

SYLLABUS
for
Choice Based Credit System
(CBCS)

On the basis of
Outcome Based Education
(OBE)

BACHELOR OF BUSINESS
ADMINISTRATION(HONOURS)

CC/DSE/GE/AECC(HINDI/ENG/ENVIR SC)/SEC(IRS)



PATNA WOMEN'S COLLEGE

Autonomous

PATNA UNIVERSITY

3rd Cycle NAAC Accredited at 'A' Grade with CGPA 3.58/4
"College with Potential for Excellence" (CPE) Status Accorded by UGC

Vision

Rooted in the life, vision and teachings of Jesus Christ and inspired by Mother Veronica, the foundress of the Apostolic Carmel, Patna Women's College strives to become a centre of academic excellence in higher education, social responsibility, and empowerment of women.

Mission Statement

Patna Women's College, the first college for women in Bihar, is committed to the holistic development of women so as to make an effective contribution to the creation of a better society.

To this end, we strive

- To become a center of excellence in higher education for women in an atmosphere of autonomy.
- To excel in teaching-learning, research, and consultancy.
- To provide education that promotes capacity building and holistic development of a person.
- To offer subjects for competency building and motivate/animate a workforce imbued with human values.
- To promote patriotism, communal harmony and cultural integration to maintain a free and peaceful atmosphere on the campus.
- To train the students in creative arts, social service, critical thinking, and leadership in order to make an effective contribution to the creation of a new and value-based society.
- To create women leaders and to make them agents of social change.
- To develop skill oriented and value-based courses, for the all-round development of individuals.
- To promote academic exchange and academia-industry interface.
- To form young women who are 'always wise' and who will dare to 'go ahead and conquer knowledge' through, competence, commitment, delicate conscience, and compassion.

B.B.A. (Honours)

Note: 1 credit = 15 hours

1. Theory paper: 6 credits each (5Theory and 1 Tutorial).
2. Tutorial group of each theory paper should have a group size of 8 students.
3. Practical paper: 6 credits each (4Theory and 2 Practical).
4. Practical paper will not have tutorials.

Core Courses (6 credits each)

Core Course: A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

Semester I

1. Fundamentals of Management & Organisational Behaviour
2. Statistics for Business Decisions

Semester II

3. Managerial Economics
4. Business Accounting

Semester III

5. Macroeconomics
6. Principles of Marketing
7. Management Accounting

Semester IV

8. Business Research
9. Human Resource Management
10. Financial Management

Semester V

11. Ethics & Corporate Social Responsibility
12. Legal Aspects of Business

Semester VI

13. Business Policy & Strategy
14. Financial Institutions & Markets

Generic Elective Papers (GE) (6 credits each)

Generic Elective (GE) Course: An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.

P.S.: A core course offered in a discipline/subject may be treated as an elective by other discipline/ subject and vice versa and such electives may also be referred to as Generic Elective.

Semester I

1. Entrepreneurship Development

Semester II

2. Ethics & Corporate Social Responsibility

Semester III

3. Tax Planning

Semester IV

4. India's Diversity & Business

Discipline Specific Elective (DSE) (6 credits each)

Discipline Specific Elective (DSE) Course: Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of interdisciplinary nature (to be offered by main discipline/subject of study).

Semester V

DSE-1

1. HRD: Systems & Strategies

DSE-2

2. Management of Industrial Relations

Semester VI

DSE-3

3. Talent & Knowledge Management/ Cross Cultural Human Resource Management

DSE-4

4. Dissertation / OJT

Skill Enhancement Course (SEC)(2Credits)

Skill Enhancement Courses (SEC): These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.

Semester III

1. Inter Religious Studies (Value based)

Semester IV

2. IT Tools for Business (Skill based)

B.B.A. (Hons.) CBCS Syllabus

Sem	Core Course (14) <u>6 Credits</u> <u>each</u>	Ability Enhancement Compulsory Course AECC (2) <u>2 Credits</u> <u>each</u>	Skill Enhancement Course SEC (2) <u>2 Credits</u> <u>each</u>	Discipline Specific Elective DSE (4) <u>6 Credits</u> <u>each</u>	Generic Elective GE (4) <u>6 Credits</u> <u>each</u>
I	BBA CC101: Fundamentals of Management & Organisational Behaviour	English/MIL Communication / Environmental Science			BBA GE101: Entrepreneur ship Development
	BBA CC102: Statistics for Business Decisions				
II	BBA CC203: Managerial Economics	English/MIL Communication / Environmental Science			BBA GE202: Ethics & Corporate Social Responsib- ility
	BBA CC204: Business Accounting				
III	BBA CC305: Macroeconomics		IRS SEC301: Inter-Religious Studies (Value based)		BBA GE303: Tax Planning
	BBA CC306: Principles of Marketing				
	BBA CC307: Management Accounting Business				

IV	BBA CC408: Business Research		BBA SEC402: IT Tools for Business (P) (Skill based)		BBA.GE404 India's Diversity & Business
	BBA CC409: Human Resource Management				
	BBA CC410: Financial Management				
V	BBA CC511: Ethics & Corporate Social Responsibility			BBA DSE501: HRD: Systems & Strategies BBA DSE502: Management of Industrial Relations	
	BBA CC512: Legal Aspects of Business				
VI	BBA CC613: Business Policy & Strategy			BBA DSE603: Talent & Knowledge Management / Cross Cultural Human Resource Management BBA DSE604: Dissertation/ OJT	
	BBA CC614: Financial Institutions & Markets				

Course Structure for B.B.A. (Hons.)

Semester – I	Semester – II
BBA CC101: Fundamentals of Management & Organizational Behaviour	BBA CC203: Managerial Economics
BBA CC102: Statistics for Business Decisions	BBA CC204: Business Accounting
ENG AEC101 : English Communication HIN AEC101 : हिन्दी व्याकरण और सम्प्रवेश	EVS AEC202 : Environmental Science

BBA GE101: Entrepreneurship Development	BBA GE202: Ethics & Corporate Social Responsibility
Semester – III	Semester – IV
BBA CC305: Macroeconomics	BBA CC408: Business Research
BBA CC306: Principles of Marketing	BBA CC409: Human Resource Management
BBA CC307: Management Accounting	BBA CC410: Financial Management
IRS SEC301: Inter Religious Studies (Value Based)	BBA SEC402: IT Tools for Business
BBA GE303: Tax Planning	BBA GE404: India's Diversity & Business
Semester – V	Semester – VI
BBA CC511: Ethics & Corporate Social Responsibility	BBA CC613: Business Policy & Strategy
BBA CC512: Legal Aspects of Business	BBA CC614: Financial Institutions & Markets
BBA DSE501: HRD : Systems & Strategies	BBA DSE603: Talent & Knowledge Management/Cross Cultural Human Resource Management
BBA DSE502: Management of Industrial Relations	BBA DSE604: Dissertation/OJT

Details of Credits for Courses under B.Com. Honours Commerce

Semester	Course	Theory	Practical	Tutorial	Total Credits
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I. Core Course (14 Papers) – 06 credits each

I	1. Fundamentals of Management & Organisational Behaviour	5	-	1	6
	2. Statistics for Business Decisions	5		1	6
II	3. Managerial Economics	5	-	1	6
	4. Business Accounting	5	-	1	6
III	5. Macroeconomics	5	-	1	6
	6. Principles of Marketing	5	-	1	6
	7. Management Accounting	5	-	1	6

IV	8. Business Research	5	-	1	6
	9. Human Resource Management	4	2	-	6
	10. Financial Management	5	-	1	6
V	11. Ethics & Corporate Social Responsibility	5	-	1	6
	12. Legal Aspects of Business	5	-	1	6
VI	13. Business Policy & Strategy	5	-	1	6
	14. Financial Institutions & Markets	5	-	1	6

