sales Management and the business Enterprise, personal selling process, and salesmanship, setting personal selling objectives, determining sales-related marketing policies, formulating personal selling strategy, Techniques of sales forecasting.

Unit II

Training sales force, recruiting and selecting sales people, Directing Sales Force Operations: Motivating sales personnel, Sales force compensation; Performance appraisal, sales meetings and contests, sales quotas and sales territories.

Unit III

Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance, Supervisory Styles. Sales Promotion: Designing Sales Promotion Strategies, Techniques of Sales Promotion.

Unit IV

Introduction and importance of Marketing Channels, Types of channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels.

Unit V

Channels for distribution of services: Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Text Books

- Anderson, J. C., Narus, J. A., & Narayandas, D. (2008). *Business Market Management: Understanding, Creating, and Delivering Value*. 3rd ed. Pearson Prentice Hall.
- Cavale, K. K. H. V. M. (2006). *Sales and distribution management: text and cases*. Tata McGraw-Hill Education.
- Cavale, K., Havaladar V M. (2006) *Sales and distribution management: text and cases*. Tata McGraw-Hill Education.
- Hutt, M. D., & Speh, T. W. (2012). *Business marketing management: B2B*. Cengage Learning.
- Gupta, S. L. (2009). *Sales and distribution management*. Excel Books India.
- Venugopal, P. (2008). *Sales and distribution management: An Indian perspective*. SAGE Publications India

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII SEMESTER INVESTMENT BANKING AND FINANCIAL SERVICES PAPER CODE: BBA 703 - FM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

CO1 A To Understand various concepts of Merchant Banking Services.
CO1 B To Understand various concepts of Issue Management.
CO2 To analyse the concept of Leasing and Hire Purchase
CO 3 To Demonstrate the concept of Venture Capital.
CO4 To Evaluate the Credit Rating system among various Financial Organisations.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 A	2	3	2	1	-
CO1 B	3	3	2	1	1
CO2	2	3	1	1	2
CO 3	2	2	1	-	1
CO4	2	3	2	1	2

UNIT 1: Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment /Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

UNIT 2: Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT 3: Leasing and Hire Purchase: Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfeiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, reprising of a loan, floating vs. Fixed rate, Practical problems on housing finance.

UNIT 4: Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.
Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

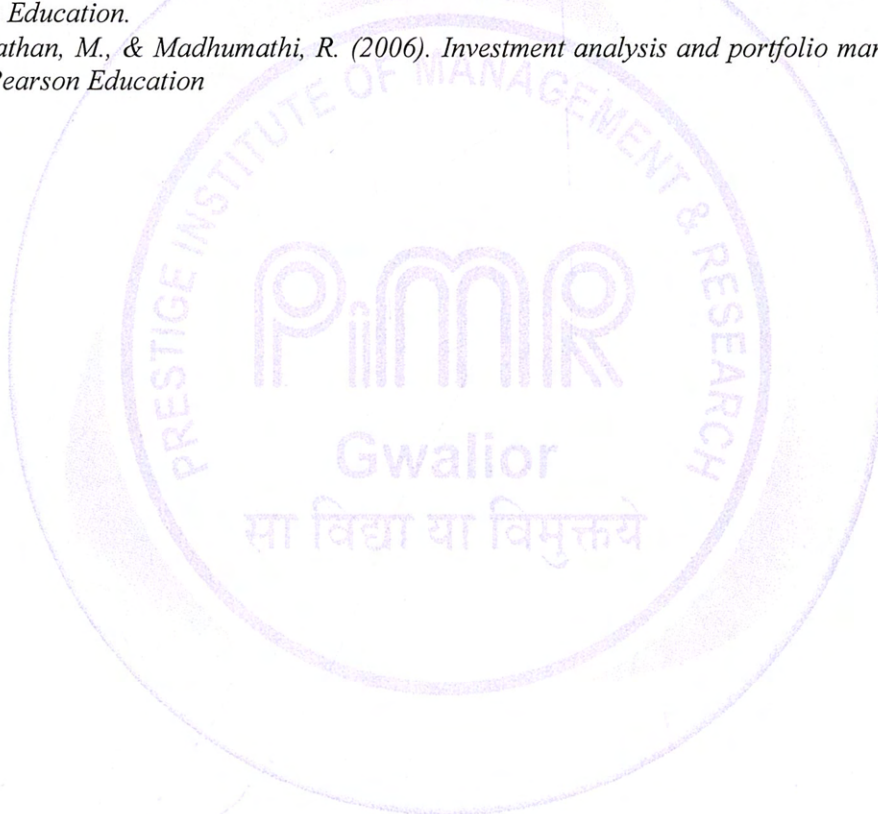
Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT 5: Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: Concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

Readings:

- Reilly, F. K. & Brown, K.C. (2012) *Analysis of Investments and Management of Portfolios* (12th edition), Cengage India Pvt. Ltd- Chapter 8, 9,25
- Ranganathan, M., & Madhumathi, R. (2006). *Investment analysis and portfolio management*. New Delhi: Pearson Education- Chapter-18, 19,20, 21, 22
- Fischer, D.E. & Jordan, R.J. (2006) *Security Analysis & Portfolio Management* (6th edition), Pearson Education.
- Ranganathan, M., & Madhumathi, R. (2006). *Investment analysis and portfolio management*. New Delhi: Pearson Education



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII SEMESTER TALENT AND KNOWLEDGE MANAGEMENT PAPER CODE: BBA 703 - HRM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

- CO1: The students will understand the concept of Talent management and its relevance in organizations.
CO2: The students will develop the necessary skill set for the application of various Talent issues.
CO3: Integrate the knowledge of concepts to take correct talent management and talent retention decisions
CO4: They will understand planning for acquiring and retention of talent management
CO5: Students will understand proper strategies for talent engagement and retention

Course Contents

- UNIT 1:** Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.
- UNIT 2:** Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.
- UNIT 3:** Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations, Types of Knowledge: Tacit and Explicit, Managing knowledge workers.
- UNIT 4:** Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.
- UNIT 5:** Knowledge management strategies: Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Readings:

- Lance A. Berger, Dorothy Berger: *Talent management handbook*, McGraw Hill New York.
- Cappeli Peter: *Talent on Demand –Managing Talent in an age of uncertainty*, Harvard Business press.
- Awad. E. M and Ghaziri. H. M: *Knowledge management*, Pearson education International.
- Stuart Barnes: *Knowledge management system theory and practice*, Thomson learning.
- Donald Hislop: *Knowledge management in organisations*, Oxford University press.
- Sudhir Warier: *Knowledge management*, Vikas publishing house.
- T. Raman: *Knowledge management –A resource book*, Excel books.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA SEMESTER VII RURAL AND AGRICULTURAL MARKETING PAPER CODE: BBA MM 704 DSE	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

No.	Program Outcomes
PO1	Upon completion of the BBA program, the individual must demonstrate maturity, professionalism and team working skills.
PO2	Upon completion of the BBA program the students will have general idea of operations in business.
PO3	Upon completion of the BBA program, the individual will have specialized skills to deal with area specific issues of concern.
PO4	Upon completion of the BBA program, the individual will be able to apply technological knowhow for business advancements.
PO5	Upon completion of the BBA program, the individual will be capable of analyzing, investigating and solving critical business issues.

