

**SCHEME AND SYLLABUS**  
**FOR**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**  
*(Honours / Honours with Research)*

**(For University Teaching Department & Affiliated Institutes)**  
**(w.e.f. Session 2023-2024)**

**As per National Education Policy 2020**



**DEPARTMENT OF MANAGEMENT STUDIES**  
**J.C. BOSE UNIVERSITY OF SCIENCE AND TECHNOLOGY, YMCA,**  
**FARIDABAD**

## **VISION OF THE DEPARTMENT**

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation.

## **MISSION OF THE DEPARTMENT**

1. To provide learning environment to young aspirants by introducing suitable pedagogy and innovative industry-based curriculum.
2. To provide best research facilities for developing analytical capabilities.
3. To impart effective managerial skills for transformation of raw minds into effective managers and entrepreneurs

## **OVERVIEW OF DEPARTMENT OF MANAGEMENT STUDIES**

The Department of Management Studies is one of the faculties of J.C. Bose University of Science and Technology, YMCA, Faridabad formerly known as YMCA University of Science and Technology, Faridabad. The University is presently NAAC accredited 'A+' Grade State Government University and most of the Graduate and Postgraduate Programme are accredited by National Board of Accreditation (NBA).

The Department of Management Studies came into existence in the year 2008 with an MBA program offering specialisations in Information Technology, Operations, and Power Management. The program was meant for technical graduates only. Since 2011, the MBA program has been open for all graduates. With an aim to promote academic growth that various levels, now department offers the following high-quality management programs:

- MBA (with dual Specialisations)
- MBA – Executive
- BBA
- Ph.D.

The department follows international standard curriculum which is developed in consultation with eminent academicians and industry practitioners. The program is delivered by well-qualified, competent, research-oriented, experienced faculty members and experts from the industry.

### **PROGRAM OUTCOMES**

**After completion of the program, students will be able to:**

- PO1 Develop sound theoretical knowledge of managerial concepts and apply it in current business environment.
- PO2 Develop capabilities and skills to take up managerial roles across diverse industries.
- PO3 Enhance their ability to face global challenges by understanding organisational, economic, and socio-cultural diversity.
- PO4 Develop creative and innovative thinking to solve complex business problems.
- PO5 Develop professional attitude and enhance professional communication skills.
- PO6 Analyze contemporary social problems, explore the opportunities for social entrepreneurship, design business solutions and demonstrate ethical standards in organisational decision making.

## **PROGRAM SPECIFIC OUTCOMES (PSOs)**

**After completion of the program, students will be able to:**

PSO1 Understand business world and its complexities and will be able to develop the ability and competence to have a problem-solving approach.

PSO2 Apply knowledge and skills maintaining high standards of social and ethical values.

## **PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

**After completion of the program, students will be able to:**

PEO1 Develop reflective and scientific thinking which will make them inquisitive and curious to gain deep insights of the business world and tackle the complex situations.

PEO2 Develop leadership and entrepreneurial skills.

PEO3 Adapt according to ever-changing business environment.

### Abbreviations

DSC	Discipline Specific Course
MIC	Minor Course
MDC	Multi-disciplinary Course
AEC	Ability Enhancement Course
SEC	Skill Enhancement Course
VAC	Value Added Course
MOOC	Massive Online Open Course

### BBA Hons / Hons with Research

#### Study Scheme

Semester	Discipline Specific Course	Minor	Multi-disciplinary Course	Ability Enhancement Course	Skill Enhancement Course	Value Added Course	MOOCs	Total Credit
1 <sup>st</sup> Semester	12	2	3	2	3	2	1 MOOC course with 12 weeks 3 credits	24
2 <sup>nd</sup> Semester	12	2	3	2	3	2		24
3 <sup>rd</sup> Semester	12	4	3	2	3			24
4 <sup>th</sup> Semester	12	4		2		2		20
5 <sup>th</sup> Semester	12	4			4			20
6 <sup>th</sup> Semester	12	8						20
<b>Total</b>	<b>72</b>	<b>24</b>	<b>9</b>	<b>8</b>	<b>13</b>	<b>6</b>		<b>132 + 3 credits for MOOC</b>
7 <sup>th</sup> Semester Hons/Hons with Research	20	4						24
8 <sup>th</sup> Semester Hons	20	4						24
<b>Total</b>	<b>112</b>	<b>32</b>	<b>9</b>	<b>8</b>	<b>13</b>	<b>6</b>	<b>3</b>	<b>180 + 3 credits for MOOC</b>
8 <sup>th</sup> Semester Hons with Research	8	4			12			24
<b>Total</b>	<b>100</b>	<b>32</b>	<b>9</b>	<b>8</b>	<b>25</b>	<b>6</b>	<b>3</b>	<b>180 + 3 credits for MOOC</b>

**Note:** It is mandatory for students pursuing a three- or four-year degree program to enroll and complete one MOOC course up to third/fourth year of degree respectively from the NPTEL/SWAYAM portal for a minimum of 12 weeks and 3 credits as per university norms. The selected MOOC course should not be the same as the subjects/courses offered in the BBA program.

**SEMESTER-WISE SCHEME OF EXAMINATIONS OF BBA GENERAL****FIRST YEAR****Semester - I**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/101	Fundamentals of Management	4	25	-	75	DSC
BBA/GN/102	Financial Accounting	4	25	-	75	DSC
BBA/GN/103	Business Environment	4	25	-	75	DSC
BBA/GN/104	Microeconomics	2	25	-	75	MIC
BBA/GN/105	Business Mathematics	3	25	-	75	MDC
BBA/GN/106	English - I	2	25	-	75	AEC
BBA/GN/107	Managerial Skills Development	3	25	75	-	SEC
MCEVS-01	Environment and Ecology	2	25	-	75	VAC
	Total	24	200	75	525	

## FIRST YEAR

### Semester - II

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBA/GN/201	Cost and Management Accounting	4	25	-	75	DSC
BBA/GN/202	Strategic Management	4	25	-	75	DSC
BBA/GN/203	Organizational Behavior	4	25	-	75	DSC
BBA/GN/204	Macroeconomics	2	25	-	75	MIC
BBA/GN/205	Business Statistics	3	25	-	75	MDC
BBA/GN/206	English - II	2	25	-	75	AEC
BBA/GN/207	Life Skills Development	3	25	75	-	SEC
MCEVS-02	Natural Resources and Biodiversity Conservation	2	25	-	75	VAC
	Total	24	200	75	525	

**Exit Option:** Any student opting for exit option after second semester will get **Undergraduate certificate in Business Administration** provided, he/she completes 52 Credits of first two semesters including 4 credits of summer training report based on summer training of 4-6 weeks undertaken in industry/university. In addition, the summer internship report would be evaluated (100 External Marks) by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad. Furthermore, the credits of summer internship report would be included/mentioned in **Undergraduate certificate in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical / Viva-Voce Marks	Total Marks	Credits
BBA/GN/208	Summer Internship	Internship	-	-	100*	100	4

**Note:** Four credits of internship earned by a student during summer internship after 2<sup>nd</sup> semester or 4<sup>th</sup> semester will be counted in 5<sup>th</sup> semester of a student who pursue three years UG programs without taking exit options.

**Note:** Students who opt to exit after completion of the first year, they will be allowed to re-enter the degree program within three years and complete the degree program within the stipulated maximum period of seven years.