II. Elective Course – 06 credits each

	A. 1. Discipline Specific Elective- DSE (4 Papers)				
V	1. HRD: Systems & Strategies	5	-	1	6
	2. Management of Industrial Relations	5	-	1	6
VI	3. Talent & Knowledge Management/ Cross Cultural Human Resource Management	5	-	1	6
	4. Dissertation/OJT	-	-	-	6
	B. 1. Generic Elective / Interdisciplinary (4 Papers)				
I	1. Entrepreneurship Development	5	-	1	6
II	2. Ethics & Corporate Social Responsibility	5	-	1	6
III	3. Tax Planning	5	-	1	6
IV	4. India's Diversity & Business	5	-	1	6

III. Ability Enhancement Courses – 02 credits each

	1. Ability Enhancement Compulsory (AECC)				
I	English/ Hindi Communication	2			2
II	Environmental Science	2			2
	II. Skill Enhancement Course (SEC)				
III	1. Inter Religious Studies	2	-	-	2
IV	2. IT Tools for Business	1	1	-	2
	TOTAL				140

Institute should evolve a system/policy about ECA / General Interest / Hobby / Sports / NCC / NSS / related courses on its own.

***wherever there is practical there will be no tutorial and vice-versa.**

PROGRAM OUTCOME

Upon completion of the Commerce Graduate programme, the students will be able to achieve the following outcomes:

- PO1: Professional Knowledge:** Attain profound expertise in their discipline by understanding the functioning of business, their challenges and significance in the economy.
- PO2: Critical and Cognitive skills:** Engage in critical and cognitive thinking by analyzing situations and constructing and selecting viable solutions to solve problems.
- PO3: Environment and sustainability:** Understand the impact of the scientific solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.
- PO4: Effective Communication:** Demonstrate familiarity with and ability to analyze both verbally and in writing issues and forms of contemporary art with a clear understanding of historical precedents.
- PO5: Research and Analysis:** Demonstrate analytical skill and proficiency in a range of tools and techniques used in research in commerce and management.
- PO6: Employability and higher Education:** Show proficiency in professional, employability and soft skills required for higher education and placements.
- PO7: Ethics:** Apply ethical principles and commit to professional ethics and responsibilities and norms of the humanitarian practice.
- PO8: Entrepreneurial activities:** Assess financial statement and create marketing strategies to start entrepreneurial activities.
- PO9: E-Commerce and Society:** Articulate familiarity with e-commerce application in modern day business and transparency in business to promote higher productivity in society.

PO10: Multidisciplinary Approach: Integrate academic curriculum with other co-curricular goals, such as career development, life-long learning, develop interdisciplinary learning and opportunity to extend their knowledge across all disciplines.

PO11: Nation Building: Introspect and evolve into dynamic and creative individuals capable of socially productive, constructive actions that positively impact our Nation and the World at large.

PROGRAMME SPECIFIC OUTCOME

Upon completion of the programme the students will attain the ability to:

PSO1: To promote an understanding of different aspects of human resource management and its business application.

PSO2: To create an awareness regarding macro and micro concepts of economics in management.

PSO3: To develop a well-defined perspective on business ideas and role of corporate at different social, national and international levels.

PSO4: To gain knowledge of accounts and its practical implications in business world.

PSO5: To equip students with knowledge of statistical tools and business operations.

PSO6: To comprehend ethical issues in business and grow into responsible citizens.

Core Courses (6 credits each)

SEMESTER – I

Core Course: A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

COURSE CODE: BBA CC101

Fundamentals of Management & Organisational Behaviour

COURSE OUTCOME

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

- CO1.** Explain various aspects of business, their forms of ownership and also how expansion takes place.
- CO2.** Discuss different functions of management.
- CO3.** Describe behavioural aspects of human resources and summarise relevant theories related to Personality, Learning, Motivation and Leadership.
- CO4.** Compare groups and teams, their development and establishment of relationships, dealing with conflicts and the challenges brought by Organisational Change.

BBA CC101 : Fundamentals of Management & Organisational Behaviour PWC (Theory : 5 Credits + Tutorial :1 credit)		
Unit	Topics to be covered	No. of hours
1	Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.	10
2	Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing:	20

	Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.	
3	Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence	25
4	Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos	20
	Tutorials	15
	TOTAL	90

Reading List :

1. Koontz & Heinz Weihrich (2005). *Essential of Management*, Tata McGraw Hill.
2. Luthans Fred (2005). *Organisational Behaviour*, Tata McGraw Hill International Edition.
3. Newstrom, John W. (2010). *Organisational Behaviour*, Tata McGraw Hill.
4. Robbins, Stephen P. (2005). *Organisational Behaviour*, Pearson Education.
5. Prasad, L. M. (2007). *Organisational Behaviour*, Sultan Chand & Sons.
6. Gupta Meenakshi (2012). *Principles of Management*, PHI Learning.
7. Chandan, G.S. (2009). *Management Concepts & Strategies*, Vikas Publishing House.
8. Prasad, L.M., *Principles & Practice of Management*, 6th Edition, Sultan Chand.

SEMESTER – I

COURSE CODE: BBA CC102

Statistics for Business Decisions

COURSE OUTCOME

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

- CO1.** Develop an ability to organize, manage and present data.
- CO2.** Rational analysis of data using statistical tools as frequency distribution and measures of central tendency.
- CO3.** To comprehend practical applications of statistics in economics and management.
- CO4.** Make decisions based on data by collecting appropriate quantitative data.

BBA CC102 : Statistics for Business Decisions PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion -Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.	18
2.	Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.	15

3.	Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.	20
4	A. Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable-discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem. B. Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean.	22
	Tutorials	15
	TOTAL	90

Reading List :

1. Freedman, David A. (2005). *Statistical Methods Theory and Practice*, Cambridge University Press.
2. Gupta, S.C., Kapoor, V.K. (2008). *Fundamentals of Mathematical Statistics*, Sultan Chand & Sons.
3. Akhilesh, K.B., Balasubrahmanyam, S. (2011). *Mathematics and Statistics for Management*, Vikash.
4. Gupta S.P., *Statistical Methods*, 34th Edition, Sultan Chand & Sons.
5. Gupta, S.P., Gupta, M.P. (2007). *Business Statistics*, S.Chand & Sons.
6. Levin Richard & Rubin David, *Statistics for management*, Prentice Hall.
7. Anderson, Sweeny, Williams, *Statistics for Business and Economics*, South Western.
8. Sharma, J.K., *Business Statistics*, Vikas Publishing.

SEMESTER – II

COURSE CODE: BBA CC203

Managerial Economics

COURSE OUTCOME

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

- CO1.** Enable an understanding of businesses, markets and governments from a management perspective and responsibly respond to the threats and opportunities.
- CO2.** Ability to evaluate the problems of production, distribution, consumption and people's welfare.
- CO3.** To develop an understanding of optimal utilization of available resources since wants are unlimited and the resources are scarce.
- CO4.** Estimate economic relationships between different business factors such as income, elasticity of demand, cost volume profit analysis.

BBA CC203 : Managerial Economics PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behaviour: cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods).	20
2	Producer and optimal production choice: optimizing behaviour in short run (geometry of product curves, law of diminishing margin	25

	productivity, three stages of production), optimizing behaviour in long run (isoquants, isocost line, optimal combination of resources) Costs and scale : traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.	
3	Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly .	15
4	Monopolistic Competition & Oligopoly: monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)	15
	Tutorials	15
	TOTAL	90

Reading List :

1. Varshney, R.L. and Maheshwari, K.L. (2007). *Managerial Economics*, Sultan Chand & Sons.
2. Dwivedi, D.N. (2007). *Managerial Economics*, Vikas Publishing House.
3. Atmanand (2004). *Managerial Economics*, Excel Books.
4. Gopalakrishna, D. (2013). *Managerial Economics*, Himalaya Publishing House.
5. Ahuja, H.L. (2014). *Managerial Economics*, S. Chand & Co. Ltd.
6. Mittal Abha (2013). *Microeconomics*, S. Chand & Company Pvt. Ltd.
7. Mithani, D.M. (2014). *Managerial Economics*, Himalaya Publishing House.