Course Objectives:

CO1a	Understand the rural market and marketing along with consumer behavior in rural and urban market
CO1b	Know the factors influencing rural consumers and application of rural business research
CO2	Learn the rural marketing mix, product life cycle and rural retail channel management
CO3	Identify the marketing of agricultural inputs and classification of agricultural products
CO4	Relate the role of commission, governments and institutions in agricultural marketing

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	0	0	1	2
CO1b	3	2	3	2	2
CO2	3	0	2	2	3
CO3	2	0	0	2	0
CO4	3	0	0	3	0

UNIT I

Prestige Institute of Management & Research, Gwalior

[Handwritten signatures and names: J.P., Anurag, Pooja Sikarwar, Nishant Toshniwal]

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Introduction: Meaning - Evolution — Nature and Characteristics of Rural Market — Understanding the Indian Rural Economy —Rural Marketing Models — Rural Marketing Vs Urban Marketing — Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market

UNIT II

Sources of Information- Factors influencing rural consumers during purchase of products — Rural consumer Life style —Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research — Sources and methods of data collection , data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

UNIT III

Rural Marketing Mix — Additional Ps in Rural Marketing 4As of Rural Marketing Mix — New Product Development for Rural Market — Rural Market Product Life Cycle — Objectives behind new product launch — New Product development process. Brand Loyalty in Rural Market — Regional Brands Vs National Brands — Channel Management — Indian Rural Retail Market — Rural Retail Channel Management — Strategies of Rural Retail Channel Management

UNIT IV

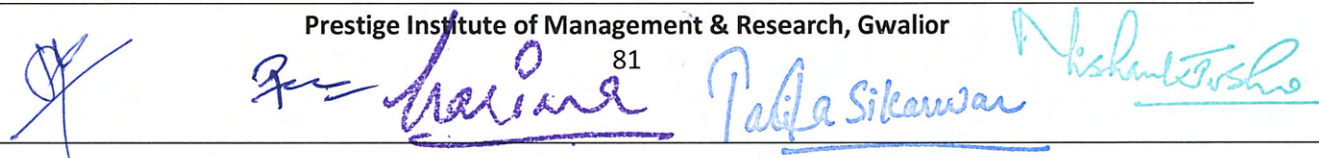
Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors, Organisation and functions of agricultural marketing in India, Classification of agricultural products with particular reference to seasonality and perishability

UNIT V

Role of warehousing, Determination of agricultural prices and marketing margins, Role of Agricultural Price Commission, Role of Central and State governments , Institutions and organisations in agricultural marketing, Unique features of commodity markets in India, Problems of agricultural marketing, Nature, scope and role of cooperative marketing in India.

Suggested Readings:

1. Kashyap, P. (2016). *Rural Marketing*, 3e Pearson Education.
2. Dogra, B., & Ghuman, K. (2009). *Rural marketing*, TMH.
3. Kumar Velayudhan, S. (2012). *Rural Marketing*, 2eme Sage publications.
4. Gopaldaswamy, T. P. (2016). *Rural Marketing, Environment, problems, and strategies*, 3e Vikas Publications
5. Acharya, S. S. (2004). *Agricultural marketing in India*, 4. In E. Oxford and IBH publishing.
6. Gopaldaswamy, T. P. (2016). *Rural Marketing, Environment, problems, and strategies*, 3e Vikas Publications.
7. Acharya, S. S. (2004). *Agricultural marketing in India*, 4. In E. Oxford and IBH publishing.



Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

STRATEGIC CORPORATE FINANCE PAPER CODE: BBA FM 704	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04**Course Outcomes:**

CO1 a	Understanding the Basics of Strategic Corporate Finance.
CO1b	Illustrating the concept of Strategic Cost Management.
CO2	Analyzing the feasibility of Management buy-outs.
CO3	Linking the concept of Financial Distress and restructuring.
CO 4	Assessing the Corporate Finance and company valuation

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	1	1	2
CO1b	2	2	1	3	2
CO2	2	2	2	1	3
CO3	2	2	2	3	3
CO4	2	3	3	1	3

UNIT I:**Introduction to strategic corporate finance:**

Introduction to strategic corporate finance: Strategy vs. planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholder's Wealth Maximization, overall corporate value addition and Economic Value Addition.

UNIT II:**Strategic Cost Management:**

Strategic Cost Management:, Different types of strategic costing and their relevance- Target Costing, Activity-based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Sustainable Cost Management, Strategic cost reduction techniques and value chain analysis.

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Alternative sources of financing - Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

UNIT III:

Management Buy-outs:

Management Buy-outs: Establishing the feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts and negotiations. Management Buy-ins: Management Buy-in/Buy-outs ("BIMBOs"), Vendor-initiated buy-outs/buy-ins., Global Management Buyout Examples/ Case Studies.

UNIT IV:

Financial Distress and restructuring:

Meaning, Factors, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale, planned exit, forceful retirement and other disposals.

Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities. Fundraising: identification of different sources of development capital, determinants and factors affecting the capital structure, cost of capital and cost saving strategy.

UNIT V:

Company Valuation

Overview of valuation, principles and practices of valuation, key financial and commercial factors. Value enhancement tools & techniques, valuation vs. corporate finance. Other strategic issues: risk management, excess cash and other issues, the substitutability of capital structure and risk management choices, value-based management.

Suggested Readings:

1. Aswath Damodaran: *Corporate finance theory and practice*; John Willey & Sons, Inc
2. Jakhotia: *Strategic Financial Management* (Vikas Publication)

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

3. Khan, M.Y. and P.K. Jain, *Management Accounting*, Tata McGraw Hill, Publishing Co., New Delhi.
4. Shashi Gupta *Management Accounting*, Kalyani Publisher New Delhi
5. Garrison, R. H. (2017). *Managerial Accounting (15th Ed.)*. 15th ed. Boston: Irwin/McGraw Hill. Griffin, Ricky.
6. Justin Pettit: *Strategic Corporate Finance Applications in Valuation and Capital Structure*; John Wiley & sons, Inc
7. Referred Caselet <https://www.idfcfirstbank.com/content/dam/idfcfirstbank/pdf/news-media/in-the-news/The-management-buyout-of-NBFC-Capital-First-is-the-largest-in-India..pdf>



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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Strategic and Global HRM PAPER CODE: BBA HRM 704	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the fundamentals of SHRM
CO1b	Analyze the planning and implementation strategies of SHRM
CO2	Understand alignment of HR systems with Business Strategies
CO3	Understand global scenario of HRM
CO4	Understanding of global SHRM

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	3	3	3
CO1b	2	3	3	3	3
CO2	3	3	3	3	3
CO3	3	2	3	3	3
CO4	3	2	3	3	3

Course Content:

UNIT 1: Understanding Strategic HRM ; Introduction to Strategic HRM, Nature of Strategy, concept and formulation, Evolution of strategy , Traditional Vs. strategic HR, Implications of SHRM.

UNIT 2: Planning and Implementing Strategic HR; SHRM, Components of strategic HRM, Importance , Objectives and Need of SHRM, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach.

UNIT 3: Aligning HR Systems with business strategy; Approaches to SHRM, Theory of SHRM- Universalistic, contingency, configurational, Competitive, Integrated Systems Model, and Designing HR Systems for sustained competitive advantages.

UNIT 4 : HRM and the Global Scenario; HRM in International Context, Domestic vs IHRM, SIHRM, Trends and Issues in Global HRM, Formulation of Global HR Strategies, Understanding diversity, responding to diversity, the challenges of localization.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT 5: Developing Global Mindset: Global Leadership; Cross cultural context, Current scenario in international training and development, training & development of international staff, developing international staff and multinational teams, Use of HRIS in IHRM.