**SECOND YEAR****Semester - III**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/301	Marketing Management	4	25	-	75	DSC
BBA/GN/302	Human Resource Management	4	25	-	75	DSC
BBA/GN/303	Financial Management	4	25	-	75	DSC
BBA/GN/304	Indian Financial System	4	25	-	75	MIC
BBA/GN/305	Business Ethics and Corporate Governance	3	25	-	75	MDC
BBA/GN/306	Communication Skills - I	2	25	-	75	AEC
BBA/GN/307	Advanced Excel	3	25	75	-	SEC
	Total	24	175	75	450	



## SECOND YEAR

### Semester - IV

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBA/GN/401	Foundation of International Business	4	25	-	75	DSC
BBA/GN/402	Sustainable Business and Development	4	25	-	75	DSC
BBA/GN/403	Business Research Methods	4	25	-	75	DSC
BBA/GN/404	Research Lab and software	4	25	75	-	MIC
BBA/GN/405	Communication skills - II	2	25	-	75	AEC
MCEVS-03	Environmental Pollution, Waste Management and Sanitation	2	25	-	75	VAC
	Total	20	150	75	375	

**Exit Option:** Any student opting for exit option after fourth semester will get **Undergraduate Diploma in Business Administration** provided, he/she completes 96 Credits of first four semesters including 4 credits of summer training report based on summer training of 4-6 weeks undertaken in industry/university. In addition, the summer internship report would be evaluated (100 External Marks) by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad. Furthermore, the credits of summer internship report would be included/mention in **the Undergraduate Diploma in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical / Viva-Voce Marks	Total Marks	Credits
BBA/GN/406	Summer Internship	Internship	-		100*	100	4

**Note:** The student seeking admission in fifth semester would have to undergo a compulsory 4-6 weeks summer training in industry after fourth semester and credits for the same will be included in fifth semester.

**Note:** Students who opt to exit after completion of the second year, they will be allowed to re-enter the degree program within three years and complete the degree program within the stipulated maximum period of seven years.

### THIRD YEAR

#### Semester - V

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBA/GN/501	Corporate Laws	4	25	-	75	DSC
BBA/GN/502	Entrepreneurship Development	4	25	-	75	DSC
BBA/GN/503	Introduction to Analytics	4	25	-	75	DSC
BBA/GN/504	Event Management	4	25	-	75	MIC
BBA/GN/505	Summer Internship	4	-	100	-	SEC
	Total	20	100	100	300	

\* The summer training report would be evaluated by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad.

## THIRD YEAR

### Semester - VI

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBA/GN/601	Project Management	4	25	-	75	DSC
BBA/GN/602	E Commerce	4	25	-	75	DSC
BBA/GN/603	Comprehensive Viva voce	4	-	100	-	DSC
BBA/GN/604	Management of Micro, Small, Medium Enterprises	4	25	-	75	MIC
BBA/GN/605	Management Information System	4	25	-	75	MIC
	Total	20	100	100	300	

**Exit option:** Any student who exits after 6<sup>th</sup> semesters must complete 132 credits and 3 credits of MOOC and he/she would be awarded with Bachelor of Business Administration.

**Note:**

**4-year UG Degree (Honours):**

- A four-year UG Honours degree in the major discipline will be awarded to those who complete a 4-year degree program with 180 credits and 3 credits of MOOC and have satisfied the credit requirement as given in Study scheme.
- Students will have to opt one discipline from three disciplines i.e., Human Resource Management, Marketing Management and Financial Management.

**4-year UG Degree (Honours with Research):**

- Students who secure 75% marks and above in the first six semesters and wish to undertake research at UG level can choose a research stream in the fourth year.
- Student opting for honours with research will work on a research project during the eighth semester under the guidance of a faculty member of the University/College.
- BBA (Honours with Research) will be awarded after successful completion of the four-year programme securing 180 credits (including 12 credits from a research project) and 3 credits of MOOC.

## **BBA (Honours)**

### **A. Human Resource Management**

#### **FOURTH YEAR**

#### **Semester VII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/HR/701	Human Resource Planning	4	25	-	75	DSC
BBA/GN/HR/702	Training and Management Development	4	25	-	75	DSC
BBA/GN/HR/703	Performance Management	4	25	-	75	DSC
BBA/GN/HR/704	Compensation and Reward Management	4	25	-	75	DSC
BBA/GN/HR/705	Industrial Relations	4	25	-	75	DSC
BBA/GN/HR/706	Counselling and Negotiation Skills for Managers	4	25	-	75	MIC
	Total	24	150	-	450	

## **BBA (Honours)**

### **A. Human Resource Management**

#### **FOURTH YEAR**

#### **Semester VIII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/HR/801	International Human Resource Management	4	25	-	75	DSC
BBA/GN/HR/802	HR Analytics	4	25	-	75	DSC
BBA/GN/HR/803	Strategic Human Resource Management	4	25	-	75	DSC
BBA/GN/HR/804	Team building in Organizations	4	25	-	75	DSC
BBA/GN/HR/805	Leadership and Change Management	4	25	-	75	DSC
BBA/GN/HR/806	Seminar	4	25	75	-	MIC
	Total	24	150	75	375	

## **BBA (Honours with Research)**

### **A. Human Resource Management**

#### **FOURTH YEAR**

#### **Semester VII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/HRH/701	Human Resource Planning	4	25	-	75	DSC
BBA/GN/HRH/702	Training and Management Development	4	25	-	75	DSC
BBA/GN/HRH/703	Performance Management	4	25	-	75	DSC
BBA/GN/HRH/704	Compensation and Reward Management	4	25	-	75	DSC
BBA/GN/HRH/705	Industrial Relations	4	25	-	75	DSC
BBA/GN/HRH/706	Counselling and Negotiation Skills for Managers	4	25	-	75	MIC
	Total	24	150	-	450	

## **BBA (Honours with Research)**

### **A. Human Resource Management**

#### **FOURTH YEAR**

#### **Semester VIII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/HRH/801	International Human Resource Management	4	25	-	75	DSC
BBA/GN/HRH/802	HR Analytics	4	25	-	75	DSC
BBA/GN/HRH/803	Research Project	12	100	200	-	SEC
BBA/GN/HRH/804	Seminar	4	25	75	-	MIC
	Total	24	175	275	150	

Note: The student with more than 75% marks or equivalent CGPA up to 6<sup>th</sup> semester can choose UG program with honors and therefore, required to complete a research project option of 12 credits in 8th semester.