SEMESTER – II

COURSE CODE: BBA CC204

Business Accounting

COURSE OUTCOME

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

- CO1.** Enable a better understanding of financial position of the organization.
- CO2.** To create and control the company budget and to track income and expenditures effectively.
- CO3.** Help to evaluate firm's performance.
- CO4.** Ensure statutory compliance and provide investors, management, and government with quantitative financial information for making business decisions.

BBA CC204 : Business Accounting		
PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations, Users of Accounting Information, Generally Accepted Accounting Principles. The Accounting Equation, Nature of Accounts and Rules of Debit and Credit, Recording Transactions in General Journal, Recording Transactions in three column Cash Book, An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries, Preparation of Ledger Accounts.	20
2	Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging	20

	Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.	
3	Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).	15
4	Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.	20
	Tutorials	15
	TOTAL	90

Reading List :

1. Shukla, S.M. (2005). *Financial Accounting*, Sahitya Bhawan Publication.
2. Jaffarulla, A. (2010). *Financial Accounting*, Vrinda Publication.
3. Maheshwari, S.N., Maheshwari, Suneel K., Maheshwari, Sharad K., *An Introduction to Accountancy*, Vikas Publishing House Pvt. Ltd.
4. Narayanaswamy, R., *Financial Accounting: A Managerial Perspective*, PHI Learning Pvt. Ltd.
5. Horngren, Charles T., Sundem, Gert L., Elliott, John A. and Philbrick, Donna R., *Introduction to Financial Accounting*, Pearson.
6. Monga, J.R., *Financial Accounting: Concepts and Applications*, Mayur Paperbacks.
7. Ghosh, T.P., *Financial Accounting for Managers*, Taxmann Allied Services Pvt. Ltd.

Ability Enhancement Compulsory Courses (AECC)

English (2 Credits)

“AECC” courses are the courses based upon the content that leads to Knowledge enhancement; i. English/Hindi communication, ii. Environmental Science

SEMESTER – I

COURSE OUTCOME

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

- CO1.** Communicate effectively using the techniques in the area of spoken as well as written communication.
- CO2.** Hone their LSRW skills within their communication.
- CO3.** Design and answer job interview questions
- CO4.** Demonstrate the ability to craft professional messages that are clear yet courteous.

ENG AEC101 : English Communication PWC (Theory :2 credits)		
Unit	Topics to be covered	No. of hours
1	Communication (a) Definition of Communication (b) Stages of Communication (c) Barriers of Communication (d) Verbal and Non-verbal Communication (e) Skills of Communication – Listening, Reading, Writing, Speaking	5
2	Listening Skill (a) Meaning and Importance of Listening (b) Principles of Good listening	5
3	Writing Skills (a) Notice, Agenda, Minutes of the meeting (b) Report writing, Circulars	15

	(c) Writing Resume (d) Building vocabulary	
4	Speaking Skill (a) Interview (b) Meeting (c) Situational Conversation	5
	TOTAL	30

Suggested Readings:

1. Scot, O.; Contemporary *Business Communication*. Biztantra, New Delhi.
2. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Ludlow, R. & Panton, F.; *The Essence of Effective Communications*, Prentice Hall Of India Pvt. Ltd., New Delhi.
4. R. C. Bhatia, *Business Communication*, Ane Books Pvt Ltd, New Delhi

SEMESTER – I

HINAECC101 – हिन्दी-व्याकरण और सम्प्रेषण

परिणाम:

1. विभिन्न प्रतियोगी परीक्षाओं के लिए तैयार करना।
2. सम्प्रेषण-क्षमता की वृद्धि करना।
3. कार्यालयी-पत्र लेखन की क्षमता विकसित करना।
4. हिन्दी के व्याकरणिक एवं सैद्धांतिक स्वरूप की जानकारी हासिल करना।

HINAECC101 हिन्दी व्याकरण और सम्प्रेषण PWC (Theory: 2 credits)		
Unit	Topics to be covered	No. of hours
1	हिन्दी व्याकरण और रचना : संज्ञा, सर्वनाम, विशेषण, क्रिया, अव्यय, उपसर्ग, प्रत्यय, समास, सन्धि, पर्यायवाची शब्द, विलोम शब्द, अनेक शब्दों के लिए एक शब्द, मुहावरे एवं लोकोक्तियाँ, पल्लवन, संक्षेपण, शब्द शुद्धि, वाक्य शुद्धि, विविध प्रकार के पत्र-लेखन	15

2	सम्प्रेषण: भाषिक सम्प्रेषण : स्वरूप और सिद्धांत, संप्रेषण की अवधारणा और महत्व, संप्रेषण की प्रक्रिया, संप्रेषण के विभिन्न मॉडल, संप्रेषण की चुनौतियाँ	05
3	सम्प्रेषण के प्रकार : मौखिक और लिखित, वैयक्तिक और सामाजिक, व्यावसायिक, भ्रामक संप्रेषण, संप्रेषण बाधाएँ और रणनीति	05
4	सम्प्रेषण के माध्यम : एकालाप, संवाद, सामूहिक चर्चा, प्रभावी संप्रेषण	05
	TOTAL	30

SEMESTER – II

EVS AEC 202 : ENVIRONMENTAL SCIENCE

COURSE OUTCOME

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

- CO1.** Understand multidisciplinary nature of environmental studies.
- CO2.** Understand the concept and types of natural resources and environmental pollution.
- CO3.** Evaluate the anomalies created due to haphazard population growth and its impact on environment.
- CO4.** Understand about the organizations, conventions and legislations working on mitigation of environmental issues.

EVS AEC 202 : Environmental Science (2 Credits) PWC		
Unit	Topics to be covered	No. of hours
1	(a) Multidisciplinary Nature of Environmental Studies: Definition, Scope and Importance. (b) Concept of Ecosystem: - Components, Elementary Idea of Major Ecosystem:	07
2	(a) Natural Resources : Land, Water, Forest And Mineral Resources : Introduction; Earth's	10

	<p>Resources and Man; Renewable and Non-Renewable Resources ; Natural Resources and Associated Problems ; Non-Renewable Resources ; Renewable Resources ; Non-Renewable Energy; Renewable Energy, Conservation of Natural Resources</p> <p>(b) Biodiversity and its conservation: Hotspots and threats to Biodiversity : Biodiversity ; Definition ; Keystone Species ; Conservation of Biodiversity ; Methods For The Conservation of Wildlife ; Hot Spots ; Types of Biodiversity ; Genetic, Species and Ecosystem Diversity, Threats to Biodiversity ; Endangered And Endemic Species ; Conservation of Biodiversity: In Situ And Ex-Situ ; Wildlife Sanctuaries and National Parks of India ; The Need for An Integrated Protected Area System (IPAS) ;; Beej Bachao Andolan ; List of Biosphere Reserves in India ; Tiger Reserves in India.</p>	
3	<p>Environmental Pollution:</p> <p>(a) Causes, Effects, and Control Measures; Types and sources of Pollution.</p> <p>(i) Air Pollution; Sources of air pollution and its impact on human health.</p> <p>(ii) Water Pollution and contamination: Introduction, Types and sources; Classification of Water Pollutants. Impact on human health</p> <p>(iii) Soil Pollution: Introduction: Contaminants and Degradation; Impact on human health.</p> <p>(iv) Noise Pollution: Effects of Noise Pollution on Physical Health; Permitted Noise Levels; Noise-Control Techniques. Impact on human health.</p> <p>(b) Public Awareness about Greenhouse Effects; Acid Rain; Effects; Ozone Layer Depletion,</p>	05