Suggested Readings:

- 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.
- 4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, *International Human Resource Management*, Thomson South-Western, 2002.
- *International Human Resource Management*, Peter Dowling and Denice Welch, Cengage Learning
- 2. *International Human Resource Management*, Tony Edwards, Pearson Education
- 3. *Global Human Growth Model*, M.N Rudrabasavaraj, Himalaya
- *International Human Resource Management – Text and Cases* P. L. Rao, Excel Books (Latest Edition)

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Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII SEMESTER RESEARCH METHODOLOGY PAPER CODE: BBA 705 (CORE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

- CO1: Understand the concept, process, design, tools and techniques of RM.
CO2: Apply tools, techniques/methods to assist various functions of management.
CO3: Analyses the data collected.
CO4: Evaluating the results, interpret and present findings.
CO5: Preparing research report

UNIT 1: Concept of Research: Concept of Business Research and Its Application, Types of Research, Research Process.

UNIT 2: Research Problem, Reviewing Literature and formulation of objectives & Hypothesis: Concept of research problems- selection & formulation. Conducting Literature Review- Sources & procedure, Setting Objectives, Hypothesis Formulation- Types of Hypothesis

UNIT 3: Research Design: Concept & types of research design, Sampling Design- Related concepts, Data Collection Methods- Primary & Secondary, Scaling Techniques - Types of Scaling Data- Nominal, Ordinal, Interval & Ratio

UNIT 4: Analysis: Coding, Editing and Tabulation of Data.Application through software: Methods of Descriptive Analysis- Concept of Mean, Median Mode, Standard Deviation, Variance, Various Kinds of Charts and Diagrams Used in Data Analysis; Methods of Inferential Statistics: T-test, ANOVA, Correlation and Regression

UNIT 5: Research Communication: Format of research report, Precautions in report writing; Footnoting, Referencing: APA, HBR, IEEE and Index.

Readings:

- Cooper, Donald R and Schindler, Ramela (2000) *Business Research Methods*, Tata Mc Graw Hill
- Levin & Rubin (2004), *Statistics for Management*, 8th Ed, Prentice Hall of India
- Srivastava, Shenoy and Sharma (2002). *Quantitative Techniques for Business Decisions*, 4th Ed, Allied Publishers
- Dr. S. Shajahan (2004), *Research Methods for Management* 2nd Edition, Jaico Publishers
- Ranjit Kumar, (2005), *Research Methodology*, Pearson Education

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BBA VIII SEM (HONOURS)

Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VIII SEMESTER STATISTICAL TOOLS FOR DECISION MAKING PAPER CODE: BBA 801 (CORE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

CO1 a: Understand about the various statistical softwares
CO1 b: Learn the data entry,descriptive statistics and normality
CO2: Understand the testing of hypothesis and non-parametric tests
CO3: Learn to apply correlation & regression and its application
CO4: Understand the concept and application of multivariate analysis

Course contents:

UNIT 1: Introduction, overview, and interface of software: MS Excel, IBM SPSS, PSPP, JAMOV, e-views, Tableau

UNIT 2: Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New VariablesRunning Statistical Procedures – data entry and interpretation of the output, Descriptive StatisticsTesting normality using SPSS

UNIT 3: Testing hypothesis: T-tests, Chi Square test, One-way ANOVA and their non-parametric tests using SPSS.

UNIT 4: Identifying relations: correlation, Linear regression including multiple regression using SPSS.

UNIT 5: Multivariate analysis: Cluster analysis, Discriminate Analysis, Factor analysis/Principal Components Analysis using SPSS.

Readings:

- George, D., & Mallery, P. (2019). *IBM SPSS Statistics 26 Step by Step: A Simple Guide and Reference*. New York: Routledge.
- Kaurav, R. P. S., Gursoy, D., & Chowdhary, N. (2021). *An SPSS Guide for Tourism, Hospitality and Events Researchers*. London: Routledge.
- Hair, J. F., Celsi, M., Ortinau, D. J., & Bush, R. P. (2010). *Essentials of Marketing Research*. New York, NY: McGraw-Hill/Irwin.
- Carver, R. H., & Nash, J. G. (2011). *Doing Data Analysis with SPSS: Version 18.0*. New Delhi: Cengage Learning.
- Gaur, A. S., & Gaur, S. S. (2006). *Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS*. Delhi: Sage.
- Cronk, B. (2020). *How to Use SPSS®*. New York: Routledge,
<https://doi.org/10.4324/9780429340321>

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

INTERNATIONAL MARKETING PAPER CODE: BBA MM 802	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objectives:

CO1a	Understand the concept of International Marketing.
CO1b	Demonstrate an awareness and knowledge of the impact of environmental factors on international marketing activities.
CO2	Discuss the global and regional influences on products and services for consumers and describe various international market entry strategies
CO3	Develop an analytical and critical understanding of the Global Marketing Mix.
CO4	Implement Global Marketing Strategies.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	2	2	1	1
CO1b	2	2	3	2	1
CO2	2	2	3	1	2
CO3	1	2	2	0	0
CO4	2	2	1	1	3

UNIT I

Introduction to International Marketing: Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization —Reasons and Strategies.

UNIT II

Global Environmental Drivers: WTO and Globalization — Issues, Types - Political, Economic, Social, Legal and Technological Environments, International Trade and its barriers, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank.

UNIT III

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Global Customers: Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Global Market Entry Modes — Strategies, Problems and Challenges.

UNIT IV

Global Marketing: Globalization Drivers —International Marketing Mix, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies — Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

UNIT V

Implementing Global marketing strategies and Promotion: Negotiation with customers and selection method — Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Gray market, Media advertising, PR, Trade Fairs.

Suggested Readings:

1. Paul, J. (2008). International marketing: text and cases. Tata McGraw-Hill Education.
2. Onkvisit, S., & Shaw, J. (2009). International marketing: strategy and theory. Routledge.
3. Czinkota, M. R., & Ronkainen, I. A. (2013). International marketing. Cengage Learning.
4. Cateora, P. R., Graham, J. L., Salwan, P. (2011). International Marketing. 13th edition, TMH.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BEHAVIOURAL FINANCE PAPER CODE: BBA FM-802	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the foundational concepts and history of behavioral finance.
CO1b	Analyze the impact of cognitive biases on investor behavior and financial decision-making.
CO2	Assess the role of emotions in investment decisions
CO3	Understand the role of heuristics in market inefficiencies.
CO4	Apply behavioral finance principles to portfolio management and ethical considerations.

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	-	1	1	2	3
CO1b	3	-	3	2	3
CO2	3	-	3	3	3
CO3	2	-	3	3	3
CO4	3	2	3	3	3

Course Content:

UNIT 1: INTRODUCTION TO BEHAVIORAL FINANCE:

Introduction to Behavioral Finance-Overview, History of Behavioral Finance; Standard finance to behavioral finance-efficiency of financial markets, concept of arbitrage, Limits to arbitrage- Fundamental Risk, Noise Trader Risk, Implementation cost.

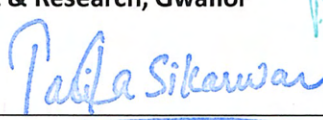
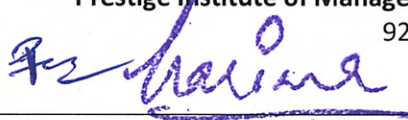
UNIT 2: COGNITIVE BIASES IN FINANCIAL MARKETS:

Anchoring and Adjustment Bias, Availability Bias and Overconfidence, Confirmation Bias and Framing Effects, Herding Behaviour and Representativeness Heuristic, Mental Accounting and Loss Aversion

UNIT 3: EMOTIONAL INFLUENCES ON INVESTMENT DECISIONS:

The Role of Emotions in Investing, Fear and Greed in Market Cycles, The Disposition Effect and Regret Aversion, Emotional Intelligence and Investor Behavior

UNIT 4: HEURISTICS AND MARKET ANOMALIES



Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Heuristics and Market Inefficiencies; Behavioural Explanations for Market; Bubbles and Crashes; Technical Analysis and Investor Sentiment; Momentum Investing and Herding Behaviour.