**BBA (Honours)****B. Marketing Management****FOURTH YEAR****Semester VII**

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBA/GN/MM/701	Consumer Behavior	4	25	-	75	DSC
BBA/GN/MM/702	Product and Brand Management	4	25	-	75	DSC
BBA/GN/MM/703	Customer Relationship Management	4	25	-	75	DSC
BBA/GN/MM/704	Services Marketing	4	25	-	75	DSC
BBA/GN/MM/705	Sales and Distribution Management	4	25	-	75	DSC
BBA/GN/MM/706	Counselling and Negotiation Skills for Managers	4	25	-	75	MIC
	Total	24	150	-	450	



**BBA (Honours)****B. Marketing Management****FOURTH YEAR****Semester VIII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/MM/801	Digital Marketing	4	25	-	75	DSC
BBA/GN/MM/802	Marketing Analytics	4	25	-	75	DSC
BBA/GN/MM/803	Integrated Marketing Communication	4	25	-	75	DSC
BBA/GN/MM/804	Retail Management	4	25	-	75	DSC
BBA/GN/MM/805	Social Media Marketing	4	25	-	75	DSC
BBA/GN/MM/806	Seminar	4	25	75	-	MIC
	Total	24	150	75	375	

## **BBA (Honours with Research)**

### **B. Marketing Management**

#### **FOURTH YEAR**

#### **Semester VII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/MMH/701	Consumer Behavior	4	25	-	75	DSC
BBA/GN/MMH/702	Product and Brand Management	4	25	-	75	DSC
BBA/GN/MMH/703	Customer Relationship Management	4	25	-	75	DSC
BBA/GN/MMH/704	Services Marketing	4	25	-	75	DSC
BBA/GN/MMH/705	Sales and Distribution Management	4	25	-	75	DSC
BBA/GN/MMH/706	Counselling and Negotiation skills for managers	4	25	-	75	MIC
	Total	24	150	-	450	

**BBA (Honours with Research)****B. Marketing Management****FOURTH YEAR****Semester VIII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/MMH/801	Digital Marketing	4	25	-	75	DSC
BBA/GN/MMH/802	Marketing Analytics	4	25	-	75	DSC
BBA/GN/MMH/803	Research Project	12	100	200	-	SEC
BBA/GN/MMH/804	Seminar	4	25	75	-	MIC
	<b>Total</b>	<b>24</b>	<b>175</b>	<b>275</b>	<b>150</b>	

**BBA (Honours)****B. Financial Management****FOURTH YEAR****Semester VII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/FN/701	Corporate Accounting	4	25	-	75	DSC
BBA/GN/FN/702	Corporate Tax Planning	4	25	-	75	DSC
BBA/GN/FN/703	Security Analysis	4	25	-	75	DSC
BBA/GN/FN/704	Banking and Insurance	4	25	-	75	DSC
BBA/GN/FN/705	Capital Market	4	25	-	75	DSC
BBA/GN/FN/706	Counselling and Negotiation Skills for Managers	4	25	-	75	MIC
	Total	24	150	-	450	

**BBA (Honours)****B. Financial Management****FOURTH YEAR****Semester VIII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/FN/801	International Financial Management	4	25		75	DSC
BBA/GN/FN/802	Financial Technologies	4	25	-	75	DSC
BBA/GN/FN/803	Personal Finance	4	25	-	75	DSC
BBA/GN/FN/804	Export Import procedures and documentation	4	25	-	75	DSC
BBA/GN/FN/805	Mergers, Acquisitions and Corporate restructuring	4	25	-	75	DSC
BBA/GN/FN/806	Seminar	4	25	75	-	MIC
	Total	24	150	75	375	

**BBA (Honours with Research)****B. Financial Management****FOURTH YEAR****Semester VII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/FNH/701	Corporate Accounting	4	25	-	75	DSC
BBA/GN/FNH/702	Corporate Tax Planning	4	25	-	75	DSC
BBA/GN/FNH/703	Security Analysis	4	25	-	75	DSC
BBA/GN/FNH/704	Banking and Insurance	4	25	-	75	DSC
BBA/GN/FNH/705	Capital Market	4	25	-	75	DSC
BBA/GN/FNH/706	Counselling and Negotiation Skills for Managers	4	25	-	75	MIC
	<b>Total</b>	<b>24</b>	<b>150</b>	<b>-</b>	<b>450</b>	

**BBA (Honours with Research)****B. Financial Management****FOURTH YEAR****Semester VIII**

<b>Paper no.</b>	<b>Title of Paper (s)</b>	<b>Credits</b>	<b>Marks</b>			<b>Code</b>
			<b>Internal</b>	<b>Practical</b>	<b>External</b>	
BBA/GN/FNH/801	International Financial Management	4	25	-	75	DSC
BBA/GN/FNH/802	Financial Technologies	4	25	-	75	DSC
BBA/GN/FNH/803	Research Project	12	100	200	-	SEC
BBA/GN/FNH/804	Seminar	4	25	75	-	MIC
	Total	24	175	275	150	

**INTERNAL ASSESSMENT FOR ENVIRONMENTAL SUBJECTS  
(MCEVS-01, MCEVS-02, MCEVS-03)**

- a.** Apart from Class Tests, Tree plantation and care should be an integral part of the internal assessment as follows:
- i) Each admitted student of the university has to plant at least 5 tree saplings during their first semester and submit geo-tagged photos of the sapling trees to his/her respective coordinator/department. The location for the planting may be any place such as park or ground in his/her locality or anywhere else suitable for plantation. After plantation, every student will care for these plants and submit their geo-tagged photos in 2nd and 3rd year also.
  - ii) Assessment of tree sapling plantation and care via submission of geo-tagged photos by the student should be done by the respective coordinator/department as a part of the internal assessment every year.
- b.** The student must ensure the survival of at least one tree (at least three years old at UG Courses) out of 5 trees planted and submission of its geo-tagged photo during the semester in which they will study compulsory EVS subject. This should be one of the requirements for the award of degree. A certificate will be awarded to the student by the University for the same.
- c.** For better understanding about the local environment, field related work assessment eg. visit to STP/ETP/Solar energy Centre/biogas plant/ study of flora and fauna in surrounding ecosystems, etc. supported by a report to be assigned as a part of internal assessment of the syllabus.



**FUNDAMENTALS OF MANAGEMENT**  
**PAPER CODE: BBA/GN/101**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the basic principles and practices of management.
2. Discuss the multidisciplinary nature of management studies.
3. Analyze an organization for efficiently managing it.
4. Utilize resources in optimum manner by using different managerial techniques.

**UNIT I**

Management- meaning, nature & significance; evolution of management thought: contributions of Taylor and Fayol; Human relations & Behavioural Schools-Hawthorne Studies; Management as a Profession; Management Vs Administration; Levels of Management; Roles of manager in organization; concept of MBO.

**UNIT II**

Authority & responsibility relationships; Span of Control; Concept of Line & Staff authority; Process of Delegations-Barriers to Delegation; Centralization & Decentralization; Organisation Structures: Types, Advantages & Disadvantages.

**UNIT III**

Functions of management-Planning-nature, process, types; organizing: Concept, nature, process and significance; staffing: concept, importance and nature; directing: concept and scope; controlling: process, types and techniques; Problem-solving; Decision making: Process and techniques.

**UNIT IV**

Business- concept, nature, and scope; business as a system; business objectives; business and environment interface; distinction between business, commerce, and trade; Forms of Ownership: Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives, Multinational corporations; feasibility and preparation of business plan.

**SUGGESTED READINGS:**

1. Robbins, S.P., and Decenzo, D.A. Essentials of Management, Pearson Education.
2. Koontz H., Essentials of Management, McGraw Hill Education.
3. Stephen P., Robbins, Mary Coulter. Management, Pearson Education.
4. Basu, C. R., Business organisation and management, Tata McGraw Hill, New Delhi.
5. Talloo, Thelman J., Business Organisational and Management, TMH, New Delhi.
6. Tulsian, P.C., Business Organisation, Pearson Education, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**FINANCIAL ACCOUNTING**  
**PAPER CODE: BBA/GN/102**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Apply the generally accepted accounting principles in recording financial transactions and preparing financial statements.
2. Demonstrate accounting process under computerized accounting system.
3. Evaluate the importance of depreciation in financial statements.
4. Prepare financial statements of non-corporate business entities.
5. Prepare accounts for joint venture and non-profit organizations.