	<p>Ganga Action Plan (GAP); Chipko Movement; Chernobyl disaster; Bhopal Gas Tragedy.</p> <p>(c) Environment and Human Health: Outcome of Unhygienic Environmental Conditions</p>	
4	<p>Human Population and Environment and Important Organizations:</p> <p>(a) Population Growth, Variation Among Nations : Global Population Growth ; Population Explosion – Family Welfare Program ; Urban Poverty and The Environment ; Environment and Human Health ; Environmental Health ; Examples of Linkages ; Definition of Health Impact Assessment (HIA) by WHO ; Climate and Health ; Infectious Diseases; Water borne and water related diseases, Mitigation Strategies to control adverse health impact, Role of Information Technology in Environment and Human Health.</p> <p>(b) Important Organizations : IUCN; WWF; BNHS; PETA; Important Dates and Years; Some Important Environmental Conventions; Atmospheric conventions; Biodiversity conventions; Land conventions; Hazardous wastes; Some important Acts and Notifications in India; Environment Action Programme – India (EAP); Environment Protection Act ; Penalties ; Air (Prevention and Control of Pollution) Act 1981; Penalties; Water (Prevention and control of Pollution) Act; Penalties; Wildlife Protection Act; Penalties; Forest Conservation Act; Penalties; Issues involved in enforcement of environmental legislation.</p>	08

Reading List :

1. Chandna R. C., 2002: Environmental Geography, Kalyani Publications, Ludhiana.
2. UNEP, 2007: Global Environment Outlook: GEO4: Environment for Development, United Nations Environment Programme

3. Odum, E. P. et al, 2005: Fundamentals of Ecology, Cengage Learning India.
4. Singh S., 1997: Environmental Geography, Prayag Pustak Bhawan. Allahabad.
5. Baskar Sushmita and Baskar R. 2007 : Environmental studies for Undergraduate Courses, Unicorn Books, Bangalore

Generic Elective Papers (GE) (6 credits each)

SEMESTER – I

COURSE CODE: BBA GE101

Entrepreneurship Development

Generic Elective (GE) Course: An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.

P.S.: A core course offered in a discipline/subject may be treated as an elective by other discipline/ subject and vice versa and such electives may also be referred to as Generic Elective.

COURSE OUTCOME

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

- CO1.** The course gives a clear concept of entrepreneurship and gives an exposure to entrepreneurship traits.
- CO2.** Clear understanding of preparing a systematic way to select and screen business ideas.
- CO3.** It also highlights the different sources of financing.
- CO4.** It motivates students for entrepreneurship.

BBA GE101 : Entrepreneurship Development		
PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Entrepreneurial Management The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea	20

	<p>Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship.</p>	
2	<p>Entrepreneurship, Creativity And Innovation</p> <p>Stimulating Creativity; Organisational actions that enhance/ hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.</p>	15
3	<p>(A) Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.</p> <p>(B) Family Business And Entrepreneurship: The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system.</p>	25

4	FINANCING THE ENTREPRENEURIAL BUSINESS Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.	15
	Tutorials	15
	TOTAL	90

Reading List :

1. Khanka, S.S. (2006). *Entrepreneurial Development*, S. Chand & Company Ltd.
2. Taneja Satish (2012). *Entrepreneurial Development*, Himalaya Publishing House.
3. Roy Rajeev (2013). *Entrepreneurship*, Oxford Higher Education.
4. Lall Madhulika and Sahai Shikha (2006). *Entrepreneurship*, Excel Books.
5. Charantimath, Poornima M. (2006). *Entrepreneurship Development in Small Business Enterprises*, Pearson.
6. Baporikar Neeta (2011). *Entrepreneurship Development & Project Management*, Himalaya Publishing House.
7. Desai Vasant (2013). *Fundamentals of Entrepreneurship and Small Business Management*, Himalaya Publishing House.

SEMESTER – II

COURSE CODE: BBA GE 202 ETHICS & CORPORATE SOCIAL RESPONSIBILITY

COURSE OUTCOME

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

- CO1.** Understand theories on Ethics and their application in real world and organizations.
- CO2.** Appreciate the importance, role and contents of corporate social responsibility.
- CO3.** Be aware of the limitations of stakeholders and role of Auditors in corporate governance.
- CO4.** Analyze and demonstrate Corporate Social Responsibility.

BBA GE202 : Ethics & Corporate Social Responsibility PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.	20
2	Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading. The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49,	30

	directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.	
3	Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring,	15
4	Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.	10
	Tutorials	15
	TOTAL	90

Reading List :

1. Banerjee, R.P. (2010). *Ethics in Business and Management*, Himalaya Publishing House.
2. Peterson, Robert A. (2009). *Business Ethics*, PHI Learning.
3. Chatterji Madhumita (2014). *Corporate Social Responsibility*, Oxford University Press.
4. Khanka, S.S (2014). *Business Ethics and Corporate Social Responsibility*, S.Chand Publishing.
5. Gupta.C.B (2014). *Ethics and Social Responsibility of Business*, Sultan Chand & sons.
6. Vasisth, Neeru & Rajput Namita (2015). *Governance, Ethics & Social Responsibility of Business*, Taxmann.

Core Courses (6 credits each)

SEMESTER – III

COURSE CODE: BBA CC305

Macroeconomics

Core Course: A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

COURSE OUTCOME

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

- CO1.** Comprehend the skills needed for an understanding of complex market issues and develop strong analytical and problem-solving skills.
- CO2.** Learning the business acumen essential to succeed in the professional world.
- CO3.** Develop an understanding of economic variables and policy measures for business.
- CO4.** Anticipating the level of fiscal activity and comprehending the distribution of income among different groups of people in the economy.

BBA CC305 : Macroeconomics PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment.	15
2.	Keynesian theory of Income and employment: simple Keynesian model, components of aggregate demand, equilibrium income, effect of fiscal and monetary policy, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves.	30

3.	Money: functions of money, quantity theory of money, determination of money supply and demand, Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies.	20
4	Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)	10
	Tutorials	15
	TOTAL	90

Reading List :

1. Chopra.P.N (2017). *Macro Economics*.
2. Ahuja.A.L(2016). *Macroeconomics*, S Chand &Company.
3. Jhingan,M.L(2016). *Macro Economic Theory*, Vrinda Publications.
4. Sachdeva,C B(2017). *Introductory Micro and Macro Economics*, Arya Publications.
5. Dwivedi, D.N(2017). *Macroeconomics :Theory and Policy*, McGraw Hill Education.

SEMESTER – III

COURSE CODE: BBA CC306

Principles of Marketing

Core Course: A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

COURSE OUTCOME

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

CO1. It gives an overview of marketing concepts and marketing environment .

- CO2.** Comprehend marketing decisions based upon the combination of products, price , promotion and distribution elements.
- CO3.** Compare and analyze different promotional tools and strategies from customer and marketers viewpoint.
- CO4.** Develops the ability to understand pricing decisions.