UNIT 5: APPLICATIONS OF BEHAVIORAL FINANCE:

Behavioural Portfolio Management and Asset Allocation, Investor Nudges and Framing Techniques, Behavioural Biases in Corporate Finance Decisions, Ethical Considerations in Behavioural Finance, Overcoming Biases and Improving Financial Literacy

Suggested Readings:

1. Forbes, William, "Behavioural Finance", Student ed, Wiley Publication
2. Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
3. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.
4. Kahneman, D. and Tversky, A. (2000). Choices, values and frames. New York : Cambridge Univ. Press.
5. Shefrin, H. (2002), Beyond Greed and Fear; Understanding Behavioural Finance and Psychology of investing. New York; Oxford University Press.
6. Shleifer, A. (2000). Inefficient markets; An introduction to Behavioural Finance. Oxford Univ. Press.
7. Thaler, R. (2005). Advances in Behavioural Finance. Vol. II. New York; Princeton University Press

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

HR Analytics PAPER CODE: BBA HR 802	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the role and significance of analytics in Human Resources
CO1b	Analyze current HR framework for measuring HR contributions
CO2	Application of key HR metrics and their significance in decision-making.
CO3	Understanding HR scorecards for analyzing the HR initiatives
CO4	Create HR Dashboards using MS Excel for data visualization and analysis

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a		3	1	3	1
CO1b	1	3	1	3	2
CO2	1	3	3	3	2
CO3		3	2	3	2
CO4		3	3	3	3

Course Content:

UNIT 1 : Introduction to HR Analytics:

Role of Analytics, Defining HR Analytics, Evolution of HR Analytics, HR Information Systems and Data Sources

UNIT 2 : HR Framework

Current approaches to measuring HR and reporting value from HR contributions, HR Analytics Frameworks : LAMP Framework; HCM:21

UNIT 3 : HR Metrics

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

UNIT 4 : HR Scorecard

Understanding the concept of HR Scorecards & Workforce Scorecards , Differentiate it with HR Analytics. Assessing HR Program . Creating HIR Scorecard, develop an HIR measurement system, guidelines for implementing a HR Scorecard.

UNIT 5 : HR Dashboards:

HR Dashboards : Concept ,process and uses of HR dashboard. Creating HR dashboard with the help of MS-Excel.

Reference Books:

- Rama Shankar Yadav & Sunil Maheshwari, *HR Analytics*, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, *HR Analytics: Practical Applications of HRAnalytics*, Sage, 2019.
- Dipak Kumar Bhattacharya, *HR Analytics*, Sage, 2017.
- Ramesh Soundararajan & Kuldeep Singh, *Winning on HR Analytics*, Sage, 2017.
- *Predictive analytics for Human Resources*, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
- *Human Capital Analytics: Gene Pease Boyce Byerly*, Jac Fitz-enz, Wiley, 2013.
- *The HR Scorecard: Linking People, Strategy, and Performance*, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

DIGITAL MARKETING PAPER CODE: BBA MM 803	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand digital marketing and new trends and tools for business successes
CO1b	Comprehend the different facets of search engine optimization
CO2	Memorize social media optimization and analytical tools used.
CO3	Discuss search engine marketing and tools used.
CO4	Understand the additional modules of digital marketing

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	3	3	0	0	2
CO1b	3	3	3	2	2
CO2	3	3	3	3	2
CO3	3	3	3	0	2
CO4	3	3	3	2	2

Course Content:

UNIT I

Introduction: digital marketing, importance, Diff b/w digital Marketing and traditional marketing, Advantages and disadvantages of digital marketing, of digital marketing, E-commerce, New trends of E-commerce, SWOT analysis, Setting up vision, mission and goals of digital marketing

UNIT II

Search Engine Optimization (SEO): Understanding a website: Concepts, Applications, Levels of websites, Difference between Blog, Portal and Website, On page optimization techniques, Off page Optimization techniques

UNIT III

Social Media Optimization (SMO): Introduction to SMO (Social Media Optimization), Social media optimization techniques: Facebook, Instagram, Twitter, LinkedIn, Introduction to social Media Marketing: Facebook Marketing, Word Press blog creation, Twitter marketing, LinkedIn Marketing, Google Plus marketing, Social media Analytical Tools

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT IV

Search Engine Marketing: Introduction to Search Engine Marketing, Tools used for Search engine Marketing, Pay-Per-Click(PPC) Advertising, Google AdWords Tool, Display advertising techniques

UNIT V

Additional Module: Google Analytics, Online Reputation Management(ORM), E-Mail Marketing, Affiliate Marketing, Social Media Analytics, Ad designing

Suggested Readings:

1. Seema Gupta (2017). *Digital Marketing* Mc-Graw Hill 1 st edition
2. Kotler, P. (2017). *Marketing 4.0: Moving from traditional to digital*. Wiley
3. Barker, M. S., Barker, D. I., Bormann, N. F., Zahay, D., Roberts, M. L., (2016) *Social Media Marketing: A strategic approach*. Cengage Latest Edition
4. Puneet Singh Bhatia (2017), *fundamentals of digital marketing* Pearson 1 st edition (2017)
5. Vandana Ahuja (2011). *Digital Marketing* Oxford university press latest edition
6. Hanson, W., & Anam, K.K. (2006). *Internet Marketing and ecommerce* Cengage Latest Edition.
7. Roberts and Zahay (2012). *Internet Marketing: Integrating Online & Offline Strategies* Cengage Latest Edition (2012)
8. Dr. Ragavendra, K., & Shruthi P. (2015). *Digital Marketing*. Himalaya Publishing House Pvt. Ltd.

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Pallavi Sikerwar

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Virtual Share Trading PAPER CODE: BBA FM 803	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04**Course Outcomes:****Course Outcomes:** After completing the course, the student shall be able to:

After completion of the course, student will be able to:

CO 1: Understand the terminology related to the stock market investment

CO 1A	Understand the terminology related to the stock market investment
CO 1B	Analyze the different news and charts for the investing purpose
CO 2	Develop a better understanding towards various portfolio
CO 3	Be abler to take decision regarding stock market investing decision.
CO 4	Working Knowledge about Trading in Stock Markets

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	2	3	1	1
CO2	1	2	1	2	3
CO3	2	1	3	2	1
CO4	2	2	3	1	2
CO5	1	1	3	3	1

Course Content:

Unit -1	Investing Fundamentals: Types of Investment – Equity Shares, IPO/ FPO, Bonds, Commodities. Indian Securities Market: market participants, trading of securities
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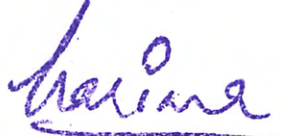
Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

	Newspaper Reading and Analysis : Enhancing the usefulness of newspaper reading and analyzing the articles effectively for various purposes
Unit 2	Stock exchanges in India: BSE, NSE, MSEI, MCX. Security Market Indices: Nifty & Sensex, Sources of financial information. Trading in securities: types of orders, using brokerage and analyst recommendations.
Unit 3	Fundamental Analysis Top down and bottom up approaches, Analysis of international & domestic economic scenario, Industry analysis, Company analysis (Quality of management, financial analysis :Both Annual and Quarterly, Income statement analysis, position statement analysis including key financial ratios, Cash flow statement analysis, Industry market ratios: PE, PEG, Price over sales, Price over book value, EVA), Understanding Shareholding pattern of the company.
Unit 4	Technical Analysis Trading rules (credit balance theory, confidence index, filter rules, market breath, advances vs declines and charting (use of historic prices, simple moving average and MACD) basic and advanced interactive charts. Do's & Don'ts of investing in markets.
Unit 5	Understanding Derivatives: Futures, Options, trading in futures and options. Understanding stock market quotes on futures and options. Option Greeks, Hands on Virtual trading practice