**UNIT I**

Meaning and scope of accounting, nature of financial accounting, Branches of accounting. Accounting principle: Concepts and Conventions. Application of Generally Accepted Accounting Principles (GAAP) in recording financial transactions and preparing financial statements.

**UNIT II**

Accounting Process: From recording of a business transaction to preparation of trial balance. Rectification of errors; Concept of depreciation, Methods of computing depreciation: straight line method and diminishing balance method.

**UNIT III**

Capital and revenue expenditures and receipts, Preparation of financial statements of non-corporate business entities: Trading account, profit and loss account, and balance sheet. Computerized Accounting System: Computerized accounts by using Tally software.

**UNIT IV**

Joint venture accounts. Accounting for Non-Profit Organizations: Meaning of Non-Profit Organization; Significance of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet; Preparation of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

**SUGGESTED READINGS:**

1. Anthony, R. N., Hawkins, D., Merchant, K. A. Accounting: Text and Cases. New York: McGrawHill Education India.
2. Dam, B. B., Gautam, H. C. Financial Accounting. Guwahati: Gayatri Publications.
3. Monga, J. R. Financial Accounting: Concepts and Applications. New Delhi: Mayur Paperback Publishing.
4. Shukla, M. C., Grewal, T. S., Gupta, S. C. Advanced Accounts. New Delhi: Sultan Chand Publishing.
5. Maheshwari, S. N., Maheshwari, S. K., Maheshwari, S. K. Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.
6. Sehgal, D. Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.

**Note:** Only the latest editions of the above books are recommended.

**BUSINESS ENVIRONMENT**  
**PAPER CODE: BBA/GN/103**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand dynamics of the business environment and current economic situation.
2. Develop a critical understanding of changes in business environment and assess threats and opportunities emerging out of it.
3. Suggest strategic adjustments for an organization which may be needed in changing business environment scenario.
4. Develop suitable adjustment and response strategies.

**UNIT I**

Business environment: concept, nature, and significance; Economic, social, political forces affecting business operations & growth; Types of business environment; Environmental scanning.

**UNIT II**

Risk in business environment- country risk and political risk; Economic systems: capitalism, socialism & mixed economy; Economic planning in India: objectives, strategy, and problems, Impact of economic planning in India; Roles of government: regulatory role, promotional role, entrepreneurial role, planning role, economic role in Indian context.

**UNIT III**

The constitutional environment and state intervention in business, Social responsibility of business: concept, rationale, dimensions, and its disclosure by Indian business.

**UNIT IV**

Professionalization and business ethics, Competitive environment of business with reference to MRTP Act and Competition Act.

**SUGGESTED READINGS:**

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

**Note:** Only the latest editions of the above books are recommended.

**MICROECONOMICS**  
**PAPER CODE: BBA/GN/104**

Total credits: 2  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the basic concept and theories of microeconomics.
2. Develop a critical understanding of the implications of the production and cost.
3. Understand various market structures and factor pricing.
4. Acquire necessary skills to analyze certain economic aspects to understand basic business activities.

**UNIT I**

Introduction to Economics, definition and scope of Economics, nature and scope of microeconomics, Demand: law of demand and its determinants, price, cross and income elasticity of demand, law of supply and its determinants, elasticity of supply, Law of diminishing Marginal Utility Analysis, competitive equilibrium; consumer's equilibrium, utility and indifference curve approaches.

**UNIT II**

Basic Cost Concepts, Total Cost, Fixed Cost, Variable Cost Average Cost & Marginal Cost, Explicit Cost and Implicit Cost, Short run and long run production functions, laws of returns; optimal input combination; classification of costs; short run and long run cost curves and their interrelationship; internal and external economies of scale.

**UNIT III**

Characteristics of various factors of production. Determination of rent; quasi rent, optimum size of the firm; factors affecting the optimum size, location of firms.

**UNIT IV**

Equilibrium of the firm and industry, perfect competition, monopoly, monopolistic competition, discriminating monopoly, aspects of non-price competition and oligopolistic behaviour.

**SUGGESTED READINGS:**

1. D. Salvatore. Microeconomic Theory. Tata McGraw Hill, New Delhi.
2. N. Dwivedi. Managerial Economics. Vikas Publishing House.
3. Mark Hirschey. Managerial Economics. Thomson, South Western, New Delhi.
4. R H Dholkia and A.N. Oza. Microeconomics for Management Students. Oxford University Press, New Delhi.
5. N. Gregory Mankiw. Economics: Principles and Applications. India edition by South Western, a part of Cengage Learning. Cengage Learning India Private Limited.
6. P.L. Mehta. Managerial Economics. Sultan Chand, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**BUSINESS MATHEMATICS**  
**PAPER CODE: BBA/GN/105**

Total credits: 3  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the basic concepts of business mathematics
2. Develop basic skills for quantitative application in business situations.
3. Interpret and solve real-life business problems.
4. Understand matrices and other various mathematical concepts useful in daily life.

**UNIT-I**

Theory of Sets – Meaning, elements, types, presentation, and equality of sets; union, intersection, compliment & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory.

**UNIT-II**

Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers.

**UNIT-III**

Permutations, combinations, and binomial theorem (positive index), Quadratic equations.

**UNIT-IV**

Matrices – Types, properties, addition, multiplication, transpose, and inverse of matrix; properties of determinants, solution of simultaneous Linear Equations; differentiation and integration of standard algebraic functions; business applications of matrices, differentiation, and integration.

**SUGGESTED READINGS:**

1. Sancheti, D.C., A.M. Malhotra& V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi.
2. Zameerudin, Qazi, V.K. Khanna& S.K. Bhambri, Business Mathematics, Vikas Publishing House Pvt. Ltd, New Delhi.
3. Reddy, R. Jaya Prakash, Y. Mallikarjuna Reddy, A Textbook of Business Mathematics, Ashish Publishing House, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**ENGLISH - I**  
**PAPER CODE: BBA/GN/106**

Total credits: 2  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Learn about the foundation of English language.
2. Familiarize with essentials of grammar of English language.
3. Inculcate creative & aesthetic sensitivity and critical faculty through comprehension, appreciation, and analysis of the prescribed literary texts.
4. Understand proper pronunciation and accent of English language.

**Unit I**

Basic Grammar: Noun, Pronoun, Adjective, Verb, Adverb, Prepositions. Vocabulary Building: Suffix, Prefix, Synonyms, Antonyms,

**Unit II**

Essentials of Grammar-I: Articles, Subject -Verb agreement, Parts of Speech, Tenses

**Unit III**

Essentials of Grammar – II: Vowels, Consonants, Diphthongs, Clusters and Syllable, Direct and Indirect Speech.

**Unit IV**

Spoken English Communication: Speech Drills, Pronunciation, Accent Stress and Intonation

**SUGGESTED READINGS:**

1. Madhulika Jha, Echoes, Orient Long Man
2. Ramon & Prakash, Business Communication, Oxford.
3. Sydney Greenbaum Oxford English Grammar, Oxford.
4. M. Ashraf Rizvi, Effective Technical Communication, Tata McGraw Hill

**Note:** Only the latest editions of the above books are recommended.

**MANAGERIAL SKILLS DEVELOPMENT**  
**PAPER CODE: BBA/GN/107**

Total credits: 3  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Identify and foster self-capabilities for corporate readiness.
2. Learn the techniques of problem-solving and building positive interpersonal relationships.
3. Build teams and work in teams effectively.
4. Understand leadership styles and develop leadership qualities.

