

# **THE UNIVERSITY OF BURDWAN**



## **CURRICULUM**

### **Four-Year Honours in Business Administration**

**Under**

**Curriculum and Credit Framework for  
Undergraduate Programmes (CCFUP) as per NEP-2020  
with effect from 2023-24**

**Programme:**

**Bachelor of Business Administration (BBA)**

# Course Design under National Education Policy (NEP) 2020

## YEAR 1

SEMESTER-I						
Major Courses [4 Credits] 3(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Valued Added course [4 Credits] 3(L)+ 0(T)+1(P)	Research Project/ Dissertation
Course	Course	Course	Course	Course	Course	
1	1	1	1	1	1	
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 100 (Th. 60+ IA: 20+ Practical/Project: 20)	
BBA1011: Principles of Management	BBA1021: Fundamentals of Business Economics OR Corporate Social Responsibility	In this category the BBA students will opt for a course from any of the disciplines other than “Commerce and Management” BBA1031 Management Principles & Organisation Behaviour (for Non-BBA)	.....1041: (L <sub>1</sub> -I: MIL) Arabic/Bengali/ Hindi/Sanskrit/ Santhali/Urdu/ Equivalent from course SWAYAM or other UGC recognised platform	BBA1051: IT Skills for Business	CVA1061: Environmental Science/ Education	
SEMESTER-II						
Major Courses [4 Credits] 3(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+ 0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Valued Added course [4 Credits] 3(L)+1(T)+0(P) Or 3(L)+0(T)+1(P)/	Research Project/ Dissertation
Course	Course	Course	Course	Course	Course	Course
1	1	1	1	1	1	
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 100 (Th.80/60+ IA: 20+ Prac./Project: 0/20)	
BBA2011: Organisational Behaviour	BBA2021: Accounting for Managers OR Corporate Governance	In this category the BBA students will opt for a course from any of the disciplines other than “Commerce and Management” BBA2031: Indian Management Thoughts & Practices (for Non-BBA)	ENGL2041: (L <sub>2</sub> -1: English) Functional English/ Equivalent from course SWAYAM or other UGC recognised platform	BBA2051: Small Business Management	CVA2061: Understanding India OR Digital and Technological Solutions OR Health and Wellness, Yoga Education, Sports and Fitness	

## YEAR 2

### SEMESTER-III

Major Courses [5 Credits] 4(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Value Added Course [4 Credits] 3(L)+ 0(T)+1(P)	Research Project/ Dissertation
Course	Course	Course	Course	Course	Course	
2	1	1	1	1	1	
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 50 (Th. 40+ IA: 10)	Marks: 100 (Th. 60+ IA: 20+ Practical/Project: 20)	
BBA3011: Marketing Management  BBA3012: Financial Management	Vocational Education and Training MSR3021: Medical Sales Representative Or HRM3021: Human Resource Management Or RSA3021: Retail Sales Associate	In this category the BBA students will opt for a course from any of the disciplines other than “Commerce and Management”  BBA3031 Entrepreneurship & Startup (for Non-BBA)	.....3041: (L <sub>1</sub> -2: MIL) Arabic/Bengali/ Hindi/Sanskrit/ Santhali/Urdu/ Equivalent from course SWAYAM or other UGC recognised platform	BBA3051: E-commerce		

### SEMESTER-IV

Major Courses [5 Credits] 3(L)+1(T)+0(P)	Minor Elective Courses [4 Credits] 3(L)+1(T)+0(P)	Inter/ Multi-Disciplinary Courses [3 Credits] 3(L)+0(T)+0(P)	Ability Enhancement Courses [2 Credits] 2(L)+ 0(T)+0(P)	Skill Enhancement Courses [3 Credits] 2(L)+ 1(T)+0(P)	Common Valued Added course [4 Credits] 3(L)+1(T)+0(P) Or 3(L)+0(T)+1(P)/	Research Project/ Dissertation
Course	Course	Course	Course	Course	Course	Course
3	2		1			
Marks: 75 (Th. 60+ IA: 15)	Marks: 75 (Th. 60+ IA: 15)		Marks: 50 (Th. 40+ IA: 10)			
BBA4011: Human Resource Management BBA4012: Production and Operations Management BBA 4013: Information Systems Management	BBA4021: Business Mathematics BBA4022: Business Statistics	-	ENGL4041: (L <sub>2</sub> -2: English) Language and Creativity/ Equivalent from course SWAYAM or other UGC recognised platform	-	-	

**Abbreviations Used:** MIL: MODERN INDIAN LANGUAGE; IA: INTERNAL ASSESSMENT; L: LECTURE; T: TUTORIAL; P: PRACTICAL

## YEAR 3

### Semester wise and Course wise Distribution of Credit & Marks under CCFUP as per NEP, 2020

#### Course Design under CCFUP of National Education Policy(NEP)2020

SEMESTER V		
<b>Major Courses [5 Credits] 4(L)+1(T)+0(P)</b>	<b>Minor Course (Vocational Education &amp; Training) [4 Credits] 3(L)+1(T)+0(P)</b>	<b>Internship [2 Credits]</b>
Course	Course	Course
<b>3</b>	<b>1</b>	<b>1</b>
<b>Marks: 75 [Theory (Th): 60 + Internal Assessment (IA): 15</b>	<b>Marks: 75 [Theory (Th): 60 + Internal Assessment (IA): 15</b>	<b>Marks: 50 [Practical] : 50</b>
<b>BBA5011:</b> Business Environment	MSR5021: Medical Sales Representative	INT5081: Internship (Project Report/ Field Diary: 30 + Viva-voce: 20)
<b>BBA5012:</b> Strategic Management	Or	
<b>BBA5013:</b> Corporate Financial Reporting & Analysis	HRM5021: Human Resource Management	
	Or RSA5021: Retail Sales Associate	
SEMESTER VI		
<b>Major Courses [4 Credits] 3(L)+1(T)+0(P)</b>	<b>Vocational Education &amp; Training</b>	
Course	Course	
<b>4</b>	<b>1</b>	
<b>BBA6011:</b> Entrepreneurship Development	MSR6021: Medical Sales Representative	
<b>BBA6012:</b> Managerial Communication	Or	
<b>BBA6013:</b> Business Law	HRM6021: Human Resource Management	
<b>BBA6014:</b> Data & Decision Science	Or	
	RSA6021: Retail Sales Associate	

**THE UNIVERSITY OF BURDWAN**

**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**



***GENERAL INSTRUCTIONS***

1. Each paper under the BBA curriculum with 4 credits carries 75 marks, out of which 60 marks will be earmarked for semester examination and 15 marks for internal assessment.
2. Each paper under the BBA curriculum with 2 or 3 credits will carry 50 marks, out of which 40 marks will be earmarked for semester examination and 10 marks for internal assessment.
3. The internal assessment marks will be based on the following components:
  - A) Presentations (case study, term paper assignment, field study work etc.).
  - B) Class tests & Viva voce.
4. The internal assessment of 10 marks for course: BBA1051: i.e., IT Skills for Business will be based on continuous assessment in the practical classes.
5. The structure of the question paper will be based on the university regulation.
6. The students having Business Administration Major shall study the minor course(s) in each semester, which is prescribed in the curriculum of BBA.
7. The BBA students shall study Multi/Interdisciplinary courses of a subject which does not belong to the broad category/ies of his/her major and minor subjects respectively.

N.B. The modified curriculum of the BBA programme under NEP-2020 will be effective from the academic session 2023-24 to commence from August, 2023.

# **BBA**

# **Curriculum**

## **(NEP-2020)**

  

# **Semester - I**

## SEMESTER – I

### **BBA1011: PRINCIPLES OF MANAGEMENT (POM)**

**[Credit: 4, Lecture hour: 60]**

#### **Course Objective:**

*To equip the students with a comprehensive understanding of the principles, concepts and evolution of management and to develop their ability to recognise managerial functions and contemporary practices essential for organizational success.*

#### **Course Outcomes:**

- 1. Students will be able to explain the nature, scope, and significance of management, differentiate between management and administration, and analyze managerial functions and their application at various levels.*
- 2. Students will develop the ability to evaluate the evolution of management thoughts and apply modern approaches like systems thinking, contingency theory, and contemporary practices to address organizational challenges.*

Unit No.	Syllabus
<b>Unit-I</b>	Concept of Management, Role and Importance of management; Nature, Scope and Process of Management; Functions and Levels of Management, Management –a science and an art, Distinction between Management and Administration; Classification of Managerial functions, Managerial and operative functions. [8LH]
<b>Unit- II</b>	Evolution of Management Thought: Early contributors to Management Thought; Emergence of Management Thought; Scientific management; Administrative Theory of Management; Bureaucratic Organization; Behavioural approach (Neo Classical Theory): Human Relations Movement; Behavioural Science approach; Modern approach to management – Systems approach and contingency approach.[12LH]
<b>Unit- III</b>	Planning, Organizing and Staffing: Features and importance of planning, steps in planning, types of planning (basic idea), Formal and Informal organizations, Difference between line and staff organization, committee organization, project organization, matrix organization (overview), Delegation of Authority, Centralization and Decentralization: Basic Concept, Departmentalization: Concept and Types; Span of Management; Features and elements of staffing [14LH]
<b>Unit- IV</b>	Directing, Coordination and Control: Principles of Direction, Supervision, Leadership Functions and Importance, Leadership Styles, Concept and Features of Coordination, Relationship between Planning and Control, Elements of Control System.[14LH]
<b>Unit- V</b>	Contemporary Management Practices; Total Quality Management; Business Process Reengineering; Benchmarking; Tools and techniques for improving quality and productivity [12LH]

#### **Suggested Readings:**

1. Chhabra, T.N. Principles and Practices of Management; Dhanpat Rai & Co., New Delhi.
2. Gupta, C.B. Management Theory and Practice; Sultan Chand and Sons, New Delhi.
3. Koontz, Harold and O' Donell, Cyril. Management: A Book of Reading – (Ed.); McGraw Hill Inc., New York.
4. Murgan, M.S. Management Principles and Practices; New Age International Publishers, New Delhi.
5. Stoner, James A.F. and Freeman, R. Edward. Management; Prentice Hall of India, New Delhi.