Suggested Readings:

1. "The Intelligent Investor" by Benjamin Graham (Classic investment philosophy)
2. Chandra, Prasanna. Investment Analysis and Portfolio Management. Tata McGraw Hill.
3. Damodaran, Aswath. Investment Valuation: Tool and Techniques for Determining the Value of Any Asset. Wiley Finance.
4. Gitman and Joehnk. Fundamentals of Investing. Pearson.
5. Hirt and Block. Fundamentals of Investment Management. McGraw Hill Publishing Co.
6. Pandiyan, Punithavathy. Security Analysis and Portfolio Management. Vikas Publications
7. **Textbook:** "Understanding Technical Analysis" by Martin Pring (Introduction to technical analysis)
8. **Textbook:** "Financial Analysis and Valuation" by Benjamin Graham and Rodney Clark (In-depth guide to financial statement analysis)

Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Managing Diversity in Workplace PAPER CODE: BBA HRM 803	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

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

CO1a	To understand the nature of workforce diversity
CO1b	To be able to interlink workforce diversity and HRM functions
CO2	To understand the impact of technology in managing workforce diversity
CO3	To familiarize the learners with the strategies to deal with work force diversity
CO4	Analyze the issues related to workforce diversity management.

COPO Matrix:

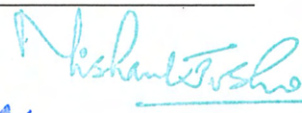
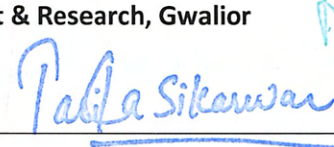
CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	1	1	-	-	1
CO1b	2	2	1	-	2
CO2	2	2	1	1	1
CO3	2	2	2	-	1
CO4	2	2	1	-	3

Course Content:

UNIT 1: Workforce Diversity - An Overview of Workforce Diversity, Features and Significance, Dimensions of Workforce Diversity, Advantages and Limitations of diverse workforce, Positive and Negative effects of workforce diversity in workplace.

UNIT 2: Workforce Diversity Management: Steps to Recruiting and Retaining a Diverse Workforce, Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance

UNIT 3: Workforce Diversity – Key to Organizational Performance, Workforce Diversity as a Determinant of Sustainable Competitive Advantage. Diverse leadership styles; Role of Technology in Handling Workforce Diversity, Workforce Diversity Management for Creativity and Innovation,



Course curriculum –Under Graduate Degree Programme

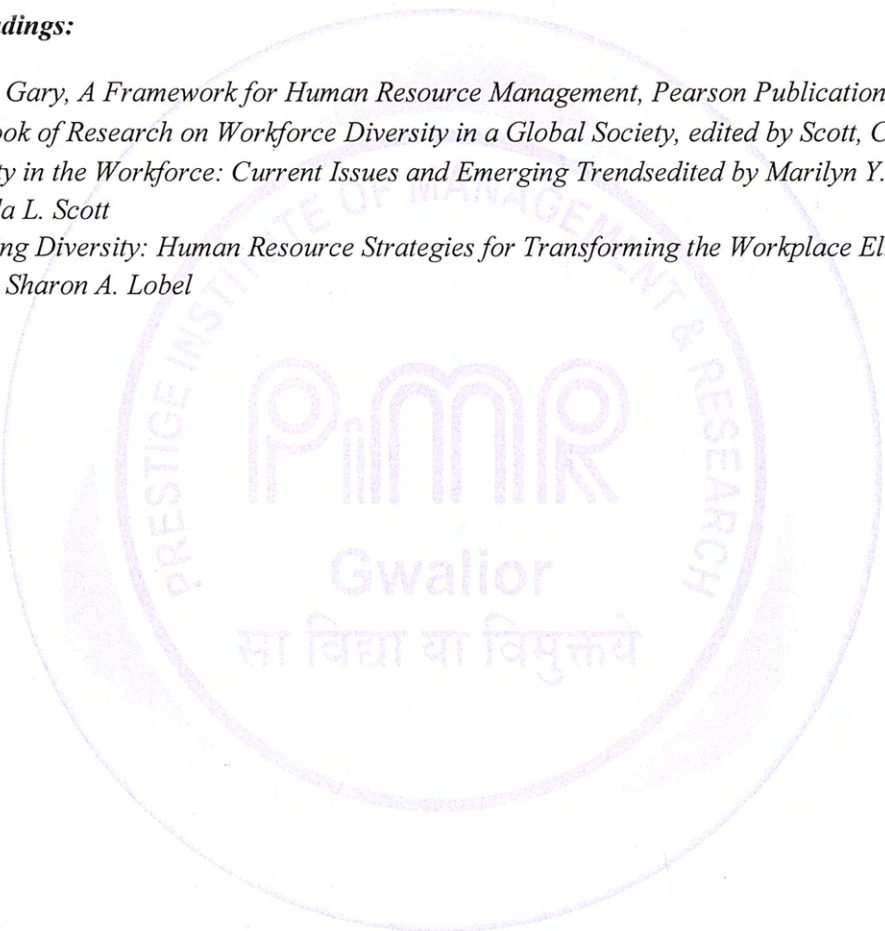
(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT 4: Strategies to Manage Diversity : Organizational Strategies for Managing Workforce Diversity, Diversity Management Programmes – Concept, Corporate Culture and workplace inclusion, Approaches to Diversity Management System.

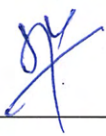
UNIT 5: Issues in Managing Diversity and Recent Trends: Learning from Best Practices and Avoiding Pitfalls Diversity Scorecard, Diversity and Multi-culturism, Global workforce diversity management, Recent Trends of Diversity, Ethical and Legal Issues in Managing Diversity.

Suggested Readings:

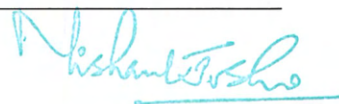
- Dessler Gary, *A Framework for Human Resource Management*, Pearson Publication, 7th Edition.
- *Handbook of Research on Workforce Diversity in a Global Society*, edited by Scott, Chaunda L.
- *Diversity in the Workforce: Current Issues and Emerging Trends* edited by Marilyn Y. Byrd, Chaunda L. Scott
- *Managing Diversity: Human Resource Strategies for Transforming the Workplace* Ellen Ernst Kossek, Sharon A. Lobel


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Course curriculum –Under Graduate Degree Programme
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BBA VII SEM (HONOURS) WITH RESEARCH

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Advance Data Analysis Tools PAPER CODE: BBA HOR 701	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 4

Course outcomes

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

CO1a: Explain the importance of text preprocessing techniques and their role in enhancing text analytics.
CO1b: Execute sentiment analysis by preprocessing text data and matching output with standard sentiment lexicons.
CO2: Apply factor analysis (EFA and CFA) through respective tools.
CO3: Assess the applicability of advanced regression techniques such as Hierarchical Regression, Moderation, and Mediation in real-world scenarios.
CO4: Perform and interpret cluster analysis for data segmentation.

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	3	2	3	2
CO1b	2	3	2	3	3
CO2	2	3	3	3	3
CO3	2	3	3	3	3
CO4	2	3	3	3	3

Course Pedagogy:

Lecture, Case study, hands on analysis, Demonstration

Course Content:

UNIT 1: TEXT ANALYTICS:

Concept of text analytics, application of text analytics, Creating CORPUS, Operation on CORPORA, Removing Punctuation, Removing Numbers, converting to Lowercase, removing stop words, removing particular words, Stripping whitespace, plain text document. Text mining (frequency of occurrence of each word in corpus, decreasing sparsity, text organized according to the frequency of

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

words, most frequently occurring words, Association between the term, Plotting the bar chart, plotting the word cloud.