**UNIT I**

Understanding oneself (self- evaluation, ethics, values, personality assessment), Johari window, work life balance, stress management, time management, personality development and mindfulness.

**UNIT II**

Problem-solving, creativity, and innovation; steps in analytical problem-solving; building positive interpersonal relationships; Supportive communication; Coaching and counselling; Principles of supportive communication.

**UNIT III**

Team building; types of teams; managing conflict and diversity; team effectiveness; leading team for high performance; leading positive change.

**UNIT IV**

Leadership and its types; characteristics of a leader; leadership development; Leadership games to understand leadership roles at various levels of the organization.

**SUGGESTED READINGS:**

1. Wadkar, Alka. Life Skills for Success. Sage Publications.
2. Whetten, D.A, Cameron, K.S. Developing Management Skills. Prentice Hall
3. Hughes, R., Ginnett, R. and Curphy, G., Leadership: Enhancing the Lessons of Experience, McGraw Hill Education,
4. A. Chandramohan, Leadership and management, Himalaya Publishing House
5. Bhargava & Bhargava, Team Building & Leadership, Himalaya Publishing House
6. Peter G. Northhouse, Introduction to Leadership, Concepts & practices, Sage Publication

**Note:** Only the latest editions of the above books are recommended.

**MCEVS -01**  
**ENVIRONMENT AND ECOLOGY**

Total credits: 2  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Demonstrate knowledge of basics related to Environment and its components.
2. Understand the concepts of population ecology and human population.
3. Analyze components of ecosystems and compare them with real life processes.
4. Interpret ecological phenomena of different ecosystems.

**UNIT I:**

**Introduction to Environmental Studies:** Definition and Components of Environment, Relationship between the different components of Environment. Concept of biosphere, Atmosphere, lithosphere, and hydrosphere; Components of atmosphere, Man and Environment Relationship, Impact of technology on Environment. The Multidisciplinary nature of environmental studies. Definition, Scope and importance, need for public awareness.

**UNIT-II:**

**Human population and Environment:** Population growth, variation among nations. Population explosion –Causes, Effects and Control, Family welfare programme. Human right. Value Education, Women and Child Welfare.

**Population Interactions and Adaptations:** Neutralism; positive interactions-commensalism, proto cooperation, mutualism, and symbiosis; negative interactions-competition, predation and parasitism; importance of negative interactions. Invasive species and pest control.

**UNIT-III:**

**Concept of Ecosystem:** Concept of an ecosystem. Definition, scope and significance of Ecology, Concept of habitat and ecological niche, Structure, and function of an Ecosystem. Producers. Consumers and decomposers. Energy flow in the ecosystem. Ecological succession. Food chains, food web and ecological pyramids.

**UNIT IV:**

**Biomes:** Concept; major biomes of the world; Introduction, types, characteristic features, structure and function of the following ecosystems: - Forest ecosystem Grassland ecosystem, Desert ecosystem and Aquatic ecosystems (ponds, streams, lakes rivers, oceans, estuaries).

**REFERENCE BOOKS:**

1. Brewer, R. *The Science of Ecology*, Sanders College Publishing Co., Tokyo, 1994.
2. Odum, E.P. *Basic Ecology*, W.B. Saunders, Philadelphia, 1983.
3. Jorgensen, Sven Erik. *Encyclopedia of Ecology*. Vol 1-5. Elsevier Publishers. Netherlands, 2008.
4. Kohli, R. K., Jose, S., Singh, H. P. and Batish, D. R. *Invasive Plants and Forest Ecosystems*. CRC Press / Taylor and Francis, 2009.
5. Odum, E.P., Barrick, M. and Barrett, G.W. *Fundamentals of Ecology* (5th Ed). Thomson Brooks/Cole Publisher, California, 2005.
6. Rana, S.V.S. *Essentials of Ecology and Environmental Science* (5th Ed), PHI Learning Pvt. Ltd, 2013.



7. Sharma, P.D. *Ecology and Environment*. Rastogi Publications. New Delhi, 2016.
8. Smith, R.L. (1996), *Ecology and Field Biology*, Harper Collins, New York.
9. Smith, T.M and Smith, R.L. *Elements of Ecology* (8th Ed), Benjamin Cummings, 2012.
10. Vandermeer, John H., Riddle, B.R. and Brown, J.H. *Population Ecology: First principle* (2nd Ed). Princeton University Press, 2013.
11. Singh, J.S., Singh, S.P. and Gupta, S.R. (2015). *Ecology, Environment and Resource Conservation*, S. Chand Publishing, New Delhi.

**SUGGESTED WEB SOURCES:**

1. [http://envis.nic.in/ENVIS\\_html/ENVISSubject/subject.html](http://envis.nic.in/ENVIS_html/ENVISSubject/subject.html)
2. <https://nptel.ac.in/courses/103/106/103106162/>
3. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=14>
4. <https://swayam.gov.in/>

**Note:** Only the latest editions of the above books are recommended.

**COST AND MANAGEMENT ACCOUNTING**  
**PAPER CODE: BBA/GN/201**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Determine various types of cost of production.
2. Demonstrate the material and labour cost control techniques.
3. Develop critical understanding about application of marginal costing and budgeting.
4. Understand the various management accounting techniques.

**UNIT I**

Introduction: - Objective, elements of cost, cost sheet, importance of cost accounting, types of costing, difference between cost accounting and financial accounting. Material Control: - Meaning and objectives of material control, material purchase procedure, fixation of inventory levels – Reorder level, EOQ, Minimum level, Maximum level, Danger level and Methods of Valuing Material Issues.

**UNIT II**

Labor Cost Control: - its importance, methods of Time Keeping and Time Booking; Treatment and Control of Labor Turnover, Idle Time, Overtime, Systems of Wage Payment – Time Wage System, Piece Wage System and Balance or Debt Method; Overhead – classification, allocation and apportionment of overhead including machine hour rate. Methods of Costing – Job, Batch and Contract Costing.

**UNIT III**

Management Accounting: - Meaning, nature, scope, objective, and functions; marginal costing and profit planning, practical application of marginal costing techniques. Responsibility Accounting: types of responsibility centers, performance evaluation criteria, budgeting – role of budgets and budgeting in organisations, budgeting process.

**UNIT IV**

Nature and types of Financial Statements; techniques of financial statement analysis, ratio analysis, und flow and cash flow analysis.

**SUGGESTED READINGS:**

1. Jain & Narang, Advance Cost Accounting, Kalyani Publishers, New Delhi.
2. Maheshwari & SN Mittal., Elements of Cost Accounting, Shree Mahavir Book Depo.
3. Bhar, B.K., Cost Accounting Methods and Problems, Academic Publishers.
4. Prasad, N.K., Principles and Practice of Cost Accounting, Syndicate Pvt. Ltd.

**Note:** Only the latest editions of the above books are recommended.

**STRATEGIC MANAGEMENT**  
**PAPER CODE: BBA/GN/202**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Get a clear understanding of the basic concept of strategy and its relationship with the firm's vision.
2. Mission and objectives for the organization's success.
3. Identify different strategic options available and their relationship with the dynamic environment.
4. Sketch the strategy to be followed by the organization and to effectively implement the strategy that will help the organization to become successful in the market.
5. Evaluate strategies in an effective manner by applying different techniques.

**UNIT I**

Strategic Management –meaning, Historical development and significance to Modern Day organisations. Strategic Management Process levels of strategy in organization.