BBA CC306 : Principles of Marketing PWC (Theory : 5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix	20
2	Segmentation, Targeting and Positioning: Levels of Market Segmentation. Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning	15
3	Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods, Pricing Strategies.	20
4	Promotion Mix: Factors determining promotion mix, Promotional Tools –basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of	20

	Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.	
	Tutorials	15
	TOTAL	90

Reading List :

1. Kumar, S. Ramesh (2007). *Marketing & Branding*, Dorling Kindersely (Pearson).
2. Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar (2014). *Marketing Management*, Dorling Kindersely (Pearson).
3. Nair, Suja R. (2014). *Marketing Research*, Himalaya Publishing House.
4. Arora Richa, Mahankale, Nitin R. (2013). *Marketing Research*, PHI Learning.
5. Rubani, R.B. (2009). *Basics of Marketing Management*, S. Chand.
6. Bose, D. Chandra (2010). *Modern Marketing: Principles and Practice*, PHI Learning Pvt. Ltd.

SEMESTER – III

COURSE CODE: BBA CC307

Management Accounting

COURSE OUTCOME

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

- CO1.** To ascertain the cost of production of goods and services and determine their sales price.
- CO2.** To ascertain ways to minimize the loss and maximize profit by controlling wastage in factors of production.
- CO3.** To develop skills to eliminate production defects and means to improve efficiency.
- CO4.** Provide a deep insight into details of finance and resource flow to arrive at a timely decision based on actual data and form long-term strategies to scale business.

BBA CC307 : Management Accounting
PWC (Theory :5 credits + Tutorial: 1 credit)

Unit	Topics to be covered	No. of hours
1	Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Elements of cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, variable, Semi variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.	20
2	Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut downvs. Continue.	20
3	Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget.	15
4	Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material and Labour.	20
	Tutorials	15
	TOTAL	90

Reading List :

1. Gupta, S.P. (2007). *Management Accounting*, Sahitya Bhawan Publication.
2. Arora, M.N. (2014). *A Textbook of Cost and Management Accounting*, Himalaya Publishing House.
3. Pandey, I.M., *Management Accounting*, 3rd Edition, Vikas Publishing House, Pvt. Ltd.
4. Khan, M. Y. and Jain, P.K., *Management Accounting: Text Problems and Cases*, McGraw Hill Education (India) Pvt. Ltd.
5. Maheshwari, S.N. and Mittal, S.N., *Cost Accounting: Theory and Problems*, Shree Mahavir Book Depot (Publishers).

SEMESTER – IV**COURSE CODE: BBA CC408****Business Research****COURSE OUTCOME**

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

- CO1.** Explain the conceptual framework of Marketing Research, including its role and process.
- CO2.** Distinguish between research designs adopted for conducting research and different sampling techniques.
- CO3.** Compare different sources of data collection.
- CO4.** Discuss concepts related to data analysis and apply statistical tools for data analysis.

BBA CC408 : Business Research		
PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal.	15

2	Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources.	15
3	Primary Data Collection: Survey Vs. Observations. Comparison of self administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Questionnaire-form & design.	25
4	Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA.	20
	Tutorials	15
	TOTAL	90

Reading List :

1. Kothari, C.R. (2012). *Research Methodology*, New Age Interational.
2. Sarangi Prashant (2010). *Research Methodology*, Taxmann.
3. Arora Richa (2013). *Marketing Research*, PHI Learning, Pvt. Ltd.
4. Malhotra Dash (2015). *Marketing Research*, Pearson.
5. Kothari, C.R. and Garg Gaurav, *Research Methodology: Methods & Techniques*, 3rd Edition, New Age International Publishers.
6. Kumar Ranjit (2005). *Research Methodology*, Pearson Education Australia.
7. Chawla Deepak& Sondhi Neena (2016). *Research Methodology*, Vikas Publishing House.

SEMESTER – IV

COURSE CODE: BBACC409

Human Resource Management

COURSE OUTCOME

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

- CO1.** The skills, knowledge and ability learnt after studying HR is universally relevant to handle business situations.
- CO2.** Ability to understand the strategies to be adopted while dealing with diverse workforce.
- CO3.** To develop an understanding of different facets of human resource like recruitment, training and development appraisal in modern organisations.
- CO4.** To develop a sound understanding of how HR management bridges the gap between employees' performance and the organisational strategic objectives.

BBA CC409 : Human Resource Management PWC (Theory :4 credits + Practical: 2 credits)		
Unit	Topics to be covered	No. of hours
1	Human Resource Management: Concept, Functions, roles, skills & competencies, HRD definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing.	15
2	Human Resource Planning: Process, Forecasting demand & supply, Skill inventories, succession planning, Job analysis – Uses, methods, Job description & Job specifications. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.	10
3	Training: Concept, Needs, Systematic approach to training, Methods of training. Management	20

	development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview, Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans.	
4	Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .	15
	Practical Work- Students will be taken for an industrial visit and based on the industrial exposure students will be preparing project.	30
	TOTAL	90

Reading List :

1. Jyothi, P. & Venkatesh, D.N. (2012). *Human Resource Management*, Oxford University Press.
2. Khanka, S.S. (2009). *Human Resource Management*, S. Chand .
3. Mamoria, C. B. and Gankar, S.V. (2008). *Human Resource Management*.
4. Aswathappa, K. (2005). *Human Resource Management*, Tata McGraw Hill.
5. Sekhri Arun (2013). *Human Resource Planning & Audit*, Himalaya Publishing House.
6. Rao, V.S.P. (2006). *Human Resource Management- Text and Cases*, Excel Books.
7. Sanghi Seema (2012). *Human Resource Management*, Macmillan Publishers.

SEMESTER – IV

COURSE CODE: BBA CC410

Financial Management

COURSE OUTCOME

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

- CO1.** To develop an understanding to minimize the financial costs and design an optimum Capital Structure for the organization.
- CO2.** To estimate the short-term and long-term financial requirement of business.
- CO3.** Management of cash like collection and handling the usage of Cash.
- CO4.** Develop ability to take sound financial decision in the business concern as it affects the entire business operations of the concern.

BBA CC410 : Financial Management PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return.	20
2	Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.	20

3	Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory. Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.	15
4	Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.	20
	Tutorials	15
	TOTAL	90

Reading List :

1. Khan, M.Y. and Jain, P.K., *Financial Management Text Problem and Cases*, 4th Edition, Tata McGraw Hill Publishing Co. Ltd.
2. Kishore, Ravi M., *Financial Management*, 6th Edition, Taxmann.
3. Srinivasan, N.P., Murugun, M. Sakthivel (2011). *A text book on Financial Management*, Vrinda Publications(P) Ltd.
4. Chandra Prasanna (2010). *Financial Management*, Tata McGraw Hill Education Pvt. Ltd.
5. Pandey, I.M. (2006). *Financial Management: Theory and Practices*, Vikas Publishing House.
6. Gurusamy, S. (2009). *Indian Financial System*, Tata McGraw Hill Education Pvt. Ltd.

SEMESTER – V

COURSE CODE: BBA CC511

Ethics & Corporate Social Responsibility

COURSE OUTCOME

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

- CO1.** The course emphasize on several ethics theories which will help students to apply these theories in real world and organization.
- CO2.** Understand the importance, role and contents of corporate social responsibility.
- CO3.** Understand the role of stakeholders and Auditors in corporate governance.
- CO4.** Demonstrate a deeper understanding of moral choices.

BBA CC511 : Ethics & Corporate Social Responsibility PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Integrating utility, rights, justice and caring, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.	20
2	Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, accounting standards and corporate governance, corporate disclosure, insider trading. The Board –Quality, Composition and role of Board, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.	30

3	Role of auditors in enhancing corporate governance: duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, Equal employment opportunity.	15
4	Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.	10
	Tutorials	15
	TOTAL	90

Reading List :

1. Banerjee, R.P. (2010). *Ethics in Business and Management*, Himalaya Publishing House.
2. Peterson, Robert A. (2009). *Business Ethics*, PHI Learning.
3. Chatterji Madhumita (2014). *Corporate Social Responsibility*, Oxford University Press.
4. Khanka, S.S (2014). *Business Ethics and Corporate Social Responsibility*, S.Chand Publishing.
5. Gupta.C.B (2014). *Ethics and Social Responsibility of Business*, Sultan Chand & sons.
6. Vasisth, Neeru & Rajput Namita (2015). *Governance, Ethics & Social Responsibility of Business*, Taxmann.