UNIT 2: SENTIMENT ANALYSIS:

Concept of sentiment analysis, Creating CORPUS, Operation on CORPORA, Removing Punctuation, Removing Numbers, converting to Lowercase, removing stop words, removing particular words, stripping whitespace, plain text document, converting strings into character, reading positive and negative word list, Matching the output with standard list. Analyzing speech sentiments.

UNIT 3: EFA AND CFA ANALYSIS:

Exploratory Factor Analysis (EFA): Concept, Assumptions, Extraction Methods, Rotation Methods, Interpretation of Results, Application using SPSS, Confirmatory Factor analysis (CFA) using AMOS and SMART PLS, Difference between exploratory factor analysis and confirmatory factor analysis.

UNIT 4: ADVANCED REGRESSION TECHNIQUES

Hierarchical Regression: Application and Interpretation of Results; Moderation and Mediation Analysis: Concept and Application. Logistic Regression: Application and Interpretation of Results.

UNIT 5: CLUSTER ANALYSIS

Application of Cluster Analysis, Methods of clustering, Hierarchical clustering, K-means clustering, Hierarchical cluster analysis with complete linkage method, Hierarchical cluster analysis using ward method.

Note: The course has to be taught with the help of MS Excel, IBM SPSS, AMOS, SMART PLS, E-views, Atlas.ti, Nvivo, VOSviewer, Bibliometrix or other supporting softwares wherever needed.

Suggested Readings:

- Johnson, R. A., & Wichern, D. W. (2002). Applied multivariate statistical analysis.
- Field, A. (2024). *Discovering statistics using IBM SPSS statistics*. Sage publications limited.
- Johnson, R. A., & Wichern, D. W. (2002). Applied multivariate statistical analysis.
- Hoyle, R. H. (Ed.). (1995). *Structural equation modeling: Concepts, issues, and applications*. Sage.
- Kline, R. B. (2023). *Principles and practice of structural equation modeling*. Guilford publications.
- Fox, J. (2015). *Applied regression analysis and generalized linear models*. Sage publications.
- Everitt, B. S., Landau, S., Leese, M., & Stahl, D. (2011). *Cluster analysis* (5th ed.). Wiley.

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

- Brockwell, P. J., & Davis, R. A. (Eds.). (2002). *Introduction to time series and forecasting*. New York, NY: Springer New York.
- Lune, H., & Berg, B. L. (2017). *Qualitative research methods for the social sciences*. Pearson.
- Liu, B. (2022). *Sentiment analysis and opinion mining*. Springer Nature.
- Daiute, C., & Lightfoot, C. (Eds.). (2004). *Narrative analysis: Studying the development of individuals in society*. Sage.
- Saldaña, J. (2021). *The coding manual for qualitative researchers*.



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Palika Sikanwar

Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Advanced Research Methodology PAPER CODE: BBA HOR 702	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 4

Course outcomes

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

CO1a: Understand the concept, types & process of Research.
CO1b: Develop Review of literature and hypothesis.
CO2: Design the blueprint of research.
CO3: Understand sampling and Application of Parametric tests
CO4: Illustrate the application of Non- Parametric tests and preparation of research reports

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	-	3	3	1	1
CO1b	-	2	2	2	2
CO2	-	-	-	-	-
CO3	-	-	2	3	3
CO4	-	2	1	2	2

Course Pedagogy:

Lecture, Case study, hands on analysis, Demonstration

Course Content:

UNIT 1: Introduction to Research

Meaning of Research, Objectives of Research, Types of Research, Developing a problem statement, Formulating research questions and objectives, Research Process,

UNIT 2: Review of Literature

Meaning of Review of literature, Objectives of Review of literature, Process of Review of literature, Literature Review Matrix, Aligning theory with research, Identification of Research gaps, Hypothesis and types of hypothesis.

UNIT 3: Research Design and Measurement

Research Design: Concept and Classification of Research design; Sample Design; Measurement: Concept of measurement: Problems in measurement in research – Validity and

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Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Reliability, Tools and Techniques of measurement, Levels of scales – Nominal, Ordinal, Interval, Ratio, Development of Questionnaire, Precautions to be taken while developing questionnaire.

UNIT 4: Sampling and Parametric Tests

Population vs Sample, Concept of Sampling, Sampling Techniques- Probability & Non-probability Sampling, Parametric tests: Concept, Assumptions, Application of T-test, ANOVA and Classification of ANOVA: Concept, Assumptions and Application; Correlation Analysis: Concept, Assumptions and Application; Regression Analysis: Concept, linear and Multiple regression, Assumptions and Application.

UNIT 5: Non-Parametric Tests and Research reports

Non parametric Tests: Concept, Assumptions, Application of Chi-squares test, Mann-Whitney U Test using SPSS; Report Writing, Types and Layout of Research Report, Precautions in preparing the Research Report, Bibliography, Footnotes, Referencing and its formats, Annexure in the Report, Research Ethics and Integrity, Plagiarism Issues.

Note: The course has to be taught with the help of MS Excel and IBM SPSS wherever needed.

Suggested Readings:

- Chapman, C. (2015). R for marketing research and analytics. New York, NY: Springer Science Business Media, LLC.
- Cooper, R., & Schindler, P.S. (2014). Business research methods (Twelfth edition). New York, NY: McGraw-Hill/Irwin.
- Malhotra, N.K., & Birks, D.F. (2007). Marketing Research: An Applied Approach (3ed). Harlow: Financial Times Prentice Hall.
- Poynter, R. (2010). The handbook of online and social media research: tools and techniques for market researchers. New York: Wiley.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods. Cengage Learning.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII SEMESTER SALES AND DISTRIBUTION MANAGEMENT MANAGERS PAPER CODE: BBA 703 - MM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4**Course Outcomes:** After the completion of this course the students will be able to

CO1(A): Understand the concepts of sales management.

CO1(B): Understand the various functions of sales force management

CO2: Analyse sales efforts and learn sales promotion strategies.

CO3: Describe the aspects and importance of channel management.

CO4: Discuss the approaches and practical aspects of distribution channel management.

CO-PO Matrix					
CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	3
CO2	3	3	-	-	3
CO3	3	3	1	3	2
CO4	3	3	-	3	3

Unit 1

Sales Management and the business Enterprise, personal selling process, and salesmanship, setting personal selling objectives, determining sales-related marketing policies, formulating personal selling strategy, Techniques of sales forecasting.

Unit II

Training sales force, recruiting and selecting sales people, Directing Sales Force Operations: Motivating sales personnel, Sales force compensation; Performance appraisal, sales meetings and contests, sales quotas and sales territories.

Unit III

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance, Supervisory Styles. Sales Promotion: Designing Sales Promotion Strategies, Techniques of Sales Promotion.

Unit IV

Introduction and importance of Marketing Channels, Types of channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels.