### **BBA1021: FUNDAMENTALS OF BUSINESS ECONOMICS (FBE)**

**[Credit: 4, Lecture hour: 60]**

#### ***Course Objective:***

*To provide the students with foundational knowledge of business economics, including key microeconomic and macroeconomic concepts, and their application to business decision-making and economic analysis.*

#### ***Course Outcomes:***

1. *Students will be able to explain and analyze fundamental economic concepts such as demand, production, cost, market structures, and their relevance to managerial and business decision-making processes.*
2. *Students will demonstrate the ability to use tools to analyze economic phenomena and address business challenges effectively.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit-I</b>	Introduction: Economic Terms and Basic concepts; Nature and Scope of Business Economics; Business Economics and Other Allied Subjects like Economics, Statistics, Mathematics, Accountancy, Management. [8LH]
	Demand: Law of Demand and its Exceptions; Elasticity of Demand: Own Price Elasticity, Income Elasticity and Cross Price Elasticity of Demand, Measurement of Elasticity Arc Price Elasticity and Point Price Elasticity, Factors determining Demand Elasticity; Demand Distinctions; Demand Forecasting: Meaning and Importance; Different Revenue Concepts. [14LH]
<b>Unit- III</b>	Production and Cost: Production Function; Law of Variable Proportions-Total Product, Average Product, Marginal Product and Their Relations; Their Relations, Isoquant, Isocost Lines and Choice of Optimum Input combination, Expansion Path; Returns to Scale; Cobb-Douglas Production Function and its Important Properties; Cost Function; Short-run and Long-run Costs-Different Cost concepts and Costs Curves; Classification of Costs. [14LH]
<b>Unit- IV</b>	Market: Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Supply Curve of a competitive Firm; Equilibrium under Monopoly, Price Discrimination.[12 LH]
<b>Unit- V</b>	Major Issues in Macroeconomics; National Income: Measurement of National Income; Circular Flow of National Income; Saving-Investment Identity; Consumption Function; Saving Function; Simple Keynesian Model-Equilibrium and Stability.[12 LH]



### ***Suggested Readings:***

1. Hague. Managerial Economics; Longman.
2. Lipsey. An Introduction to Positive Economics; ELBS.
3. Mukherjee. Modern Economic Theory; Wishwa Prakashan.
4. Samuelson and Nordhaus. Economics; McGraw Hill.
5. Varshney and Maheswari, Managerial Economics; Sultan Chand.

## **BBA1021: CORPORATE SOCIAL RESPONSIBILITY (CSR)** **[Credit: 4, Lecture hour: 60]**

### ***Course Objective:***

*To provide students with a comprehensive understanding of Corporate Social Responsibility (CSR), its evolution, legal framework, and strategic importance in fostering stakeholder engagement, environmental sustainability, and compliance with organizational objectives.*

### ***Course Outcomes:***

1. *Students will be able to explain the evolution, components, and approaches to CSR and analyze its relevance in the Indian and global contexts.*
2. *Students will demonstrate the ability to assess CSR strategies in relation to stakeholder engagement, ecological sustainability, and legal stipulations, while identifying the emerging trends and practical implementation methods.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit-I</b>	Corporate Social Responsibility (CSR): Definition, Scope and Objectives—Evolution of CSR in the Indian and global perspective—Carroll's Model—Triple Bottom Line Approach—Components of CSR and CSR enablers. [10LH]
<b>Unit- II</b>	CSR and Stakeholder engagement: Important Aspects—CSR in a Multi-Stakeholder Perspective—CSR and employees' perspective—CSR vis-à-vis customers, community, shareholders, suppliers etc.[12 LH]
<b>Unit- III</b>	CSR and Ecology—Environmental assessments—Biodiversity, Climate change and other ecological issues related to business and CSR—Environmental protection, compliance and corporate response—NGO involvement: Overview[12LH]
<b>Unit- IV</b>	CSR and Company law in India: Important provisions and legal aspects of CSR in India with special reference to CSR Stipulations of Companies Act, 2013.[14 LH]
<b>Unit- V</b>	CSR Implementation: Important considerations and modes of implementation—CSR Threshold—CSR as an important organisational function and Public Relations—Emerging issues in CSR and Sustainability. .[12 LH]

### ***Suggested Readings:***

1. Atrey, R. R. *Exploring Corporate Social Responsibility*, Studera Press.
2. Kedakia, R. S. *Taxman's Corporate Social Responsibility: Law & Practice*, Taxman.
3. S. Agarwal. *Corporate social responsibility in India*. Los Angeles: Response Publications.
4. SAGE Brief Guide to Corporate Social Responsibility, Sage Publications.
5. W. Visser. *The A to Z of corporate social responsibility. A complete reference guide to concepts, codes and organisations*. Chichester, England: John Wiley & Sons.

## **BBA1031: MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR (MPOB)**

**[Credit: 3, Lecture hour: 45] (For Non-BBA)**

### ***Course Objective:***

*To provide the students with a comprehensive understanding of fundamental management concepts, the evolution of management thoughts, organizational behaviour, and essential skills for motivating and leading individuals within y organizations.*

### ***Course Outcomes:***

1. *Students will be able to explain key management concepts, managerial functions and the significance of understanding human behaviour at the workplace, including organizational behaviour models and challenges.*
2. *Students will demonstrate the ability to apply motivation theories, leadership models, and behavioural concepts to enhance organizational effectiveness and address workplace dynamics.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit-I</b>	Management: Definition, Scope and Importance; Administration & Management; Management Process; Classification of Managerial functions, Managerial and operative functions; Role and Importance of Management in Contemporary Context. .[7 LH]
<b>Unit- II</b>	Evolution of Management Thought: Classical Theory, Neoclassical Theories and Modern Management Theories. .[10 LH]
<b>Unit- III</b>	The Works of Managers: Planning, Organizing and Staffing: Features and importance of planning, steps in planning, Delegation of Authority, Centralization and Decentralization: Conceptual Overview, Departmentalization: Basic Understanding, Span of Management: Meaning and Importance, and elements of staffing, Directing, Coordination and Control: Principles of Direction & Supervision. .[10 LH]

<b>Unit- IV</b>	Human Behaviour: Meaning, Significance of understanding human behaviour at workplace; Organisational Behaviour: Conceptual Overview, Nature & Scope; Models of OB, Challenges and Opportunities of Organizational Behaviour.[8 LH]
<b>Unit- V</b>	Motivation: Concept, Process and Content Theories of Motivation; Personality: Concept and Types, Major determinants; Perception: Concept, Factors influencing perception; Learning: Concept, Theories and Process of Learning; Leadership: Understanding Leadership: Trait and Behavioural Theories of Leadership. .[10 LH]

***Suggested Readings:***

1. Gupta, C.B. Management Theory and Practice; Sultan Chand and Sons, New Delhi.
2. Koontz, Harold and O' Donell, Cyril. Management: A Book of Reading (Ed.); McGraw Hill Inc., New York.
3. Murgan, M.S. Management Principles and Practices; New Age International Publishers, New Delhi
4. Robins Stephen and Seema Sanghi. Organizational Behaviour; PHI, New Delhi.
5. S. A. Sherlekar and V.S. Sherlekar. Principles of Business Management; Himalaya Publishing House, New Delhi.

**BBA1051: IT SKILLS FOR BUSINESS (ITSB)**

**[Credit: 3, Lecture hour: 45]**

***Course Objective:***

*To provide foundational knowledge and hands-on skills in computer operations, software applications, programming, and Internet tools to enable students to effectively utilize technology for academic, personal, and professional purposes.*

***Course Outcomes:***

1. *Students will demonstrate the ability to use Office productivity tools for document creation, data management, and presentations, and effectively navigate and utilize various Internet-based tools and online learning platforms.*
2. *Students will gain a clear understanding of computer architecture, memory systems, and file types, and apply basic programming concepts in C, including data types, loops, functions, and arrays, to solve simple computational problems*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit-I</b>	Fundamentals of Computers – Structure of Computer; Different Types of Software and Hardware details; Different Types of Memory; Binary, Octal, Hexadecimal Number System and Conversion among these Number Systems; Concept of Algorithm; Representation of Algorithms through Flow Charts, Structured English; Different Types of File Systems..[7 LH]
<b>Unit-II</b>	Introduction to Microsoft Word- Create and manage documents; Format text, paragraphs, sections; Create tables and lists; Create and manage references; Working with Formula in Word.  Microsoft PowerPoint – Create and manage presentations; Insert and format text, shapes and images; Insert tables, charts, SmartArt and Media; Apply transitions and animations..[10 LH]

<b>Unit-III</b>	Introduction to Excel – Entering Data, Formulas, Performing Calculations on Data; Combining Data from Multiple Sources; Office System Programs; Creating Database in Excel..[10 LH]
<b>Unit- II</b>	Introduction to C Programming – Variables and Data Types; Operator Precedence; Table; Evaluating Basic Arithmetic and Logic Operations; Decision, Loop and Case Control Structures; Functions and Pointers; Arrays; C Pre-processors; String Operations..[10 LH]
<b>Unit- V</b>	Accessing and Working in Internet – Different Ways of Google Search; Google Classroom; Handling Google Docs; Google Forms; Interpreting Google Finance; Setting Google Alert; Learning Google Assistant Features; Google Play Books and Audiobooks; Google Scholar; Introducing Different Online Learning Tools Such as NPTEL, MIT Open Courseware..[8 LH]

***Suggested Readings:***

1. Denny Edgemon, Introduction to Google+: Star Building a Presence on Google+ (Google Book).
2. Wallace Wang, Microsoft Office 2019 for Dummies, Wiley.
3. Yashavant P. Kanetkar, Let Us C, BPB Publications.