**UNIT II**

Strategy Formulation- Company's mission, purpose, and objectives; corporate strategy - concept, significance, and objectives; types of strategies; Environmental and organisational appraisal (Internal & external) techniques of business environment analysis,

**UNIT III**

Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage Strategy implementation - Designing organisational structure and activating strategies.

**UNIT IV**

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of IT in strategic Management.

**SUGGESTED READINGS:**

1. Jauch & Glueck: Business Policy and Strategic Management.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases.
3. Michael Potter: Competitive Advantage of Nations.
4. Azhar Kazmi: Business Policy and Strategic Management.
5. Kenneth, A. Andrews: Concepts of corporate Strategy.
6. Melvin J. Stanford: Management Policy.
7. John A. Pearce Hand R.B. Robinson Strategic Management.
8. Applegate, Corporate Information Strategy and Management, McGraw Hill Education.

**Note:** Only the latest editions of the above books are recommended.

**ORGANIZATIONAL BEHAVIOR**  
**PAPER CODE: BBA/GN/203**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Analyze and compare different models used to explain individual behavior.
2. Develop a critical insight into complexities associated with the group and team behavior.
3. Identify the processes used in managing change and resolving conflicts.
4. Interpret the influence of organizational development and change in the behavior of the employees.

**UNIT I**

Fundamentals of organizational behavior: concept, evolution, the importance of OB, contributing disciplines to OB, OB model, contemporary challenges of OB; individual processes and behavior differences.

**UNIT II**

Dynamics of individual behavior: personality - concept, determinant, theories, and applications; values, attitudes, and emotions; perception - concept, process, and applications; learning and reinforcement; motivation - concept, theories, and applications; stress management.

**UNIT III**

Interpersonal processes: dynamics of groups – characteristics of the group, types, stages of group development, group cohesiveness, group processes and decision making; dynamics of teams – characteristics of the team, forms, team effectiveness; conflict - concept, sources, types, management of conflict; power and political behavior; leadership: concept, function, and styles.

**UNIT IV**

Organizational processes and structure: organizational design - various organizational structures and their effect on human behaviour; organisational climate; organisational culture; organisational change - concept, nature, resistance to change, change management, implementing change and organizational development.

**SUGGESTED READINGS:**

1. Kavita Singh., Organisational Behaviour: Text and cases. New Delhi: Pearson Education.
2. Pareek, Udai. Understanding Organisational Behaviour, Oxford University Press, New Delhi.
3. Robbins, S. P & Judge, T. A. Organisational Behaviour, Prentice Hall of India, New Delhi.
4. Newstrom, J. and Keith Davis, Organisational Behaviour, TMH.

**Note:** Only the latest editions of the above books are recommended.

**MACROECONOMICS**  
**PAPER CODE: BBA/GN/204**

Total credits: 2  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand basic macroeconomic concepts and variables.
2. Develop a critical understanding of the implications of income and consumption relationship with respects to various theories.
3. Understand and analyse the macroeconomic impacts through monetary and fiscal policies.
4. Analyze the macro environment which would help them in managerial decision-making processes.

**UNIT I**

Nature and scope of macroeconomics, circular flow of income; national income – alternative concepts of income and their interrelationship, measurement of national income, stock and flow variables, aggregate demand, supply and macroeconomic equilibrium, nature of a trade cycle, causes of booms and recessions.

**UNIT-II**

Nature and scope of macroeconomics, circular flow of income; national income – alternative concepts of income and their interrelationship, measurement of national income, stock and flow variables, aggregate demand, supply and macroeconomic equilibrium, nature of a trade cycle, causes of booms and recessions.

**UNIT-III**

Nature of fiscal policy, fiscal deficits, fiscal policy in relation to growth and price stability, basic issues in fiscal deficit management, nature, and management of public debt; business taxes – types, rationale and incidence.

**UNIT IV**

Money supply measures; credit creation process and money multiplier, instruments of monetary policy; promotional and regulatory role of central bank; Inflation – types, causes, effects and control measures.

**SUGGESTED READINGS:**

1. Gupta, G.S., Macroeconomics – Theory and Applications, Tata McGraw Hill, New Delhi.
2. Edward Shapiro, Macroeconomic Analysis, Galgotia, New Delhi.
3. Gupta S.B., Monetary Economics: Theory, Policy and Institutions, S. Chand, New Delhi.
4. Vaish, M.C., Macroeconomic Theory, Vikas Publications, New Delhi.
5. D'souza, Errol, Macroeconomics, Pearson Education, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**BUSINESS STATISTICS**  
**PAPER CODE: BBA/GN/205**

Total credits: 3  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Apply application of quantitative techniques in business decision making.
2. Analyze data using statistical techniques and able to forecast under uncertain business environment.
3. Examine normality and apply its concepts in different sampling techniques.
4. Apply quantitative techniques to business situations and optimize available resources.

**UNIT I**

Statistics: Meaning, purpose, scope, and limitations; presentation and tabulation of data: meaning, objectives and types of classification, formation of frequency distribution, role types and construction of diagrams and graphs.

**UNIT II**

Measures of Central Tendency: Arithmetic mean, median, mode, characteristics, applications, and limitations of these measures; Measure of variation: Range, quartile deviation, mean deviation and standard deviation, co-efficient of variation and skewness.

**UNIT III**

Correlation Analysis: Introduction, significance, types and Methods of Correlation analysis – Scatter, diagram Karl Pearson's coefficient, Rank correlation. Regression Analysis: Introduction, significance, simple linear regression model, method of least squares, standard Error of estimates.

**UNIT IV**

Index Number: Introduction, importance, Construction, Price and Quantity index numbers, Laspeyres', Paasche's, Edgeworth-Marshall's, Fisher's method, Relative methods. Time series Analysis: Introduction, Utility of time series analysis, Components, and analysis of time series. Measuring Trends of time series, semi-average, moving averages and method of least squares.

**SUGGESTED READINGS:**

1. Berry, G.C. Business Statistics, Mc Graw Hill Publication.
2. Gupta, S.P. & M.P. Gupta. Business Statistics, Sultan Chand and Sons Publication.
3. Gupta, C.B. An Introduction to Statistical Methods, Vikas Publishing House Pvt Ltd.
4. Gupta, S.P. Statistical Methods, Sultan Chand and Sons Publication.
5. Sharma, J.K. Business Pearson Education, New Delhi Statistics.

**Note:** Only the latest editions of the above books are recommended.

**ENGLISH - II**  
**PAPER CODE: BBA/GN/ 206**

Total credits: 2  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand basics of narration and writing for effective communication.
2. Learn techniques of effective public speaking.
3. Write various kinds of letters, essays, and articles.
4. Practically perform reading and speaking through drills.

**UNIT I**

Narration and Writing: Define, Describe, Narrate and Argue; Reading Comprehension, Precise Writing, Letter Writing - Job Application Letter, Resume writing, Report Writing.

**UNIT II**

Introduction to Oratory: Techniques for effective public speaking, both prepared and extemporaneous. Brainstorm ideas for your own short speech.

**UNIT III**

Written English communication: Progression of Thought/ideas, Structure of Paragraph, Structure of Essays, Essay Writing.