SEMESTER – V

COURSE CODE: BBA CC512

Legal Aspects of Business

COURSE OUTCOME

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

- CO1.** Explain legal provisions related to Indian Contract Act 1872, including types of contracts, their performance, discharge and breach.
- CO2.** Discuss the provisions under Sale of Goods Act 1930, Negotiable Instruments Act 1881 and Companies Act 2013.
- CO3.** Describe the provisions under the Limited Liability Partnership Act 2008
- CO4.** Summarise the salient features and coverage of Consumer Protection Act 1986 and Right to Information Act 2005.

BBA CC512 : Legal Aspects of Business		
PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract.	30
2	Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.	15
3	The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and	15

	bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations.	
4	Consumer Protection Act 1986: Objectives and machinery for consumer protection, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.	15
	Tutorials	15
	TOTAL	90

Reading List :

1. Kumar Nabhi (2011). *Business Laws*, Nabhi Publication.
2. Shukla, M.C. (2009). *Mercantile Law*, S.Chand.
3. Kapoor, N.D. (2011). *Elements of Mercantile Law*, S. Chand & Sons.
4. Pathak Akhileshwar (2011). *Legal Aspects of Business*, Tata McGraw Hill Education Pvt. Ltd.
5. Pillai, R.S.N., Bagarathi (2007). *Business Law*, S. Chand.
6. Reddy, R. Jayaprakash (2004). *Labour Legislation*, APH Publishing Corporation.

SEMESTER – VI

COURSE CODE: BBA CC613

Business Policy & Strategy

COURSE OUTCOME

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

- CO1.** To comprehend the strategic issues and policy decisions facing businesses and understanding how current management concepts can address these issues.

- CO2.** Develop skills to use novel and existing knowledge to analyze real world cases and by so doing, to understand the complexity of strategic issues.
- CO3.** Enable a diagnosis of environmental and competitive situation and the goals organization intends to accomplish.
- CO4.** Understanding methods to increase operational Efficiency and productivity with superior business policy management to ensure that the business operates at maximum efficiency.

BBA CC613 : Business Policy & Strategy PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement.	15
2	Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Michael E. Porter's Value Chain Analysis.	15
3	Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround.	20
4	Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience	25

	curve, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation.	
	Tutorials	15
	TOTAL	90

Reading List :

1. Cherunilam Francis (2012). *Strategic Management*, Himalaya Publishing House.
2. Kishore, Ravi M. (2010). *Strategic Management*, Taxmann.
3. Nag, A. (2010). *Strategic Management*, Vikash.
4. Gupta, C.B. (2018). *Business Policy and Strategy*, S. Chand (paperback).
5. Gupta, Vipin, Gollakota & Srinivasan, R.(2007). *Business Policy and Strategic Management*, Prentice Hall India learning Pvt Ltd.
6. Nag, A., *Strategic Management*, Vikas Publishing.
7. Kachru Upendra, *Strategic Management*, Excel books.

SEMESTER – VI

COURSE CODE:BBA CC614

Financial Institutions & Markets

COURSE OUTCOME

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

- CO1.** To understand the large and complex national and International financial market and their regulatory policies of the economy.
- CO2.** To understand the availability of loan and guarantees in foreign currency in forex transaction.
- CO3.** To recognize the different type of securities, their issues and Intermediaries in between investor and company as required by law or statute.

CO4. To comprehend how investors and debtors receive fair and proper treatment and access to capital.

BBA CC614 : Financial Institutions & Markets PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; future agenda of reforms; Regulation of Banks, NBFCs & Fls: Salient provisions of Banking Regulation Act and RBI Act; Role of RBI as a central banker; Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs	20
2	Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, On-Line IPO, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.	20
3	Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Comparison between NSE and BSE, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement	20

	of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Trading of securities on a stock exchange; MTM and VAR Margins, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment.	
4	Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities.	15
	Tutorials	15
	TOTAL	90

Reading List :

1. Saunders, Anthony & Cornett, Marcia Millon (2007). *Financial Markets and Institutions*, 3rd Edition, Tata McGraw Hill.
2. Khan, M Y. (2010). *Financial Services*, 5th Edition, McGraw Hill Higher Education.
3. Shahani Rakesh (2011). *Financial Markets in India: A Research Initiative*, Anamica Publications.
4. Goel Sandeep. (2012). *Financial Services*, PHI.
5. Gurusamy, S. (2010). *Financial Services*, TMH.

Generic Elective Papers (GE) (6 credits each)

SEMESTER – III

COURSE CODE: BBA GE303

Tax Planning

Generic Elective (GE) Course: An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.

P.S.: A core course offered in a discipline/subject may be treated as an elective by other discipline/ subject and vice versa and such electives may also be referred to as Generic Elective.

COURSE OUTCOME

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

- CO1.** Tax Planning guides how to reduce overall liabilities for Income-tax ,Capital Gain Tax and Other Tax on Organizations' Income, Saving and Investments.
- CO2.** To attain knowledge of greater control on payment of Tax by clamming Tax-Rebate, Relief and available credit.
- CO3.** Selection of Investment Project in which lower rate of tax applies.
- CO4.** Comprehend the importance of tax planning for small and large businesses as it can help them to achieve their business goals.

BBA GE303 : Tax Planning		
PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	(A) Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income. (B) Computation of Income under the head Salary	20

2	Computation of Income under the Head House Property and Profits and gains from Business or Profession. Computation of Income under the Head Capital gains and Income from other sources.	15
3	Clubbing of Income, Set-off and carry-forward of losses , Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).	20
4	Meaning of Tax Planning and Management; Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies.	20
	Tutorials	15
	TOTAL	90

Reading List :

1. Singhania, V.K., *Student Guide to Income Tax*, Latest Edition, Taxmann Publications Pvt. Ltd.
2. Ahuja and Gupta, *Simplified Approach to Corporate Tax*, Latest Edition, Flair Publications Pvt. Ltd.
3. Ahuja& Gupta, *Simplified Approach to Income Tax*, Flair Publications Pvt. Ltd.
4. Chandra Mahesh and Shukla, D.C., *Income Tax Law & Practice*, Pragati Publications.
5. Goyal, S.P., *Tax Planning and Management*, Sahitya Bhawan Publications.
6. Singhania, V.K., *Student Guide to Income Tax*, University Edition, Taxmann Publications Pvt. Ltd.
7. Finance Act for the relevant assessment year.
8. CBDT Circulations.
9. Latest Court Judgements for the relevant Assessment year.

SEMESTER – IV

COURSE CODE: BBA GE404

India's Diversity & Business

COURSE OUTCOME

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

- CO1.** Discuss the challenges and dilemmas posed by diversity and explain India's diversity in terms of topography, soil, drainage, climate, etc.
- CO2.** Explain the impact of diversity on livelihood and occupation and relate diversity and various socio-economic challenges.
- CO3.** Indicate influence of diversity on Indian Consumers, Manufacturing, Industry and Services.
- CO4.** Relate diversity and Innovation and describe Workforce Diversity Management.