# **BBA Curriculum (NEP-2020)**

## **Semester - II**

## SEMESTER – II

### BBA2011: ORGANISATIONAL BEHAVIOUR (OB)

[Credit: 4, Lecture hour: 60]

#### **Course Objective:**

*To provide students with an in-depth understanding of organizational behaviour concepts, individual and group dynamics, and the impact of structure, culture, and change on organizational performance.*

#### **Course Outcomes:**

1. Students will be able to explain the foundations of individual behaviour, including personality, perception, and motivation theories, and analyze group dynamics, conflict resolution, and team development processes.
2. Students will demonstrate the ability to evaluate the impact of organizational structure, culture, and change management, using frameworks such as Lewin's three-step model, to propose solutions for improving organizational effectiveness.

Unit	Syllabus
Unit - I	Organisational Behaviour: Concept, Significance; OB Model; Foundations of Individual Behaviour; Attitudes: Concept, Components and Significance; Learning: Fundamental Learning Principles .[10 LH]
Unit - II	Personality: Concept and Determinants, Myers-Briggs Type Indicators, The Big Five Model; Values: Concept and Types; Perception: Concept, Influencing Factors, Attribution Theory. .[12 LH]
Unit – III	Motivation: Definition and Process; Maslow's Hierarchy of Needs Theory, Theory X and Theory Y, Two-Factor Theory, McClelland's Needs Theory; Interrelationship among Motivation, Job Design and Performance. .[14 LH]
Unit - IV	Foundations of Group Behaviour: Overview, Group: Classification and Development; Groups vs Teams; Conflict: Concept and Process; Negotiation: Concept and Process .[12 LH]
Unit - V	Elements of Organisational Structure; Organisational Culture: Concept, characteristics, factors determining; Organisational Change and Development: Concept; Lewin's three-step change model. .[12 LH]

#### **Suggested Readings:**

1. Davis and Newstrom, Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
2. Eugene McKenna, Business Psychology and Organisational Behaviour, Routledge.
3. Fred Luthans, Organizational Behaviour McGraw Hill Book Company.
4. Robbins, Judge and S. Sanghi, Essentials of Organizational Behaviour, Pearson.
5. S.P. Robbins, Organizational Behaviour, Prentice Hall India Private Limited.
6. Schermerhorn, J. R, Hunt, J.G., Osborn, R. N. Organizational Behaviour, Wiley India.

## **BBA2021: ACCOUNTING FOR MANAGERS (AFM)**

**[Credit: 4, Lecture hour: 60]**

### ***Course Objective:***

*To equip the students with foundational knowledge of accounting principles, systems, and practices, including financial, cost, and management accounting, to enable them to prepare and interpret financial statements and cost reports.*

### ***Course Outcomes:***

- 1. Students will be able to explain basic accounting concepts and apply the principles of double-entry bookkeeping to record transactions and prepare financial statements for various types of organizations.*
- 2. Students will demonstrate the ability to handle advanced topics such as depreciation, reserves, and provisions, and prepare cost sheets and financial accounts for profit and non-profit organizations, while distinguishing between financial, cost, and management accounting practices.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit - I</b>	Accounting – Meaning, Nature, Functions, Branches; Relation between Book-keeping, Accounting & Accountancy; Accounting Information – Meaning, Qualitative Characteristics, Users & their information needs; Double Entry Book-keeping System – Meaning, Features & Advantages; Basic Terminologies – Asset, Liability, Equity, Revenue, Gain, Expense, Loss; Rules of Debit & Credit – Golden Rules & Accounting Equation; Accounting Cycle; Recording of transactions – Journal, Ledger, Cash Book & Trial Balance..[12 LH]
<b>Unit - II</b>	Bases of Accounting – Cash, Accrual, Hybrid; Accounting Concepts & Conventions – Generally Accepted Accounting Principles (GAAP); Capital & Revenue Transactions; Revenue & Expense recognition; Adjustment Entries; Rectification of Errors –Types of Errors & Rectification Entries..[12 LH]
<b>Unit – III</b>	Reserves & Provision – Concept, Types & Purposes, Difference between Reserve & Provision; Depreciation – Definition, Features, Causes, Objectives, Factors in measurement of depreciation; Difference between Depreciation, Amortization & Impairment; Methods of Calculating Depreciation – Straight Line Method & Diminishing Balance Method; Methods of Accounting for Depreciation – Charge against Asset method & Provision for Depreciation method; Specific Issues – Change in method & Revaluation (as per Ind AS 16)..[14 LH]
<b>Unit - IV</b>	Finalization of Accounts: Preparation of Final Accounts of profit-oriented sole-proprietorship concerns (Manufacturing concerns as-well-as Trading concerns); Preparation of Final Accounts of Non-Profit Concerns..[12 LH]

<b>Unit - V</b>	Cost & Management Accounting: Meaning, Nature & Functions; Cost & Management Accounting vs Financial Accounting; Cost – Concept; Classification of Cost; Basic Terminologies – Cost Centre, Cost Unit; Cost Sheet (under Absorption costing only)..[10 LH]
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***Suggested Readings:***

1. Bhattacharya, Ashish Kr. *First Course in Accounting*, Non-Linear Insights (OPC) Pvt. Ltd., New Delhi.
2. Gupta, A., *Financial Accounting for Management – An Analytical Management*, Pearson, New Delhi.
3. Mukherjee, S. and Mukherjee, A. K., *Financial Accounting I*, Oxford University Press, New Delhi.
4. Narayanaswamy, R., *Financial Accounting – A Managerial Perspective*, PHI, New Delhi.
5. Saxena V. K. and Vashisht C. D., *Cost Accounting*, Sultan Chand, New Delhi.

**BBA2021: CORPORATE GOVERNANCE (CG)**

**[Credit: 4, Lecture hour: 60]**

***Course Objective:***

*To provide students with a comprehensive understanding of corporate governance concepts, theories, structures, and practices, with an emphasis on ethical decision-making, regulatory frameworks, and the Indian perspective.*

***Course Outcomes:***

1. *Students will be able to explain key theories such as agency, stewardship, and stakeholder theories, and analyze various corporate governance models.*
2. *Students will demonstrate the ability to assess the roles and responsibilities of directors and key managerial personnel, analyze corporate governance codes and critically examine governance issues through suitable case studies.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit-I</b>	<p><b>Introduction:</b></p> <p>Concept, and need for corporate governance, definitions, evolution of corporate governance – Ancient and modern concept, elements of good corporate governance, corporate governance and organizational success, corporate governance in various organizations, corporate fraud, whistle blowing..[10 LH]</p>
<b>Unit- II</b>	<p><b>Theories and Models of Corporate Governance:</b></p> <p>Agency theory, Stewardship theory, Stakeholder theory, Resource dependency theory, Transaction cost theory, and Systems theory of Corporate Governance; The Anglo-US Model; The German Model, The Japanese Model, Indian Perspective of Corporate Governance..[14 LH]</p>
<b>Unit- III</b>	



	<b>Structure of Corporate Governance:</b> Directors in historical perspective, Board of directors: Composition of board of directors, Role and duties of directors, qualifications of directors, Types of directors, The legal framework for board structure..[12 LH]
<b>Unit- IV</b>	<b>Corporate Management</b> Governance Vs management, internal constituents of the corporate governance, key managerial personnel; chairman - qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO, separation of roles of chairman and CEO, CFO, manager, company secretary, auditor..[12 LH]
<b>Unit- V</b>	<b>Principles, Codes and Cases of Corporate Governance in India</b> SEBI Code of corporate governance, the OECD principles of corporate governance, etc. Recent cases on corporate governance in India- Satyam, Tata Group vs Cyrus Mistry Dispute, Punjab National Bank, Kingfisher Airlines, etc. .[12 LH]

***Suggested Readings:***

1. A. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson Education India.
2. E. Yocam and A. Choi, Corporate Governance, A Board Director's Pocket Guide: Leadership, diligence and Wisdom, Universe.
3. Lynn McGregor, The Human Face of Corporate Governance, Palgrave Macmillan.
4. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
5. R. Monks and N. Minow, Corporate Governance, Blackwell Publishing.