**UNIT IV**

Writing Features and Articles: Op-Eds (Editorials, Opinions), Features; Articles; Performance and Drills: Reading Drills, Speaking Drills, Team-Performance Drills, Solo Performance Drills

**SUGGESTED READINGS:**

1. Madhulika Jha, Echoes, Orient Long Man
2. Ramon & Prakash, Business Communication, Oxford.
3. Sydney Greenbaum Oxford English Grammar, Oxford.
4. M. Ashraf Rizvi, Effective Technical Communication, Tata McGraw Hill
5. Anjane Sethi & Bhavana Adhikari, Business Communication, Tata McGraw Hill

**Note:** Only the latest editions of the above books are recommended.

**LIFE SKILLS DEVELOPMENT**  
**PAPER CODE: BBA/GN/207**

Total credits: 3  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Define and identify different life skills required in personal and professional life.
2. Develop an awareness of the self and apply well-defined techniques to cope with emotions and stress.
3. Explain the basic mechanics of effective communication and demonstrate these through presentations.
4. Use appropriate thinking and problem-solving techniques to solve new problems.
5. Understand the basics of teamwork and leadership.

**UNIT I**

Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Life skills for professionals: positive thinking, right attitude, attention to detail, having the big picture, learning skills, research skills, perseverance, setting goals and achieving them, helping others, leadership, motivation, self-motivation, and motivating others, personality development, IQ, EQ, and SQ.

**UNIT II**

Self-awareness: definition, need for self-awareness; Coping with Stress and Emotions, Human Values, tools, and techniques of SA: questionnaires, journaling, reflective questions, meditation, mindfulness, psychometric tests, feedback. Stress Management: Stress, reasons and effects, identifying stress, stress diaries, the four A's of stress management, techniques, Approaches: action-oriented, emotion-oriented, acceptance oriented, resilience, Gratitude Training, Coping with emotions: Identifying and managing emotions, harmful ways of dealing with emotions.

**UNIT III**

21st century skills: Creativity, Critical Thinking, Collaboration, Problem Solving, Decision Making, Need for Creativity in the 21st century, Imagination, Intuition, Experience, Sources of Creativity, Lateral Thinking, Myths of creativity, Critical thinking vs. Creative thinking, Functions of Left Brain & Right brain, Convergent & Divergent Thinking, Critical reading & Multiple Intelligence. Steps in problem solving: Problem Solving Techniques, Six Thinking Hats, Mind Mapping, Forced Connections. Analytical Thinking, Numeric, symbolic, and graphic reasoning. Scientific temperament and Logical thinking.

**UNIT IV**

Leadership: Leadership framework, entrepreneurial and moral leadership, vision, cultural dimensions. Growing as a leader, turnaround leadership, managing diverse stakeholders, crisis management. Types of Leadership, Traits, Styles, VUCA Leadership, Levels of Leadership, Transactional vs Transformational Leaders, Leadership Grid, Effective Leaders.



## **Lab Activities**

### **Verbal**

Effective communication and Presentation skills. Different kinds of communication; Flow of communication; Communication networks, Types of barriers; Miscommunication Introduction to presentations and group discussions. Learning styles: visual, aural, verbal, kinaesthetic, logical, social, solitary; Previewing, KWL table, active listening, REAP method Note-taking skills: outlining, non-linear note-taking methods, Cornell notes, three column note taking. Memory techniques: mnemonics, association, flashcards, keywords, outlines, spider diagrams and mind maps, spaced repetition. Time management: auditing, identifying time wasters, managing distractions, calendars, and checklists; Prioritizing - Goal setting, SMART goals; Productivity tools and apps, Pomodoro technique.

### **Non-Verbal**

Non-verbal Communication and Body Language: Forms of non-verbal communication; Interpreting body-language cues; Kinesics; Proxemics; Chronemics; Effective use of body language, Communication in a multi-cultural environment.

### **SUGGESTED READINGS:**

1. Shiv Khera, You Can Win, Macmillan Books, New York, 2003.
2. Barun K. Mitra, "Personality Development & Soft Skills", Oxford Publishers, Third impression, 2017.
3. ICT Academy of Kerala, "Life Skills for Engineers", McGraw Hill Education (India) Private Ltd., 2016.
4. Caruso, D. R. and Salovey P, "The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership", John Wiley & Sons, 2004.
5. Kalyana, "Soft Skill for Managers"; First Edition; Wiley Publishing Ltd, 2015.
6. Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016.
7. Shalini Verma, "Development of Life Skills and Professional Practice"; First Edition; Sultan Chand (G/L) & Company, 2014.
8. Daniel Goleman, "Emotional Intelligence"; Bantam, 2006.
9. Remesh S., Vishnu R.G., "Life Skills for Engineers", Ridhima Publications, First Edition, 2016.
10. Butterfield Jeff, "Soft Skills for Everyone", Cengage Learning India Pvt Ltd; 1 edition, 2011.
11. Training in Interpersonal Skills: Tips for Managing People at Work, Pearson Education, India; 6 edition, 2015.
12. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education; 1 edition, 2013.

**Note:** Only the latest editions of the above books are recommended.

**MCEVS -02**  
**NATURAL RESOURCES AND BIODIVERSITY CONSERVATION**

Total credits: 2  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Illustrate types of resources and consequences of resource degradation.
2. Appraise the food and land resources and role of individual in conservation of resources.
3. Interpret ecological and social phenomena from a biodiversity viewpoint.
4. Develop new conservation measures on new or endangered species in a given habitat.

**UNIT-I:**

**Natural Resources:** Renewable and non-renewable resources, Natural resources, and associated problems: **Forest Resources:** Use and Over-exploitation, deforestation. Case studies. Timber exaction mining, dams and their effects on forests and tribal people. **Water resources:** Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams, benefits, and problems. **Mineral resources:** Use and exploitation, environmental effects of extracting and using mineral resources, case studies.

**UNIT II:**

**Food Resources:** World food Problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies. **Energy resources;** Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, Case studies.

**Land resources:** Land as a resource, Soil profile and horizons, Soil formation and degradation, man induced landslides, soil erosion and desertification.

Role of and individual in conservation of natural resources. Equitable use of resources for sustainable lifestyles.

**UNIT-III:**

**Biodiversity Uses, Threats and Conservation:**

Introduction- Definition: genetic, species and ecosystem diversity, Biogeographical classification of India, Value of biodiversity: consumptive use, productive use, social, ethical aesthetic, and option values. Biodiversity at global, National, and local levels. India as a mega-diversity nation.

Hot-spots of biodiversity, Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered and endemic species of India.

**UNIT-IV:**

**Conservation of Biodiversity:** In-situ and Ex-situ conservation of biodiversity, Special Projects for endangered species: Project tiger, Project Gir lion, Project elephant and Project crocodile.

Role of WWF, IUCN, UNEP, Red Data Book in restoration of endangered species.

**REFERENCE BOOKS:**

1. Joshi, B.D., Tripathi, C.P.M and Joshi, P.C. *Biodiversity and Environmental Management*. APH, New Delhi, 2009.
2. Joshi, P.C. and Joshi, N. *Biodiversity and conservation*. APH Publishing Co-operation, New Delhi, 2009.

3. Fatik B. Mandal and Nepal C. Nandi. *Biodiversity: Concepts, Conservation and Biofuture*, Asian Books, 2013.

**SUGGESTED WEB SOURCES:**

1. [http://envis.nic.in/ENVIS\\_html/ENVISSubject/subject.html](http://envis.nic.in/ENVIS_html/ENVISSubject/subject.html)
2. <https://nptel.ac.in/courses/103/106/103106162/>
3. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=14>
4. <https://swayam.gov.in/>

**Note:** Only the latest editions of the above books are recommended.

**MARKETING MANAGEMENT**  
**PAPER CODE: BBA/GN/301**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the process of marketing by which companies create value for customers and capture value from customers in return.
2. Understand the significance of consumer behavior, segmentation, targeting and positioning.
3. Make the product and pricing strategies.
4. Make the distribution strategies, promotion strategies.