Unit V

Channels for distribution of services: Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Text Books

- Anderson, J. C., Narus, J. A., & Narayandas, D. (2008). *Business Market Management: Understanding, Creating, and Delivering Value*. 3rd ed. Pearson Prentice Hall.
- Cavale, K. K. H. V. M. (2006). *Sales and distribution management: text and cases*. Tata McGraw-Hill Education.
- Cavale, K., Havaladar V M. (2006) *Sales and distribution management: text and cases*. Tata McGraw-Hill Education.
- Hutt, M. D., & Speh, T. W. (2012). *Business marketing management: B2B*. Cengage Learning.
- Gupta, S. L. (2009). *Sales and distribution management*. Excel Books India.
- Venugopal, P. (2008). *Sales and distribution management: An Indian perspective*. SAGE Publications India

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII SEMESTER INVESTMENT BANKING AND FINANCIAL SERVICES PAPER CODE: BBA 703 - FM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

CO1 A To Understand various concepts of Merchant Banking Services.
CO1 B To Understand various concepts of Issue Management.
CO2 To analyse the concept of Leasing and Hire Purchase
CO 3 To Demonstrate the concept of Venture Capital.
CO4 To Evaluate the Credit Rating system among various Financial Organisations.

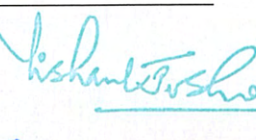
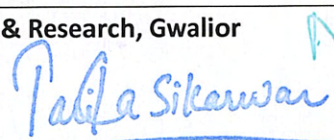
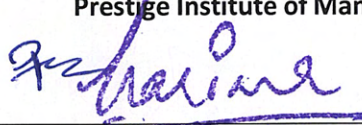
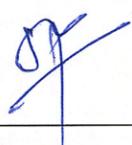
CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 A	2	3	2	1	-
CO1 B	3	3	2	1	1
CO2	2	3	1	1	2
CO 3	2	2	1	-	1
CO4	2	3	2	1	2

UNIT 1: Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment /Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

UNIT 2: Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT 3: Leasing and Hire Purchase: Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfeiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, reprising of a loan, floating vs. Fixed rate, Practical problems on housing finance.

UNIT 4: Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.
Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.



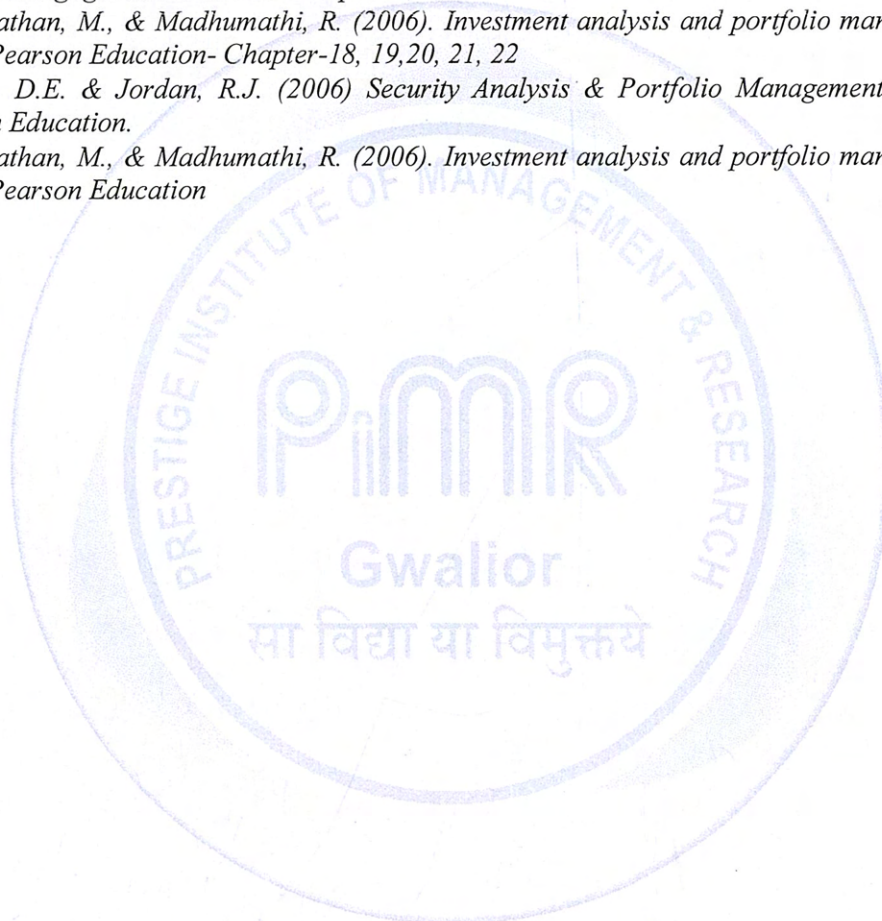
Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT 5: Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: Concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

Readings:

- Reilly, F. K. & Brown, K.C. (2012) *Analysis of Investments and Management of Portfolios* (12th edition), Cengage India Pvt. Ltd- Chapter 8, 9,25
- Ranganathan, M., & Madhumathi, R. (2006). *Investment analysis and portfolio management*. New Delhi: Pearson Education- Chapter-18, 19,20, 21, 22
- Fischer, D.E. & Jordan, R.J. (2006) *Security Analysis & Portfolio Management* (6th edition), Pearson Education.
- Ranganathan, M., & Madhumathi, R. (2006). *Investment analysis and portfolio management*. New Delhi: Pearson Education



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Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA VII SEMESTER TALENT AND KNOWLEDGE MANAGEMENT PAPER CODE: BBA 703 - HRM (DSE)	Max. Marks: 100 Min. Marks: 40 External:60 Internal: 40
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Credit: 4

Course Outcomes

- CO1: The students will understand the concept of Talent management and its relevance in organizations.
CO2: The students will develop the necessary skill set for the application of various Talent issues.
CO3: Integrate the knowledge of concepts to take correct talent management and talent retention decisions
CO4: They will understand planning for acquiring and retention of talent management
CO5: Students will understand proper strategies for talent engagement and retention

Course Contents

- UNIT 1:** Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.
- UNIT 2:** Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.
- UNIT 3:** Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations, Types of Knowledge: Tacit and Explicit, Managing knowledge workers.
- UNIT 4:** Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.
- UNIT 5:** Knowledge management strategies: Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Readings:

- Lance A. Berger, Dorothy Berger: *Talent management handbook*, McGraw Hill New York.
- Cappeli Peter: *Talent on Demand –Managing Talent in an age of uncertainty*, Harvard Business press.
- Awad. E. M and Ghaziri. H. M: *Knowledge management*, Pearson education International.
- Stuart Barnes: *Knowledge management system theory and practice*, Thomson learning.
- Donald Hislop: *Knowledge management in organisations*, Oxford University press.
- Sudhir Warier: *Knowledge management*, Vikas publishing house.
- T. Raman: *Knowledge management –A resource book*, Excel books.

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

BBA SEMESTER VII RURAL AND AGRICULTURAL MARKETING PAPER CODE: BBA MM 704 DSE	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

No.	Program Outcomes
PO1	Upon completion of the BBA program, the individual must demonstrate maturity, professionalism and team working skills.
PO2	Upon completion of the BBA program the students will have general idea of operations in business.
PO3	Upon completion of the BBA program, the individual will have specialized skills to deal with area specific issues of concern.
PO4	Upon completion of the BBA program, the individual will be able to apply technological knowhow for business advancements.
PO5	Upon completion of the BBA program, the individual will be capable of analyzing, investigating and solving critical business issues.