**BBA2031: INDIAN MANAGEMENT THOUGHTS & PRACTICES (IMTP)**

**[Credit: 3] (For Non-BBA, Lecture hour: 45)**

**Course Objective:**

*To explore the principles of Indian ethos and values, their relevance in modern management, and the application of Indian spiritual and philosophical traditions to contemporary managerial practices.*

**Course Outcomes:**

1. *Understand Indian Management Philosophies*  
Students will be able to differentiate between Indian and Western management thoughts, analyze the teachings of Indian scriptures and comprehend the management values propagated by thinkers like Mahatma Gandhi and Swami Vivekananda.
2. *Students will demonstrate the ability to integrate Indian spiritual traditions, stress management, and self-management techniques into managerial decision-making and derive insights from indigenous business practices of renowned companies for sustainable organizational growth.*

Unit No.	Syllabus
<b>Unit-I</b>	Indian Thoughts in Management: Understanding Indian Ethos and Values; Indian Management Thought Vs. Western Management Thought; Relevance of Indian Thoughts in Management in Modern World. .[8 LH]
<b>Unit- II</b>	Features of Indian Thoughts in Management: Unity in Diversity, Tolerance, Humanity, Peace, Holistic Relationship, Co-operation & Mutual Trust, Adopt & Adapt various cultures, Self-management, Pursuit of knowledge, Divinity, etc., Management Lessons from <i>Bhagavata Gita</i> , <i>Ramayana</i> and Kautilya's <i>Arthashastra</i> . .[10 LH]
<b>Unit- III</b>	Indian Thinkers and Management: Trusteeship Approach and Mahatma Gandhi; Gandhian Economic System; Management Values of Swami Vivekananda. .[11 LH]
<b>Unit- IV</b>	Societal Embeddedness and Indian Tradition; Corporate Social Responsibility: Perspectives from Traditional Indian Literature; Social Practices and India's indigenous business houses: Lessons from Tata, Birla, Bajaj. [8 LH]
<b>Unit- V</b>	Indian Spiritual Traditions and Management: Implications for Management Principles and Practices; Self- Management; Management of Stress; Mind-management; Mediation and Life. [8 LH]

### ***Suggested Readings:***

1. Ashish Pandey, Dharm P. S. Bhawuk, Pawan Budhwar. Indigenous Indian Management: Conceptualization, Practical Applications and Pedagogical Initiatives- (Ed.), Springer International Publishing, New York.
2. Debashis Chatterjee, Deepa Sethi, Surya Prakash Pati. Globalizing Indian Thought: Insights from Indian Knowledge Systems (Ed.), Sage, New Delhi.
3. Debashis Chatterjee, Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita- Wiley, New Jersey.
4. Morgen Witzel. A History of Management Thought; Routledge, London.

5. Neeru Vasisth, Namita Rajput. Business Ethics and Values with Case Studies, Taxmann, New Delhi.
6. Shashank Shah and V.E. Ramamoorthy. Soulful Corporations: A Values-Based Perspective on Corporate Social Responsibility-, Springer India, New Delhi.

### **BBA2051: SMALL BUSINESS MANAGEMENT (SBM)**

**[Credit: 3, Lecture hour: 45]**

#### **Course Objective:**

*To provide students with an understanding of the role, challenges, and management practices of Micro, Small, and Medium Enterprises (MSMEs), equipping them with skills to develop business plans, manage small firms, and explore financing and marketing strategies.*

#### **Course Outcomes:**

1. *Students will be able to recognise the concept, significance, and challenges of MSMEs in India and analyze their role in economic development and entrepreneurship.*
2. *Develop Strategic and Operational Skills for Small Business Management*  
*Students will demonstrate the ability to create feasibility analyses, business plans, and marketing strategies, as well as evaluate financing options and exit strategies for small enterprises.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit - I</b>	Micro, Small & Medium Enterprises – Concept, Features; Significance of MSMEs; Problems & Challenges of MSME entrepreneurs; Overview of MSMEs in India..[8 LH]
<b>Unit - II</b>	Planning for small business – Feasibility analysis; Business plan; Routes of entrepreneurship; Forms of business organisation; Location & Physical facilities..[10 LH]
<b>Unit – III</b>	Small firm management –Nature of managerial work, Human resource functions, Operations process & planning..[9 LH]
<b>Unit - IV</b>	Small business marketing – Product strategy, Pricing strategy; Global marketing of small businesses..[9 LH]
<b>Unit - V</b>	Financing of Small businesses – Types of finance; Sources of financing; Harvesting & Exit strategies..[9 LH]

***Suggested Readings:***

1. Blackburn, R. Clercq, D. D. & Heinonen, J. (Eds.), *The Sage Handbook of Small Business & Entrepreneurship*, Sage, London.
2. Charantimath, P. M., *Entrepreneurship Development & Small Business Enterprises*, Pearson India, Noida.
3. Longenecker et al., *Small Business Management – Launching and Growing New Ventures*, Nelson Education, Toronto.
4. Mukherjee, A. K. and Roy, S., *Entrepreneurship Development*, Oxford University Press, New Delhi.
5. Scarborough, N. M. and Cornwall, J. R., *Essentials of Entrepreneurship & Small Business Management (Global Edition)*, Pearson, Harlow.

# **BBA**

# **Curriculum**

# **(NEP-2020)**

  

## **Semester - III**

### SEMESTER – III

#### BBA3011: MARKETING MANAGEMENT (MM)

[Credit: 5, Lecture hour: 75]

#### Course Objective:

*To provide students with a comprehensive understanding of marketing principles, strategies, and tools, enabling them to make informed decisions in product development, pricing, promotion, distribution and service marketing.*

#### Course Outcomes:

- 1. Students will be able to explain the principles of marketing, including the marketing mix (7 Ps), STP framework, and the role of the marketing manager, and analyze market dynamics to create effective marketing strategies.*
- 2. Students will demonstrate the ability to make decisions related to product development, pricing strategies, distribution channels, and promotional activities, while addressing challenges in service marketing and leveraging recent trends such as marketing analytics and international marketing.*

Unit No.	Syllabus
Unit-I	Introduction to Marketing and Marketing Management; Marketing- definition, nature, scope, process, types; Role of marketing manager; Marketing environment; Market segmentation and targeting and positioning (STP); Marketing mix (7 Ps); International marketing, Marketing analytics, Marketing research; Recent trends of marketing. [14 LH]
Unit-II	Product Decisions - Concept of a product, Product mix decisions; Product line; Brand Decision; New Product Development-Sources of New Product idea, Steps in Product Development; Product Life Cycle (PLC) - concept, stages and its influence on marketing mix decisions. [15 LH]
Unit-III	Price Decisions- Meaning, Pricing objectives, Pricing Strategies; Pricing

	policies and constraints; Different pricing method/strategies; New product pricing; Product Mix pricing strategies and Price adjustment strategy.[15 LH]
<b>Unit-IV</b>	Place/Channel Decision- Need and importance of distribution, Factors influencing selection of distribution channel, Channels of Distribution – Manufacturer, wholesaler, retailer, carrying and forwarding agents, e-tailer, Channel Conflict – Concept, types of channel conflict. [16 LH]
<b>Unit-V</b>	Promotion Decision - Promotion mix; Advertising Decision; Advertising objectives; Advertising and Sales Promotion; Developing Advertising Programme; Role of Media in Advertising; Advertisement effectiveness - Sales force Decision. Service marketing- overview of people, process and physical evidence. [15 LH]

### **Suggested Readings:**

1. Marketing Management- Kotler Philip; Publisher: Prentice-Hall of India.
2. Marketing Management- Ramaswamy V S and Namakumari; Publisher: S Macmillan India Ltd.
3. Marketing Management - Saxena Rajan; Publisher: Tata McGraw-Hill.
4. Marketing in India Cases and Readings - Neelamegham S; Publisher: Vikas Publishing House Pvt. Ltd.
5. Majaro-The Essence of Marketing - Stokes David; Publisher: Prentice Hall of India.
6. Marketing in the 21st Century -Evans R Joel and Berman Barry; Publisher: Gower Publications.

### **BBA3012: FINANCIAL MANAGEMENT (FM)**

**[Credit: 5, Lecture hour: 75]**

#### ***Course Objective:***

*To provide students with a comprehensive understanding of financial management principles, tools, and techniques, enabling them to make informed decisions about financing, investment, and working capital management to achieve organizational financial goals.*

#### ***Course Outcomes:***

1. *Students will be able to explain the scope, significance, and objectives of financial management, analyze the time value of money, and evaluate sources of finance and cost of capital for organizational decision-making.*
2. *Students will demonstrate the ability to use techniques like capital structure planning, leverage analysis, and capital budgeting to assess investment opportunities, manage financial risks, and optimize working capital in dynamic business scenarios.*

Unit No.	Syllabus
<b>Unit - I</b>	<p><i>Financial Management</i>: Meaning, Scope, Functions, Significance; <i>Objectives of Financial Management</i>: Traditional (Profit Maximization) &amp; Modern (Wealth/ Value Maximization); Relationship of Financial Management with other related disciplines; Role of Chief Financial Officer.</p> <p>Time Value of Money: Concept &amp; Significance; Concept of Interest; Compounding &amp; Discounting Techniques; Determination of present value and future value of cash flows (single, multiple, annuity and perpetuity). [10 LH]</p>
<b>Unit – II</b>	<p><i>Sources of finance</i>: Long-term &amp; Short-term Sources; <i>Special Sources</i>: Lease financing &amp; Venture Capital financing; <i>Cost of Capital</i>: Concept, Features, Significance, Classification; Factors affecting cost of capital of a firm; <i>Determination of cost of capital</i>: Specific (viz. Debt, Preference, Equity, Retained Earnings) &amp; Weighted Average Cost of Capital; Weighted Marginal Cost of Capital. [15 LH]</p>
<b>Unit - III</b>	<p><i>Capital Structure</i>: Concept, Components &amp; Factors affecting capital structure of a firm; Financial Structure; Optimum Capital Structure: Concept &amp; Features; <i>Capital Structure Theories</i>: Net Income, Net Operating Income, Traditional, Modigliani-Miller Approach; <i>Capital Structure Planning Tools</i>: EBIT-EPS Analysis, Financial Break-even Point, Financial Indifference Point.</p> <p>Business risk &amp; Financial risk: Concept; <i>Leverage</i>: Concept, Significance, Types of Leverage: Operating, Financial and Combined; Combined effect of Operating &amp; Financial leverage. [20 LH]</p>
<b>Unit – IV</b>	<p><i>Capital Budgeting</i>: Concept, Significance; <i>Techniques of Assessment</i>: Traditional techniques (Pay-back Method, Average Rate of Return Method) &amp; Discounted Techniques (Discounted Pay-back, Net Present Value, Internal Rate of Return, Terminal Value, Profitability Index); <i>Capital Rationing</i>: Concept, Types, Application. [20 LH]</p>
<b>Unit - V</b>	<p><i>Working Capital</i>: Meaning, Components, Classification &amp; Factors affecting capital structure of a firm; Working Capital Cycle – Concept, Types, Determination; Forecasting of working capital requirement; <i>Working Capital Management</i>: Concept &amp; Classification (Basic overview). [10 LH]</p>

#### Suggested Readings:

1. Khan, M. Y., & Jain, P. K., *Financial Management*, Tata McGraw Hill, New Delhi.
2. Pandey, I. M., *Essentials of Financial Management*, Vikas Publications, New Delhi.
3. Kishore, R. M., *Financial Management*, Taxmann Publications, New Delhi.
4. Rustogi, R. P., *Financial Management: Theory, Concepts & Problems*, Taxmann Publications, New Delhi.
5. Banerjee, A., *Financial Management*, Oxford University Press, New Delhi.