BBA GE404 : India's Diversity & Business		
PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Recognizing, Accommodating and valuing diversity <ul style="list-style-type: none">• Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension immigration, competition for limited resources;• Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements.	25
2	People, Livelihood and Occupational Diversity <ul style="list-style-type: none">• Traditional livelihoods and their nature - agriculture, crafts, industry and services;• Region, occupation and employment	15

3	<p>Linkages between Diversity and India's Socio-economic challenges</p> <ul style="list-style-type: none"> • Regional variations in terms of geographic and socio-economic factors- trends and emerging options; • Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development; 	20
4	<p>Diversity and Business</p> <ul style="list-style-type: none"> • Indian Consumers and marketing; Rural and Urban context • Diversity, manufacturing, industry and services; • Diversity and Innovation; • Workforce diversity and management 	15
	Tutorials	15
	TOTAL	90

Reading List :

1. Bhatt, B. L. (1980)-“ India and Indian Regions: A Critical Overview” in David E. Sopher ‘An Exploration of India- Geographical Perspectives on Society and Culture’. Cornell. Pages- 35-61 for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992.
3. Bose N.K. (1969) Unity in Indian Diversity in Desai AR (1969) Rural Sociology in India, reprinted 2009, Popular Prakashan.
4. Chakravarti AK (2004) Regional Preferences for Food: Some Aspects of Food Habit Patterns In India in Grover N and KN Singh (eds) 2004,Cultural Geography: Form and Process , Concept Publishers, Delhi (for regional specificity of food -Chap 23 pp 355 to 375)
5. Fernando Mart in-Alca zar Pedro M. Romero-Ferna ndez Gonzalo Sanchez- Gardey, *Transforming Human Resource Management Systems to Cope with Diversity*, Journal of Business Ethics, 2012, 107:511-531
6. Gadgil and Guha, *Ecology and Equity: The use and abuse of nature in contemporary India*. Penguin 1995.

7. Gail Robinson and Kathleen Dechant, *Building a business case for diversity*, Academy of Management Executive 1997, Vol 11, No. 3
8. Kaul, Vijay Kumar, '*Innovation Revolution: Harnessing India's Diversity*' *Yojana*, November 2014, also available at SSRN , <http://ssrn.com/abstract=2517855>
9. Kaul, Vijay Kumar, *INDIA'S DIVERSITY AND GLOBALISATION: UNIFYING FORCES AND INNOVATION*, Working paper in Social Sciences Research Network(SSRN) ,June 2014 <http://ssrn.com/abstract=2444668>
10. Kaul, Vijay Kumar, *INDIA'S DIVERSITY: FROM CONFLICT TO INNOVATION*, Working paper in Social Sciences Research Network (SSRN) ,June 2014 <http://ssrn.com/abstract=2444099>
11. Kaul, Vijay Kumar, *Managing Diversity*, Business Organisation and Management, chapter 35, Pearson Education, 2012.

Discipline Specific Elective (DSE) (6 credits each)

SEMESTER – V

COURSE CODE: BBA DSE501

HRD: Systems & Strategies

COURSE OUTCOME

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

- CO1.** To understand different tools to be used for developing human resource like mentoring and coaching.
- CO2.** Create an awareness regarding management of diversity in organisations.
- CO3.** Knowledge of high performance work systems and using technology for higher efficiency.
- CO4.** To comprehend organisational adaptability with changes, increasing employee satisfaction and improving quality of work life and developing a learning culture.

Discipline Specific Elective (DSE) Course: Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of interdisciplinary nature (to be offered by main discipline/subject of study).

BBA DSE501 : HRD: Systems & Strategies PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development.	15
2	HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs. Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience.	25
3	HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management, HRD Audit.	15
4	HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Integrating HRD with technology.	20
	Tutorials	15
	TOTAL	90

Reading List :

1. Rao, T.V. , Pareek, Udai (2015). *Designing and Managing Human Resource Systems*, Oxford and IBH Publication Ltd.

2. Rao ,T.V. (2017). *Reading in Human Resource Development*, Oxford IBH Publication Ltd.
3. Viramani B.R. and Seth Pramila, *Evaluating Management Training and Development*, Vision Books.
4. Rao ,T.V., *Human Resource Development*, Sage publication.
5. Kapur, Sashi, *Human Resource Development and Training in Practice*, Beacon Books.
6. Mankin, D., *Human Resource Development*, Oxford University Press India.
7. Haldar, U. K., *Human Resource Development*, Oxford University Press India.
8. Rao, T.V., *Future of HRD*, Macmillan Publishers India.

SEMESTER – V

COURSE CODE: BBA DSE502

Management of Industrial Relations

COURSE OUTCOME

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

- CO1.** Explain concepts and different aspects of industrial relations, conflict and cooperation and involvement of different parties and their roles.
- CO2.** Discuss legal provisions under The Trade Union Act 1926, The Industrial Employment (Standing Orders) Act 1946 and The Industrial Disputes Act 1947.
- CO3.** Describe salient features, coverage and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948 and The Payment of Bonus Act 1965.
- CO4.** Summarise legal provisions under The Factories Act 1948, The Provident Fund and Miscellaneous Provisions Act 1952, Employees' Pension Scheme and Employees State Insurance Act 1948.

BBA DSE502 : Management of Industrial Relations PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining. Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Grievance Procedure, Quality Circles.	20
2	Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, modification, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, strikes, lockouts and closure.	20
3	Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.	15
4	The Factories Act 1948, definition, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays. The salient features, coverage of employees and employers, and benefits under the Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.	20
	Tutorials	15
	TOTAL	90

1. Srivastava, S.C. (2012). *Industrial Relations and Labour Laws*, Vikas Publishing House.

2. Chhabra, T.N. (2015). *Industrial Relations and Labour Laws*, Dhanpat Rai Publishing House.
3. Monappa Arun (2012). *Industrial Relations and Labour Laws*, Tata Mcgraw Hill.
4. Sinha, P.R.N., Sinha Indubala and Shekhar Seema Priyadarshini (2017). *Industrial Relations, Trade Unions and Labour Legislation*, Pearson Education India.
5. Venkataratnam, C .S. (2006). *Industrial Relations*, Oxford University Press.
6. Colling Trevor and Terry Michael, *Industrial Relations*, 3rd Edition, John Wiley & Sons.

SEMESTER – VI

COURSE CODE : BBA DSE603

Talent & Knowledge Management

COURSE OUTCOME

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

- CO1.** Develop an understanding of significance of managing skills and knowledge in organisations.
- CO2.** Understand the different models and strategies associated.
- CO3.** Comprehend the techniques to be adopted for knowledge management.
- CO4.** To create awareness regarding the need of a motivated workforce who will stay with company in the long run.

BBA DSE603 : Talent & Knowledge Management PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent	25

	management. Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.	
2	Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit, Managing knowledge workers.	15
3	Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.	20
4	Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.	15
	Tutorials	15
	TOTAL	90

Reading List :

1. Warier Sudhir (2003). *Knowledge Management*, Vikas publishing house.
2. Raman, T. (2003). *Knowledge Management –A Resource Book*, Excel Books.
3. Aziz Asima, *Talent & Knowledge Management*, Thakur Publishers.
4. Berger, Lance A. and Berger Dorothy (2017). *Talent Management Handbook*, McGraw Hill New York.
5. Peter Cappeli (2008). *Talent on Demand –Managing Talent in an Age of Uncertainty*, Harvard Business Press.
6. Awad.E.M and Ghaziri.H.M. (2004). *Knowledge Management*, Pearson Education International.

7. Stuart Barnes (2002). *Knowledge Management System Theory and Practice*, Thomson Learning.
8. Donald Hislop (2005). *Knowledge Management in Organisations*, Oxford University Press.

SEMESTER – VI

COURSE CODE: BBA DSE603

Cross Cultural Human Resource Management

COURSE OUTCOME

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

- CO1.** Understand HRM concerns at the international stage.
- CO2.** Develop an understanding of the impact of culture on human resource management practices across the globe and methods to administer cross cultural issues among MNCs and other global organizations.
- CO3.** Comprehend different aspects and dimensions of culture various frameworks in international HRM.
- CO4.** Formulate different strategies for managing cross -cultural issues in global organizations.