Course Objectives:

CO1a	Understand the rural market and marketing along with consumer behavior in rural and urban market
CO1b	Know the factors influencing rural consumers and application of rural business research
CO2	Learn the rural marketing mix, product life cycle and rural retail channel management
CO3	Identify the marketing of agricultural inputs and classification of agricultural products
CO4	Relate the role of commission, governments and institutions in agricultural marketing

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	0	0	1	2
CO1b	3	2	3	2	2
CO2	3	0	2	2	3
CO3	2	0	0	2	0
CO4	3	0	0	3	0

UNIT I

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Introduction: Meaning - Evolution — Nature and Characteristics of Rural Market — Understanding the Indian Rural Economy — Rural Marketing Models — Rural Marketing Vs Urban Marketing — Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market

UNIT II

Sources of Information- Factors influencing rural consumers during purchase of products — Rural consumer Life style — Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research — Sources and methods of data collection , data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

UNIT III

Rural Marketing Mix — Additional Ps in Rural Marketing 4As of Rural Marketing Mix — New Product Development for Rural Market — Rural Market Product Life Cycle — Objectives behind new product launch — New Product development process. Brand Loyalty in Rural Market — Regional Brands Vs National Brands — Channel Management — Indian Rural Retail Market — Rural Retail Channel Management — Strategies of Rural Retail Channel Management

UNIT IV

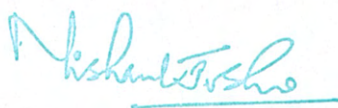
Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors, Organisation and functions of agricultural marketing in India, Classification of agricultural products with particular reference to seasonality and perishability

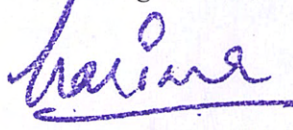
UNIT V

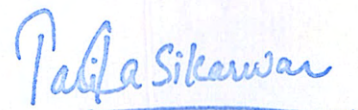
Role of warehousing, Determination of agricultural prices and marketing margins, Role of Agricultural Price Commission, Role of Central and State governments , Institutions and organisations in agricultural marketing, Unique features of commodity markets in India, Problems of agricultural marketing, Nature, scope and role of cooperative marketing in India.

Suggested Readings:

8. Kashyap, P. (2016). *Rural Marketing*, 3e Pearson Education.
9. Dogra, B., & Ghuman, K. (2009). *Rural marketing*, TMH.
10. Kumar Velayudhan, S. (2012). *Rural Marketing*, 2eme Sage publications.
11. Gopalaswamy, T. P. (2016). *Rural Marketing, Environment, problems, and strategies*, 3e Vikas Publications
12. Acharya, S. S. (2004). *Agricultural marketing in India*, 4. In E. Oxford and IBH publishing.
13. Gopalaswamy, T. P. (2016). *Rural Marketing, Environment, problems, and strategies*, 3e Vikas Publications.
14. Acharya, S. S. (2004). *Agricultural marketing in India*, 4. In E. Oxford and IBH publishing.







Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

STRATEGIC CORPORATE FINANCE PAPER CODE: BBA FM 704	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1 a	Understanding the Basics of Strategic Corporate Finance.
CO1b	Illustrating the concept of Strategic Cost Management.
CO2	Analyzing the feasibility of Management buy-outs.
CO3	Linking the concept of Financial Distress and restructuring.
CO 4	Assessing the Corporate Finance and company valuation

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	1	1	2
CO1b	2	2	1	3	2
CO2	2	2	2	1	3
CO3	2	2	2	3	3
CO4	2	3	3	1	3

UNIT I:

Introduction to strategic corporate finance:

Introduction to strategic corporate finance: Strategy vs. planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholder's Wealth Maximization, overall corporate value addition and Economic Value Addition.

UNIT II:

Strategic Cost Management:

Strategic Cost Management:, Different types of strategic costing and their relevance- Target Costing, Activity-based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Sustainable Cost Management, Strategic cost reduction techniques and value chain analysis.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Alternative sources of financing - Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

UNIT III:

Management Buy-outs:

Management Buy-outs: Establishing the feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts and negotiations. Management Buy-ins: Management Buy-in/Buy-outs ("BIMBOs"), Vendor-initiated buy-outs/buy-ins., Global Management Buyout Examples/ Case Studies.

UNIT IV:

Financial Distress and restructuring:

Meaning, Factors, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale, planned exit, forceful retirement and other disposals.

Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities. Fundraising: identification of different sources of development capital, determinants and factors affecting the capital structure, cost of capital and cost saving strategy.

UNIT V:

Company Valuation

Overview of valuation, principles and practices of valuation, key financial and commercial factors. Value enhancement tools & techniques, valuation vs. corporate finance. Other strategic issues: risk management, excess cash and other issues, the substitutability of capital structure and risk management choices, value-based management.

Suggested Readings:

1. Aswath Damodaran: *Corporate finance theory and practice*; John Willey & Sons, Inc
2. Jakhotia: *Strategic Financial Management* (Vikas Publication)
3. Khan, M.Y. and P.K. Jain, *Management Accounting*, Tata McGraw Hill, Publishing Co., New Delhi.

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Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

4. Shashi Gupta *Management Accounting*, Kalyani Publisher New Delhi
5. Garrison, R. H. (2017). *Managerial Accounting (15th Ed.)*. 15th ed. Boston: Irwin/McGraw Hill. Griffin, Ricky.
6. Justin Pettit: *Strategic Corporate Finance Applications in Valuation and Capital Structure*; John Wiley & sons, Inc
7. Referred Caselet <https://www.idfcfirstbank.com/content/dam/idfcfirstbank/pdf/news-media/in-the-news/The-management-buyout-of-NBFC-Capital-First-is-the-largest-in-India..pdf>



Nishant Toshniwal

Pallavi Sikarwar

Prestige Institute of Management & Research, Gwalior

Course curriculum –Under Graduate Degree Programme

(BBA I & II SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

Strategic and Global HRM PAPER CODE: BBA HRM 704	Max. Marks: 100 Min. Marks: 40 External 60 Internal: 40
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Credits: 04

Course Outcomes:

CO1a	Understand the fundamentals of SHRM
CO1b	Analyze the planning and implementation strategies of SHRM
CO2	Understand alignment of HR systems with Business Strategies
CO3	Understand global scenario of HRM
CO4	Understanding of global SHRM

COPO Matrix:

CO/PO Matrix					
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1a	2	2	3	3	3
CO1b	2	3	3	3	3
CO2	3	3	3	3	3
CO3	3	2	3	3	3
CO4	3	2	3	3	3

Course Content:

UNIT 1: Understanding Strategic HRM ; Introduction to Strategic HRM, Nature of Strategy, concept and formulation, Evolution of strategy , Traditional Vs. strategic HR, Implications of SHRM.

UNIT 2: Planning and Implementing Strategic HR; SHRM, Components of strategic HRM, Importance , Objectives and Need of SHRM, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach.

UNIT 3: Aligning HR Systems with business strategy; Approaches to SHRM, Theory of SHRM- Universalistic, contingency, configurational, Competitive, Integrated Systems Model, and Designing HR Systems for sustained competitive advantages.

UNIT 4 : HRM and the Global Scenario; HRM in International Context, Domestic vs IHRM, SIHRM, Trends and Issues in Global HRM, Formulation of Global HR Strategies, Understanding diversity, responding to diversity, the challenges of localization.

Course curriculum –Under Graduate Degree Programme

(BBA I & 11 SEM: 2023-24, BBA III & IV SEM: 2024-25, BBA V & VI SEM: 2025-26, BBA VII & VIII SEM: 2026-27)

UNIT 5: Developing Global Mindset: Global Leadership; Cross cultural context, Current scenario in international training and development, training & development of international staff, developing international staff and multinational teams, Use of HRIS in IHRM.

Suggested Readings:

- 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.
- 4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, *International Human Resource Management*, Thomson South-Western, 2002.
- *International Human Resource Management*, Peter Dowling and Denice Welch, Cengage Learning
- 2. *International Human Resource Management*, Tony Edwards, Pearson Education
- 3. *Global Human Growth Model*, M.N Rudrabasavaraj, Himalaya
- *International Human Resource Management – Text and Cases* P. L. Rao, Excel Books (Latest Edition)

Nishant Tosh

Harina

Pallab Sikarwar