#### **BBA3031: ENTREPRENEURSHIP & STARTUP**

**[Credit: 3] (For Non-BBA, Lecture hour: 45)**

#### **Course Objective:**

*To provide students with the knowledge and skills necessary to understand entrepreneurship concepts, foster creativity and innovation, and develop the ability to create, manage, and sustain business ventures, including start-ups and family businesses.*

### Course Outcomes:

1. *Students will be able to explain the scope, importance, and dimensions of entrepreneurship, analyze the traits of successful entrepreneurs, and assess the role of creativity, innovation, and family businesses in the entrepreneurial ecosystem.*
2. *Students will demonstrate the ability to generate business ideas, conduct feasibility studies, prepare business plans and project reports, and address start-up challenges by mobilizing resources and managing operations effectively.*

Unit No.	Syllabus
<b>Unit - I</b>	<i>Entrepreneurship: Meaning, Scope, Nature, Needs, Elements, Determinants, Importance, Dimensions of entrepreneurship: Intrapreneurship, Technopreneurship, Cultural Entrepreneurship, International Entrepreneurship, Netpreneurship, Ecopreneurship, Copreneurship, Social Entrepreneurship, Women Entrepreneurship; Entrepreneur: Types, Qualities/ Traits of successful entrepreneurs, Entrepreneur vis-à-vis Intrapreneur &amp; Manager; Contemporary role models from Indian business; Creativity &amp; Innovation in entrepreneurship.</i> [9 LH]
<b>Unit - II</b>	<i>Family Business: Features, Challenges, Conflicts, Role of family businesses in Indian economy; MSMEs: Concept, Features, Advantages, Disadvantages, Government Schemes for MSMEs.</i> [9 LH]
<b>Unit – III</b>	<i>Stimulation, Support and Sustainability: Concept, Activities; Public and private system of stimulation, support and sustainability of entrepreneurship, Dimensions of support by government &amp; its agencies: Financial, Marketing, Technical &amp; Technological assistance; Actors of support system: Industry associations, Self-help groups, Angel investors, Venture capitalists, Private equity.</i> [9 LH]
<b>Unit - IV</b>	<i>Business ideas: Concept, Sources &amp; Techniques; Feasibility Study: Concept, Purpose, Dimensions, Feasibility Study Report; Business Plan: Concept, Significance/ Benefits/ Rationale, Structure &amp; Contents; Project Report: Concept, Significance/ Benefits/ Rationale, Contents.</i> [9 LH]
<b>Unit - V</b>	<i>Start-up ventures: Concept &amp; Features; Mobilising resources for start-up. Accommodation and utilities; Preliminary contracts with suppliers, vendors, principal customers; Contract management: Start-up problems &amp; challenges; Establishment &amp; Operations: Location, Layout, Business Process, Operations Planning &amp; Control.</i> [9 LH]

### Suggested Readings:

1. Mukherjee, A. K. and Roy, S., *Entrepreneurship Development*, Oxford University Press, New Delhi.



2. Charantimath, P. M., *Entrepreneurship Development & Small Business Enterprises*, Pearson India, Noida.
3. Kumar, A., *Entrepreneurship*, Pearson India, Noida.
4. Mohanty S. K., *Fundamentals of Entrepreneurship*, PHI, New Delhi.
5. Scarborough, N. M. and Cornwall, J. R., *Essentials of Entrepreneurship & Small Business Management (Global Edition)*, Pearson, Harlow.

**BBA3051: E-COMMERCE**  
**[Credit: 3, Lecture hour: 45]**  
**Course Objective:**

*To provide students with a comprehensive understanding of e-commerce principles, internet technologies, electronic payment systems, and their applications in industries like banking, retail, and supply chain management, while addressing managerial and security challenges.*

**Course Outcomes:**

1. *Students will be able to explain the features, frameworks, and types of e-commerce, demonstrate knowledge of internet technologies, protocols, and web development concepts using HTML and XML.*
2. *Students will demonstrate the ability to evaluate electronic payment systems, analyze the impact of e-commerce on industries like banking, retail, and supply chain management, and address managerial and security issues in implementing e-commerce solutions.*

Unit No.	Syllabus
<b>Unit-I</b>	Definition of E-Commerce; Features of E-Commerce; Advantages and Disadvantages of E-Commerce; Concepts of B2B, B2C, C2C, C2B and B2E; Generic Framework of E-Commerce; Building Blocks of E-Commerce; E-Compatible Legal and Financial Framework for India.[8 LH]
<b>Unit-II</b>	Basic Concept of Internet; Requirements for Internet; Concept of Router, Gateway; Types of Internet Service Provider (ISP); Types of ISP Accounts; ISP in India; How to Select an Internet Service Provider; Introduction to TCP/IP and Different Commonly Applied Protocols; Advanced Concepts of Internet like Internet Tools, concept of WWW, WWW Technologies.[10 LH]

<b>Unit-III</b>	Basic Concepts of HTML and XML; Learning to Write Codes in HTML and XML; Idea of Webpage Development.[10 LH]
<b>Unit IV</b>	Concept of Electronic Payment System; Types of Electronic Payment System; Different Relevant Protocols; Security Requirements; Concept of Digital Currency; Desirable Properties of Digital Currency; Managerial Issues; Electronic Payment Systems in India.[8 LH]
<b>Unit V</b>	E-Commerce and Banking Industry – Changing Dynamics; Home Banking Implementation Approaches; Open VS Closed Systems; Managerial Issues in Online Banking; E-Commerce and Retail Industry – Changing Dynamics; Online Retailing; Buying Process; Managerial Challenges; Concept of Digital Copyright; Internet and Supply Chain Management – Advantages and Disadvantages; Features and Components; Bullwhip Effect and Other Performance Measures; E-Marketplace; Concept of Enterprise Resource Planning.[9 LH]

***Suggested Readings:***

1. S. J. Joseph, P.T. E-Commerce: An Indian Perspective. PHI Learning Pvt. Ltd., 2023.
2. Kalakota, Ravi, Whinston, Andrew B. Electronic Commerce – A Manager's Guide. Pearson Education, Inc.
3. Rich, Jason R. Starting an E-Commerce Business. IDG Books, Delhi, 2000.
4. Samantha Shurety. E-business with Net Commerce, Addison Wesley, 2001.
5. David Travis. E-Commerce Usability. CRC Press, 2002.

# **BBA Curriculum (NEP-2020)**

## **Semester – IV**

## SEMESTER – IV

### **BBA4011: HUMAN RESOURCE MANAGEMENT (HRM)**

**[Credit: 5, Lecture hour: 75]**

#### **Course Objective:**

*To provide students with a comprehensive understanding of human resource management (HRM) principles, functions, and strategies, enabling them to effectively acquire, develop, motivate, and maintain human resources in dynamic organizational contexts.*

#### **Course Outcomes:**

- 1. Students will be able to explain the concept, scope, and objectives of HRM, analyze HRM as a strategic partner, and evaluate key functions such as recruitment, selection, training, and performance appraisal.*
- 2. Students will demonstrate the ability to design compensation plans, analyze methods of employee motivation, and address industrial disputes, collective bargaining, and employee participation to foster harmonious workplace relations.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit-I</b>	Human Resource Management- Concept; Nature; Scope, Objectives and Importance of HRM, Evolution of HRM, HR Roles, HR Competencies, HR Philosophy & Policies, Functions of HRM, HRM as Strategic Partner: Strategic Human Resource Management. [10 LH]
<b>Unit-II</b>	Acquisition of Human Resources- Human Resource Planning; Concept; Process of Human Resource Planning; Recruiting Sources; The Selection Process; Selection Devices; Socialization and Induction.[15 LH]
<b>Unit-III</b>	Development of Human Resources- Employee Training and Management Development- Meaning, Objectives, Difference; Steps in Training; Training Needs Assessment; Career Planning and Development- Concept; Succession Planning: Concept; HRD- Concept, Goals, HRD Mechanisms or subsystems, HRD

	Department and its tasks; OD-An Overview. [15 LH]
<b>Unit-IV</b>	Motivation & Maintenance of Human Resources- Conceptual Overview; Performance Appraisal- Concept, Features, Objectives; Modern and Traditional Methods of Appraisal; Potential Appraisal; Compensation Management: Importance, Factors affecting Compensation, Process, Methods; Incentive Plans and Employee Benefits. [20 LH]
<b>Unit-V</b>	Industrial Relations, Disputes and Trade Unions: Meaning and Significance; Forms and Causes of Industrial Disputes; Employee Participation and Empowerment- Workers' Participation in Management: Overview, Objectives & Forms; Trade Unions & Collective Bargaining; Concept and Forms. [15 LH]

### **Suggested Readings:**

1. A Handbook of Human Resource Management- Michael Armstrong, Kogan Page, London.
2. Human Resource Management: Text and Concept- VSP Rao, Excel Books, New Delhi.
3. Human Resource Management (with cases)- A.K. Ghosh; Manas Publication, New Delhi.
4. The Romance of Human Resource Management- Debasish Biswas, Himalaya Publishing House, New Delhi.
5. Human Resource Management- Biswajeet Pattanayak, Prentice Hall of India, New Delhi.
6. Human Resource Management (Text and Cases)- K Aswathappa, Sadhna Dash, McGraw Hill Publication, New Delhi