BBA DSE603 : Cross Cultural Human Resource Management PWC (Theory :5 credits + Tutorial: 1 credit)		
Unit	Topics to be covered	No. of hours
1	What is IHRM; HR and “Strategic Fit”; Talent Management in global business; Key global HR ideas (Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety; Immense variety in IHRM practices and policies.	10
2	Emerging and growing business centres and economies; Ubiquity of and preference for local norms and HR practices; basic IHRM differences and cultural variables, Language and	25

	Interpretation challenges, Gender biases, Employee Behaviour, interaction with social and governmental institutions, Corporate HR; Discrimination in policies towards home and non-home employees; Types of MNCs and Organizational structures and their impact on HR needs and HR management ; Diversity and Sensitivity Trainings for all employees of an MNC; Approaches to staffing in IHRM.	
3	Employee needs at the corporate, home and non-home levels; Approaches to movement (ethnocentric, regiocentric, polycentric); Factors supporting the creation of a globally mobile workforce; Expatriates and inpatriates (PCN, HCN, TCN); Specific requirements of expatriation and inpatriation movements; Factors affecting movement decisions; Specific situations of women and special needs managers; Evaluating performance of “moved” employees, Global compensation practices and concerns, COLA, Tax management, Productivity Stabilisation time.	20
4	Stereotyping and related cultural issues and managing their impact on employees; Diversity, Managing diversity in hiring and other HR practices on an IHRM level; Industrial Relations, Cultural elements in IR, Ethics in IR and Employee management, Union Management by MNCs; Basic IHRM theories (Hertzberg’s 2 Factor Theory, Hofstede’s 4 Dimensions of Culture, Different interpretations of Maslow’s Hierarchy of Needs across cultures); Leadership styles across different operating countries and cultures; Team management in globally diverse and dispersed teams; Recent trends in IHRM, Ethics, CSR, HR Outsourcing, Rise of the Gig economy.	20
	Tutorials	15
	TOTAL	90

Reading List :

1. Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning.
2. Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books.
3. Tarique, I., Schuler, R.S. and Briscoe, D.R.: International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Routledge New York.
4. Rosemary, Lucas, Lupton, Ben and Mathieson, Hamish: Human Resource Management in an International Context, Jaico Publication House.
5. Browaeys M.J. and Price R.: Understanding Cross Cultural Management, Prentice Hall.
6. Edwards, T. and Rees, C., International Human Resource Management: Globalization, National Systems and Multinational Companies, London: Financial Times/ Prentice Hall.

SEMESTER – VI**COURSE CODE : BBA DSE604 :****Dissertation/ OJT****COURSE OUTCOME****After completion of the course, the students will be able to:**

- CO1.** Acquisition of special knowledge like a support study or a project work with practical exposure to business applications.
- CO2.** Serves as a practical tool to guide students to explore real business situations and write a project based on their practical experiences in the organization.
- CO3.** Insight into their skills, knowledge and ability (KSA) on the job and build confidence in their abilities.
- CO4.** Understand role in improving their performance and prepare them work more efficiently.

BBA DSE604 : Dissertation/ OJT (6 Credits) PWC		
Unit	Topics to be covered	No. of hours
1	<p>Optional Dissertation or project work in place of one Discipline Specific Elective paper (6 credits) in 6th Semester.</p> <p>Dissertation/Project: An elective course designed to acquire special/advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on her own with an advisory support by a teacher/faculty member is called dissertation/project.</p>	
	<p>Project work/Dissertation is considered as a special course involving application of knowledge involving / analyzing /exploring a real life situation / difficult problem. A Project/Dissertation work would be of 6 credits. A Project/Dissertation work may be given in lieu of a discipline specific elective paper</p>	
	TOTAL	90

Reading List :

1. Kothari, C.R. (2012). *Research Methodology*, New Age Interational.
2. Sarangi Prashant (2010). *Research Methodology*, Taxmann.
3. Arora Richa (2013). *Marketing Research*, PHI Learning, Pvt. Ltd.
4. Malhotra Dash (2015). *Marketing Research*, Pearson.
5. Kothari, C.R. and Garg Gaurav, *Research Methodology: Methods & Techniques*, 3rd Edition, New Age International Publishers.
6. Kumar Ranjit (2005). *Research Methodology*, Pearson Education Australia.
7. Chawla Deepak& Sondhi Neena (2016). *Research Methodology*, Vikas Publishing House.

Skill Enhancement Course

SEMESTER – III

COURSE CODE: SEC-301

Skill Enhancement Courses (SEC): These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.

IRS SEC301 : Inter-Religious Studies (Value Based) (02credits) PWC		
Unit	Topics to be covered	No. of hours
1	Nature and Need of Inter-Religious study, Scope of Comparative Religion.	05
2	Salient Features of Hinduism, Jainism and Buddhism, Salient Features of Christianity, Islam and Sikhism.	10
3	Similarities and Differences among Religions, Conflicting Truth claims of different religions and inter-religious Harmony.	10
4	Religious Tolerance, Secularism.	05
	TOTAL	30

Reading List :

1. Chaudhary, C. Neeraaj (1979). "Hinduism", B.I.Publication, New Delhi.
2. Devraj, N.K., (1917)- "Hinduism and Christianity" Asian Publishing House.
3. Gordh, George, - "Christian Faith and its Cultural Expression", Printed in USA.
4. Hick, John, - "Philosophy of Religion", Prentice Hall of India.
5. Hopfe, M. Lewis (1983)- "Religion of the World", Macmillan Publishing Co. Inc, New York
6. Masih, Y. (1990)- "Comparative study of Religion", Motilal Banarasi Das.

7. Sethi, S. Arijit, Pummer, Reinhard, (1979)-“Comparative Religion”, Vikas Publishing House pvt. Ltd, Delhi.
8. Singh, B.N., (1994)-“Vishwa Dharma Darshan ki Samasyain”, Ratna Printing Works.
9. Tiwari, Nath Kedar, (1983)-“Comparative Religion”, Motilal Banarasidass.
10. Ward, CHS (1998) – ‘Early Buddhism’, Caxton Publication, Delhi.

SEMESTER – IV

COURSE CODE : BBA SEC402

IT Tools for Business

COURSE OUTCOME

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

- CO1.** Understanding the basic tools and technology which the student can employ in business environment.
- CO2.** Creating software solutions on MS-Office and MS-Excel for contemporary business environment
- CO3.** Applying their skills on MS-Powerpoint for an effective presentation.
- CO4.** Apply the understanding of how DBMS works together to accomplish the information objectives of an organization.

BBA SEC402 : IT Tools for Business		
PWC (Theory :1 credit + Practical: 1 credit)		
Unit	Topics to be covered	No. of hours
1	Spreadsheets Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling	5

	<p>worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements.</p>	
2	<p>Word processing</p> <p>Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources</p>	4

	and compiling and bibliography. Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.	
3	Power Point Presentation Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.	3
4	Databases Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting &	3

	Filtering. Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria.	
	Practical Work	15
	TOTAL	30

Reading List :

1. Basandra, Suresh K. (2011). *Computer Today*, Galgotia Publications.
2. Goel Anita (2014). *Computer Fundamentals*, Pearson.
3. Majumdar, Arun K., Bhattacharya Pritimoy (2009). *Database Management Systems*, Tata McGraw Hill Education.
4. Kumar Bittu (2015). *Microsoft Office 2010*, V& S Publishers.
5. Shrivastava, S.S. (2015). *MS- Office*, Laxmi Publications.
6. Elmasri Ramez (2006). *Fundamentals of Database Systems*, Pearson.
7. Sudarshan, S. (2013). *Database System Concepts*, McGraw Hill Education.

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