## **BBA4012: PRODUCTION AND OPERATIONS MANAGEMENT**

**[Credit: 5, Lecture hour: 75]**

### **Course Objective:**

*To equip students with a foundational understanding of production management principles, systems, and tools, focusing on plant location and layout, production planning and control, work study, and quality control to enhance operational efficiency and productivity.*

### **Course Outcomes:**

1. *Students will be able to explain the objectives, scope, and classification of production systems, analyze factors influencing plant location and layout, and evaluate production planning and control processes.*
2. *Students will demonstrate the ability to utilize work study techniques, perform time study calculations, and apply quality control methods, including control charts and Total Quality Management (TQM) to improve production processes and ensure product quality.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit - I</b>	Introduction to Production Management, Historical Evolution of Production Management, concept of Production, Production System, Classification of Production System, Objectives and Scope of Production Management. Product and Process Design.[10 LH]
<b>Unit - II</b>	

	Plant Location – Introduction and Meaning, need for selecting a Suitable Plant Location, Factors Influencing Plant Location; Plant Layout – Objectives, Principles, and Types of Layout, Advantages and Limitations of Each Type of Layout.[15 LH]
<b>Unit – III</b>	Production Planning and Control (PPC): Introduction and Meaning, Need for PPC, Objectives, Phases and Functions of PPC; Capacity Planning – Measurement of Capacity, Process of Capacity Planning; Scheduling Principles and Types of Scheduling. Numerical problems on scheduling. Aggregate Planning-Master Production Schedule; Material requirement Planning (MRP); Elements of MRP-Inputs, Outputs.[20 LH]
<b>Unit – IV</b>	Work Study – Introduction, Advantages; Method Study – Objectives, Scope, Steps or Procedure involved in method study, Charts used in method study; Work Measurement – Objectives, Techniques; Time Study – Introduction and Meaning, Steps in Making Time Study, Numerical problems on work Management.[15 LH]
<b>Unit - V</b>	Quality Control – Need for Controlling Quality, Steps in Quality Control, Objectives and Benefits of Quality Control; Statistical process Control – Control Charts – Characteristics, Benefits and Objectives of Control Charts; Quality Circles; Introduction to Total Quality Management (TQM) – Definition, Concept, Benefits.[15 LH]

***Suggested Readings:***

1. Production and Operations Management – S. Anil Kumar, N. Suresh; New Age International Publishers.
2. Production and Operations Management – K. Ashwathappa; HPH
3. Production and Operations Management – E.E. Adam, R.J. Ebert; PHI
4. Purchasing and Supply Management – D.W. Dobler, D.N. Burt.
5. Purchasing and Materials Management – P. Gopalkrishnan; Tata McGraw Hill.
6. Production and Operations Management’ – S. N. Chary, Tata McGraw Hill.

**BBA 4013: INFORMATION SYSTEMS MANAGEMENT**

**[Credit: 5, Lecture hour: 75]**

**Course Objective:**

*To provide students with an understanding of the role of Management Information Systems (MIS) in organizational decision-making, exploring various types of information systems, emerging technologies, and intelligent techniques to address business challenges.*

**Course Outcomes:**

1. *Students will be able to explain the structure of MIS, types of information systems (such as DSS, TPS, and EIS), and evaluate their applications in business contexts, including e-commerce and strategic decision-making.*
2. *Students will demonstrate the ability to write SQL queries, understand concepts like data warehousing and knowledge management systems, and apply intelligent techniques such as neural networks and expert systems to support decision-making in a digital firm.*

<b>Unit No.</b>	<b>Syllabus</b>
<b>Unit-I</b>	Definition of Information System; Framework of MIS and MIS Triangle; Constraints in Developing an MIS; Systems Approach; Advantages and

	Disadvantages; Managerial Challenges.[10 LH]
<b>Unit-II</b>	Different Types of Information System such as EIS, KWS, OAS, TPS, GDSS, DSS; Core Competencies Required; Strategic Information Systems; Concept of E-Commerce; Internet-Based Business Models; B2B, EDI, B2C Models; Role of Intranet. [15 LH]
<b>Unit-III</b>	Idea of Different Hardware, Software and IT Infrastructure; Moore's Law and Law of Mass Digital Storage; Current Trends of Hardware Platforms; Enterprise Software; Groupware; Basics of Networking; Telecommunication Technologies in Business; Videoconferencing; Wireless Payment Method; Concept of Bandwidth and Media; Relevant Basic Internet Protocols; Concept of VOIP; Concept of RFID. [20 LH]
<b>Unit-IV</b>	Concept of Database; Writing Queries in SQL; Concept of Data Warehousing; Concept of Wi-Max and EVDO; M-Commerce; Knowledge of GIS.[15 LH]
<b>Unit-V</b>	Decision Making for Digital Firm; Business Intelligence and Decision Support; Decision Making Process; Knowledge Management System; Intelligent Techniques; Expert System; Brief Introduction to Fuzzy Logic, Artificial Neural Network, Intelligent Agents; Learning to Generate Data using Neural Network.[15 LH]

***Suggested Reading:***

1. S. C. Bhatnagar, K.V. Ramani. Computers and Information Management. Prentice Hall of India Private Ltd, New Delhi, 1991.
2. Davis, Gordon B., Margrethe H. Olsen. Management Information Systems. McGraw-Hill Book Company, 1985.
3. Post, Gerald V. Management Information Systems: Solving Business Problems with Information Technology. Tata McGraw-Hill Publishing Company Limited, New Delhi, 2003.
4. S. J. Joseph, P.T. E-Commerce: An Indian Perspective. PHI Learning Pvt. Ltd., 2023.
5. Bandyopadhyay, S., DecisionSupportSystem:ToolsandTechniques,CRCPress, 2023.

**BBA4021: BUSINESS MATHEMATICS**

**[Credit: 4, Lecture hour: 60]**

**Course Objective:**

*To equip the students with mathematical tools and techniques, including matrices, differentiation, ratios, progressions, and functions, to solve real-world problems in business.*

**Course Outcomes:**

1. *Students will be able to solve systems of linear equations, apply derivatives to marginal analysis, and use concepts like elasticity, maxima, and minima to evaluate revenue, cost, and profit scenarios.*
2. *Students will demonstrate the ability to work with ratios, annuities, logarithms, progressions, and quadratic equations, and apply set theory, permutations, and graphical methods to address business and financial issues.*

Unit No.	Syllabus
<b>Unit-I</b>	Overview of Matrix; Solution of a System of Linear Equations using Matrix Inversion and Cramer's Rule. [10LH]
<b>Unit-II</b>	Concepts and Rules of Differentiation; Application of Derivatives in Economics and Commerce; Concept of Marginal Analysis: Marginal Revenue, Marginal Cost. Concept of Elasticity of Demand and Supply. Application of Maxima and Minima problems: Revenue, Cost, Profit. [15 LH]
<b>Unit-III</b>	Inverse Ratio; Continued Ratio; Direct Proportion and Inverse Proportion; Application to Partnership; Simple Annuity; Perpetual Annuity; Present Value of annuity. [10 LH]
<b>Unit-IV</b>	Logarithms and Antilogarithms; Arithmetic, Geometric and Harmonic Progression; Basics of Set Theory; Permutation and Combination; Basic Concept of Quadratic Equation. [15 LH]
<b>Unit-V</b>	Real Number Systems; Constants and Variables, Functions; Graphical Representations of Functions; Equations of Straight Lines and Concept of Gradient with its Practical Applications in Real Life Business Problems [10 LH]

### ***Suggested Readings:***

1. S. R. Arora, Dr. Kavita Gupta. Business Mathematics. Taxmann Publications Pvt. Ltd., 2015
2. J. K. Singh. Business Mathematics. Himalaya Publishing House, 2017.
3. M. Wilson. Business Mathematics. Himalaya Publishing House, 2016.
4. Hazarika Padmolochan. A Textbook of Business Mathematics. S. Chand & Company, 2016.
5. Kailash Thakur. Business Mathematics, Logical Reasoning and Statistics. Taxmann Publications Pvt. Ltd., 2023

## **BBA4022: BUSINESS STATISTICS**

**[Credit: 4, Lecture hour: 60]**

### **Course Objective:**

*To introduce students to statistical tools and techniques for data collection, analysis, and interpretation, enabling them to make informed business decisions based on quantitative insights.*

### **Course Outcomes:**

1. *Students will be able to collect, present, and analyze data using measures of central tendency, dispersion, skewness, and kurtosis, and effectively use graphical and tabular methods for data visualization.*



2. *Students will demonstrate the ability to perform correlation and regression analysis, construct and interpret index numbers, and use time series analysis methods to identify trends and variations for business forecasting and decision-making*

Unit No.	Syllabus
<b>Unit – I</b>	Introduction: Definition of Statistics, Importance and scope of statistics in business decisions, Limitations of Statistics; Types of Data, Important Sources of Secondary Data; Collection and Presentation of Data: Different Methods of collecting Primary Data: Text, Tabular and graphical Methods of Data presentation; Frequency Distribution, Diagrammatic Presentation of Frequency data. [10 LH]
<b>Unit – II</b>	Measures of Central Tendency: Characteristics of an ideal measure; simple and Weighted Arithmetic Mean – Properties, Merits and Demits; Geometric Mean and harmonic Mean – Algebraic Properties, Merits and Demerits; Relationship among A.M., G.M. and H.M.; Median and Mode – Measures, Properties, Merits and Demits. Measures of Dispersion: Range, Quartile Deviation, mean Absolute Deviation and Standard Deviation – their Merits, Demerits and Properties. Concepts of Skewness and Kurtosis, Different Measures of Skewness and Kurtosis. [15 LH]
<b>Unit – III</b>	Correlation Analysis and Regression Analysis Introduction-Importance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson's coefficient of Correlation (Grouped and Ungrouped), Spearman's Coefficient of Rank Correlation, Rank Correlation for Tied Ranks, Regression Analysis- Concepts of Regression, Difference b/w Correlation and Regression, Regression Lines. [10 LH]
<b>Unit – IV</b>	Index Number: Meaning, Types and Uses of index numbers; Problems in constructing index numbers; Methods of constructing price and quantity indices; Time reversal test and Factor reversal test of index numbers. [10 LH]
<b>Unit – V</b>	Time Series Analysis: Utility of Time Series Analysis; Causes of Variation in Time Series Data; Component of Time Series, Determination of Trend – Semi Average Method, Moving Average Method and Least Square Method for Linear Trend, Exponential Trend and Parabolic Trend. [15 LH]

### ***Suggested Readings:***

1. Statistics – Sancheti and Kapoor; Sultan Chand & Sons.
2. Basic Statistics – Goon, Gupta and Dasgupta; World press.
3. Fundamental of Statistics (vol. 1 and 2) Goon, Gupta and Dasgupta; World Press.
4. Statistical Methods (vol 1 and 2) – N.G. Das.
5. Mathematical and Statistics – Ajay Goel and Alka Goel; Taxmann.
6. Hooda R. P. (2002). Introduction to Statistics, Macmillan.
7. Sharma, J. K. (2007), Business Statistics, Pearson Education India.

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**Semester- V**

## SEMESTER- V

### BBA 5011: BUSINESS ENVIRONMENT (BE)

[Credit: 5 - Lecture hours: 60]

#### Course Objectives:

1. To equip students with the the fundamentals of the business environment and its role in decision-making and strategic planning and to understand the economic, political, legal, technological, social, and international forces that influence business operations
2. To familiarize students with the Indian business environment, including government policies, economic reforms, and regulatory frameworks and encourage critical thinking on how external environmental factors shape business strategies and performance

#### Course Outcomes:

1. Students will be able to identify and describe the key components of the business environment and how they affect business operations and analyze economic, political, legal, and technological factors influencing business decision-making.
2. Students will have clear understanding of the Indian economic and policy environment, including liberalization, privatization, and globalization and be able to evaluate the impact of international trade and global economic trends on domestic business operations

<b>Unit-I</b>	Introductory Issues: concept, nature and importance of business and business environment - Types of environment; general and task environment, internal and external environment, Basic elements of environment: socio-cultural, political, legal, economic and technological elements - Environmental analysis; objectives, process, benefits and limitations.
<b>Unit-II</b>	Socio-cultural Environment of Business: Concept and nature of culture - Impact of culture on business - cultural resources - Ethics and social responsibility of business - Arguments for and against social responsibility.
<b>Unit-III</b>	Political and Legal Environment of Business: The Constitution of India; Fundamental Rights and Directive Principles of State Policy intervention in economic affairs: role of the government in creating properbusiness environment

	- Economic planning in India: features and objectives of Indian Plans: The changing legal environment of business, key concepts and features - Intellectual property laws: elementary concepts and features of copy rights, patent, trade/service mark and industrial design.
<b>Unit-IV</b>	Economic Environment of Business: concept and elements of economic environment - Different economic systems: Meanings and Characteristics: New Industrial Policy: Objectives and Dimensions - Economic reforms initiated in India - Liberalization, privatization and disinvestment: Concepts and Trends.
<b>Unit-V</b>	Technological Environment of Business: concept and features of technology Impact of technology on business and society - Technology policy of India - Institutions and other facilities for promotion of science and technology in India- Intellectual Property: Basic Idea and Types.

### ***Suggested Readings:***

1. Aswathapa, K., *Essentials of Business Environment*, Himalaya Publishing House.
2. Cherunilam, F., *Business Environment – Text and Cases*, Himalaya Publishing House.
3. Gupta, C.B., *Business Environment*, Sultan Chand.
4. Justin, P., *Business Environment: Text and Cases*, McGraw Hill Education.
5. Misra, S. K. and Puri V. K., *Economics Environment of Business*, Himalaya Publishing House.

## **BBA5012: STRATEGIC MANAGEMENT (SM)**

**[Credit: 5 - Lecture hours: 60]**

### **Course Objectives:**

1. To equip students with a comprehensive understanding of strategic management concepts within different organizational levels and contexts.
2. To enable the students to recognise the various strategic management tools, aiding to assess both internal and external environments and develop effective competitive and corporate strategies.

### **Course Outcomes:**

1. Students will be able to effectively evaluate an organization's strategic position by applying analytical tools to inform strategic decision-making.
2. Students will develop the ability to formulate and implement strategic plans, including growth and corporate strategies and understand the impacts of emerging trends on strategic management.

<b>Unit-I</b>	<b>Introduction to Strategic Management:</b> Definition, Scope and Importance of Strategic Management; The Strategic Management Process: Basic Issues; Evolution of Strategy: Classical vs. Modern Approaches; Levels of Strategy: Corporate, Business and Functional; Strategic Intent: Vision, Mission, Goals and Objectives; Relevance of Ethics and Sustainability in Strategic Management
<b>Unit-II</b>	<b>Environmental and Industry Analysis:</b> External Environment Analysis: PESTEL Framework; Industry Analysis: Porter's Five Forces Model; Competitive Analysis: Competitor Mapping and Market Positioning; International Environment vis-à-vis Strategic Management

<b>Unit-III</b>	<b>Internal Analysis and Competitive Strategies:</b> Internal Resource Analysis: Value Chain Analysis and other tools for identifying Competitive Strengths; SWOT Analysis: Integrating Internal and External Factors; Generic Competitive Strategies: Cost Leadership, Differentiation and Focus (Niche Markets); Core Competencies, Strategic Innovation and Developing Blue Ocean Strategy; Competitive strategies for Startups
<b>Unit-IV</b>	<b>Corporate Strategies and Portfolio &amp; Growth Strategy Analysis:</b> Growth Strategies (Expansion, Diversification, Vertical Integration); Stability and Retrenchment Strategies; Mergers, Acquisitions and Strategic Alliances; Global Strategy; Basic Overview of Portfolio Management Tools: BCG Matrix (Growth-Share Matrix); GE-McKinsey Matrix and ADL Strategic Condition Matrix; Growth-Oriented Tools: Ansoff's Growth Matrix, McKinsey's Three Horizons Model, Product-Market Fit and Business Model Innovation
<b>Unit-V</b>	<b>Strategy Implementation, Control, and Emerging Trends: Overview of</b> Strategy Implementation Issues: Organizational Structure and Leadership, Resource Allocation and Performance Measurement; Balanced Scorecard and Strategic Control; Strategic Management in the Age of Artificial Intelligence, Disruptive Technologies and other emerging trends.

### ***Suggested Readings:***

1. Barney, J. B., & Hesterly, W. S. *Strategic Management and Competitive Advantage: Concepts and Cases*. Pearson.
2. David, F. R., David, F. R., & David, M. E. *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. Pearson.
3. Hill, C. W. L., Jones, G. R., & Schilling, M. A. *Strategic Management: Theory: An Integrated Approach*. Cengage Learning.
4. Kazmi, A., *Strategic Management and Business Policy*. McGraw Hill India.
5. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. *Strategic Management and Business Policy: Globalization, Innovation, and Sustainability*. Pearson.

## **BBA5013: CORPORATE FINANCIAL REPORTING & ANALYSIS (CFRA)**

**[Credit:5 - Lecture hours: 60]**

### **Course Objectives:**

1. To equip students with a comprehensive understanding of financial reporting practices of companies as per Indian statutes and principles.
2. To enable the students to learn the various tools of financial statement analysis, aiding in strategic decision making.

### **Course Outcomes:**

1. Students will be able to effectively understand and comprehend the concepts associated with financial statements drafted by companies and also draft the financial statements.
2. Students will develop the ability to use tools for understanding the information contained in financial statements and interpret them for decision making

<b>Unit-I</b>	Corporate accounting: Concept; Books of accounts of a company; Statutory registers of a company; Annual return; Schedule III to Companies Act, 2013.
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<b>Unit-II</b>	Corporate Financial Statements: Concept, Features, Types, Components, Importance; Corporate Financial Statements under Companies Act, 2013.
<b>Unit-III</b>	Statement of Profit and Loss, Balance Sheet and Cash Flow Statement: Concept, Features, Importance, Interrelationship; Preparation of financial statements
<b>Unit-IV</b>	Financial Statement Analysis: Concept, Parties, Need, Objectives, Approaches; Types of analysis: Intra-firm, Inter-firm, Inter-period, Inter-regional, Cross-sectional.
<b>Unit-V</b>	Tools and techniques of financial statement analysis: Comparative financial statements, Common-size financial statements, Trend analysis, Financial ratio analysis.

***Suggested Readings:***

1. Das, S. C., *Business Accounting and Financial Management*. PHI, Delhi.
  2. Gupta, A., *Financial Accounting for Management – An Analytical Management*, Pearson, New Delhi.
  3. Mukherjee, S. and Mukherjee, A. K., *Corporate Accounting*, Oxford University Press, New Delhi.
  4. Narayanaswamy, R., *Financial Accounting – A Managerial Perspective*, PHI, Delhi.
- Sinha, G., *Financial Statement Analysis*, PHI, Delhi

# BBA

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# Semester- VI

## SEMESTER-VI

### BBA6011: ENTREPRENEURSHIP DEVELOPMENT(ED)

[Credit:4 - Lecture hours: 60]

#### Course Objectives:

1. To equip students with a comprehensive understanding of the concepts associated with entrepreneurship.
2. To develop the entrepreneurial mindset of students and making them aware of various nuances of starting ventures.

#### Course Outcomes:

1. Students will be able to understand various types of entrepreneurship ventures and evaluate the entrepreneurship ecosystem.
2. Students will effectively develop entrepreneurial mindset and also comprehend the various aspects of start-up ventures.

<b>Unit-I</b>	Entrepreneurship – Elements, determinants, importance, scope; Entrepreneur – Qualities/ Traits, Classification; Entrepreneur, Intrapreneur and Manager; Theories of entrepreneurship; Innovation and Creativity.
<b>Unit-II</b>	Entrepreneurial opportunities; Business ideas – Sources, Techniques of generating business idea; Feasibility study – Purpose, Dimensions, Structure and Contents of feasibility report; Business plan – Rationale, Stakeholders, Types, Structure and Contents.
<b>Unit-III</b>	Entrepreneurial behaviour; Entrepreneurial Motivation; Stimulation, Support and Sustainability – Public and Private systems; Marketing assistance and support; Technical and technological assistance and support; Entrepreneurship Development Programmes – Need and Objectives.
<b>Unit-IV</b>	Management of Start-ups: Venture life cycle; Mobilisation of resources; Location, Layout, Business processes, Operations planning and control; Accommodation and Utilities for start-ups; Preliminary contracts entered into by start-ups; Problems and challenges faced by start-ups.
<b>Unit-V</b>	Actors of venture support system: Industry Associations; Self-help Groups; Business Incubators.

<b>Unit-VI</b>	Entrepreneurial finance & Venture life cycle; Sources of capital; Fixed capital and Working capital assessment; Availability and access to finance; Project proposal; Financial distress.
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***Suggested Readings:***

1. Charantimath P. M., *Entrepreneurship Development and Small Business Enterprises*, Pearson India, New Delhi.
2. Mohanty S. K., *Fundamentals of Entrepreneurship*, PHI, New Delhi.
3. Mukherjee, A. K. and Roy, S., *Entrepreneurship Development and Business Ethics*, Oxford University Press, New Delhi.
4. Nandan, H., *Fundamentals of Entrepreneurship*, PHI, New Delhi.
5. Narayana Reddy, P., *Entrepreneurship – Text & Cases*, Cengage Learning, New Delhi.

**BBA 6012: MANAGERIAL COMMUNICATION (MC)**

**[Credit:4 - Lecture hours: 60]**

**Course Objectives:**

1. To enhance both written and oral communication skills of students and develop fundamental principles and techniques of effective business communication.
2. To help students learn about appropriate communication styles and etiquette and emphasize the importance of active listening and understanding nonverbal communication in business environment.

**Course Outcomes:**

1. To develop the ability of the students to express complex ideas in both written and spoken modes, including emails, reports, presentations, etc.
2. To help students learn and apply communication theory to solve workplace issues and understand the importance of clear and concise communication and also improve their listening skills.

<b>Unit-I</b>	Managerial communication—nature and scope of communication, functions of communication; roles of a manager, communication process; communication network; Informal Communication; Corporate Communication.
<b>Unit-II</b>	Road blocks to managerial communication; Removing roadblocks; Gateways to communication, strategies for improving organizational communication; cross cultural communication and communication between genders; Effective Listening—Poor listening habits, types of listening; strategies for effective listening
<b>Unit-III</b>	Business presentations & public speaking—Introduction to a presentation, main body and conclusion, controlling nervousness & stage fright; business presentation; sample outlines; Non-verbal communication—introduction; Elements of non-verbal communication— Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc.;



	Interpreting nonverbal messages
<b>Unit-IV</b>	Business Writing—Introduction, written business communication; Business letters, Common components of Business Letters; writing effective memos; Business reports & Proposals; format for proposals; proposal layout and design; Secretarial Practices in Business Organizations.
<b>Unit-V</b>	Modern Communication Technology: Electronic Communication System, Teleconferencing- Video and Audio Conferencing, Electronic-mail--E-mail etiquette, Writing Official E-mail, Do's and Don'ts of E-mail communication etc.

***Suggested Readings:***

1. Balasubramanian N., *Business Communication*, Vikas Publishing House.
2. Bovee, C. and Thill J. V., *Business Communication Essentials*, Pearson.
3. Chaturvedi P. D. and Chaturvedi M., *The Art and Science of Business communication: Skills, Concepts, Cases, and Applications*, Pearson.
4. Lesikar, R. and Petit, J., *Business Communication - Theory and Applications*, All India Traveller Book Seller, Delhi.
5. Sharma, R. C. and Mohan K., *Business Correspondence and Report Writing*, McGraw Hill.

**BBA 6013: BUSINESS LAW (BL)**

**[Credit:4 – Lecture hours: 60]**

**Course Objectives:**

1. To equip students with a foundational understanding of legal environment in which businesses operate, including relevant Indian laws and regulations.
2. To enable students to navigate legal issues and make informed decisions.

**Course Outcomes:**

1. Students will be able to understand the legal obligations and responsibilities of businesses and individuals in various legal contexts.
2. Students will be able to analyze legal issues and develop solutions to business problems and communicate legal information effectively.

<b>Unit-I</b>	<b>The Indian Contract Act, 1872</b>  Contract & Agreement: Definition, Characteristics and Types; Essentials of a valid Contract and Agreements; Proposal; Acceptance Communication Revocation; Consideration; Capacity of Contract; Consent.
<b>Unit-II</b>	<b>The Sale of Goods Act, 1930</b>  Contract of Sale – Meaning; Difference between Sale and Agreement; Formation of Contract; Contents of sale contract; Goods, Price, Condition and Warranty; Ownership of goods and transfer; Performance of Sale Contract; Delivery; Rights of unpaid sellers; Auction Sale.
<b>Unit-III</b>	<b>Partnership Laws:</b>  <b>A. Indian Partnership Act, 1932</b>

	<p>Definition and Nature of Partnership; Type of partners; Rights and Duties of partners; Registration of partnership firm and Consequences of non-registration; Dissolution of firm: Meaning and grounds; Minor in partnership.</p> <p><b>B. The Limited Liability Partnership Act, 2008</b>  Definition; Salient Features of LLP; Advantages and Disadvantages of LLP; Difference between LLP and Partnership.</p>
<b>Unit-IV</b>	<p><b>Consumers Protection Act, 1986</b></p> <p><i>Definitions:</i> Complainant, Complaint, Consumer, Consumer Dispute, Defect, Deficiency, District Forum, Person; <i>Consumers Protection Act:</i> Applicability, Objectives, Features, Need in India; Rights &amp; Responsibilities of consumers; Unfair trade practices; Consumer Protection Council (Central, State and District)</p>
<b>Unit-V</b>	<p><b>Companies Act, 2013:</b>  Definition of Company, Types of companies, Formation of Company, Memorandum and Articles of association, Contents and alteration of Memorandum and Articles of Associations, Prospectus and Statement in lieu of Prospectus.</p>

***Suggested Readings:***

1. Agarwal, A., *Business Law for Managers*, Penguin Portfolio.
2. Kapoor, N. D., *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.
3. Kuchhal M. C. & Kuchhal V., *Business Laws*, Vikas Publications, New Delhi.
4. Pandab, S. K., *Business Regulatory Framework*, Lawpoint Publications, Kolkata. Relevant Bare Acts.

**BBA 6014: DATA & DECISION SCIENCE (DDS)**

**[Credit:4 Lecture hours:60]**

**Course Objectives:**

1. To provide an overview of different aspects of Data and Decision Sciences.
2. To enable the students to recognize the contemporary concepts and techniques for Data and Decision Sciences so as to assist the students understand about the minimum knowledge base that is expected of them in future

**Course Outcomes:**

1. To introduce students to various aspects of data and decision sciences.
2. To enable students, make decisions under uncertainty using various behavioural tools.

<b>Unit-I</b>	<b>Introduction to Data and Decision Science:</b> Meaning and scope of data and decision science; Structured vs. unstructured decisions; Data-driven decision-making in business; Role of data in management and policy decisions.
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<b>Unit-II</b>	Data preprocessing: Data Cleaning Techniques; Data Visualization Techniques; Creating Different Types of Charts, Graphs; Tableau Programming. Introduction to Machine Learning in decision-making: Basics of supervised and unsupervised learning; Applications in business.
<b>Unit-III</b>	Big Data: Definition, Characteristics, and Importance; Key concepts: Volume, Velocity, Variety, Veracity, Value; Evolution of Big Data in the business world. <b>Introduction to Cloud Computing:</b> Definition and key characteristics, Traditional computing vs. cloud computing; Applications of cloud computing, Future trends.
<b>Unit-IV</b>	Decision-making under certainty, risk, and uncertainty; Decision trees and payoff Tables; Bayesian Decision Theory; Utility Theory and Decision-making; Sensitivity Analysis; Multi Criteria Decision Making; Real Life Applications of Decision Analysis.
<b>Unit-IV</b>	Simulation – Concept and Tools to Simulate Real-World Systems; Risk Analysis: Identifying Risk, Assessing and Evaluating Risk, Mitigating Risk.
<b>Unit-V</b>	Behavioral Decision Making: Understanding How Decisions are Made; Heuristics and other Cognitive limitations.

***Suggested Readings:***

1. Bandyopadhyay, S., *Business Analytics*, CRC Press.
2. Chaturvedi, A. and Malik, P., *Mastering Data Visualization with Tableau: Empowering Business Decisions with Tableau*, BPB Publications.
3. Finlay, P. N., *Introducing Decision Support Systems*, NCC Services.
4. Panneerselvam, R., *Decision Science: Operations and Analytics*, PHI Learning.
5. Wright, G., *Behavioural Decision Making*, Springer