**UNIT I**

Introduction to Marketing; difference between marketing and selling; core concepts of marketing; marketing mix; marketing process; marketing environment.

**UNIT II**

Determinants of consumer behaviour; consumer's purchase decision process (exclude industrial purchase decision process); market segmentation; target marketing; differentiation and positioning; marketing research; marketing information system.

**UNIT III**

Product and product line decisions; branding decisions; packaging and labeling decisions; product life cycle concept; new product development; pricing decisions.

**UNIT IV**

Distribution channels: - retailing, wholesaling, warehousing and physical distribution, promotion mix - personal selling, advertising, sales promotion, publicity, conceptual introduction to customer relationship marketing.

**SUGGESTED READINGS:**

1. Kotler, Philip, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha. Marketing Management, Pearson Education, New Delhi.
2. Dhunna, Mukesh, Marketing Management, Text and Cases. Wisdom Publications, New Delhi.
3. Sakena, Rajan, Marketing Management, McGraw Hill, New Delhi.
4. Zikmund, William G. Marketing, Cengage Learning, New Delhi.
5. Panda, Tapan K. Marketing Management, Excel Books, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**HUMAN RESOURCE MANAGEMENT**  
**PAPER CODE: BBA/GN/302**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the basics of human resource management.
2. Analyse the human resource challenges in present scenario.
3. Know the essentials of employing, maintaining, and promoting a motivated workforce.
4. Develop critical understanding of contemporary issues of human resource management.

**UNIT I**

Introduction – nature and scope of human resource management, HRM objectives and functions, HRM policies, HRM in a globally competitive environment; strategic human resource management, HR outsourcing.

**UNIT II**

Acquisition of Human Resource -Human Resource Planning; Job analysis and job design; Recruitment – Concept and sources; Selection – Concept and process; placement and induction; job evaluation - concept & methods; Employee welfare; social security; grievance-handling.

**UNIT III**

Training and Development -Concept and Importance; Identifying Training and Development Needs; training methods and evaluation, Designing Training Programs; Role-Specific and Competency Based Training; Training Process Outsourcing; Management Development; Career Development and Succession planning. Brief overview of HRIS.

**UNIT IV**

Performance Appraisal - Nature, objectives, and importance; techniques of performance appraisal; potential appraisal and employee counselling; Compensation: concept and policies; job evaluation; fringe benefits; performance linked compensation. Balance Scorecard, Competency based HRM. Industrial Disputes: causes and settlement machinery.

**SUGGESTED READINGS:**

1. Gary Dessler. A Framework for Human Resource Management. Pearson Education.
2. DeCenzo, D.A. and S.P. Robbins, Personnel/Human Resource Management, Pearson Education.
3. Aswathapa, K. Human resource management: Text and cases, Tata McGraw Hill Education.
4. Haldar, U. and Sarkar Juthika, Human Resource Management, Oxford University Press.
5. Rao, V. S. P., Human Resource Management, Cengage Learning India
6. TN Chhabra, Human Resource Management, Dhanpat Rai & Co., Delhi
7. Biswajeet Patttanayak, Human Resource Management, PHI Learning.

**Note:** Only the latest editions of the above books are recommended.

**FINANCIAL MANAGEMENT**  
**PAPER CODE: BBA/GN/303**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the concept of financial management and various source of finance.
2. Analyse capital budgeting process and apply capital budgeting techniques for Business decisions.
3. Examine capital structure and cost of capital.
4. Critically examine various theories of dividend, identify, and analyse dividend policy; and suggest sound dividend policy.
5. Design working capital policy based on the assessment of financial requirements.

**UNIT I**

Nature, scope, and objectives of financial management, Finance decision, Functions and Responsibilities of Finance Manager. Sources of Finance: Different Sources of Finance including internal sources, external sources.

**UNIT II**

Time value of money, Capital Budgeting Process, Capital budgeting methods: Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index.

**UNIT III**

Components of cost of capital, Method for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC). Capital Structure- Theories of Capital Structure.

**UNIT IV**

Theories of dividend decision – Walter’s Model, Gordon’s Model, MM Approach, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy. Concept of Working Capital, Operating Cycles, Working capital estimation.

**SUGGESTED READINGS:**

1. Chandra, P. Financial Management-Theory and Practice. Tata McGraw Hill Education, New Delhi.
2. Horne., J. C., & Wachowicz, J. M. Fundamentals of Financial Management, Prentice Hall, New Jersey.
3. Khan, M. Y., & Jain, P. K. Financial Management: Text and Problem. Tata McGraw Hill Education India, New Delhi.
4. Kothari, R. Financial Management: A Contemporary Approach. Sage Publications India Pvt. Ltd, New Delhi.
5. Pandey, I. M. Financial Management. Vikas Publications, New Delhi.
6. Rustagi, R. P. (Fundamentals of Financial Management. Taxmann Publication, New Delhi.
7. Ross, S. A., Westerfield, R. W., Jaffe, J., & Kakani, R. K. Corporate Finance. McGraw Hill Education, New York.
8. Sharma, S. K., & Zareen, R. Fundamentals of Financial Management. S. Chand Publishing, New Delhi.

9. Singh, P. Financial Management. Ane Books Pvt. Ltd, New Delhi.
10. Singh, J. K. Financial Management-Theory and Practice. Galgotia Publishing House, New Delhi.
11. Singh, S., & Kaur, R. Fundamentals of Financial Management. SCHOLAR Tech. Press, New Delhi.
12. Tripathi, V. Basic Financial Management. Taxmann Publication, Delhi.
13. Srivastava, R., & Mishra, A. Financial Management. OUP India, New Delhi.
14. Study Material of CA Course (New) Intermediate Level Paper 8A: Financial Management.

**Note:** Only the latest editions of the above books are recommended.

**INDIAN FINANCIAL SYSTEM**  
**PAPER CODE: BBA/GN/304**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the workings of various components of financial system in India.
2. Analyze the importance of a sound financial system for economic development of a country.
3. Evaluate the workings of different financial institutions.
4. Analyze the instruments available in money market and capital market.

**UNIT I**

Indian Financial System: Nature, structure, role and functions. Structure of Indian banking system, RBI- functions and working, commercial banks, Banking and non-banking intermediaries, Financial Institutions: Functions of NABARD, Regional Rural Banks and Cooperative Banks, ICICI, IDBI, IFCI, IIBI, SFCs, SIDBI.

**UNIT II**

Banking Concepts –credit creation, E-Banking, Universal Banking, Money Market instruments; Call money, Treasury Bills, Commercial Bills, Certificate of deposit, Commercial Papers, Reforms and recent developments in money market.

**UNIT III**

Capital Market: Capital Market instruments, Role of SEBI, Secondary market; trading and settlement; Primary market v/s Secondary Market. Mutual Funds: meaning and types. Reforms and recent developments in capital market.

**UNIT IV**

Non-banking finance companies, Housing finance companies. Overview of financial Services: Merchant Banking, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Credit Rating.

**SUGGESTED READINGS:**

1. Bhole L. M 'Financial institutions and Markets', Tata McGraw Hills.
2. Varshney and Mittal. Indian Financial System, Sultan Chand & Sons.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education.
4. John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills.
5. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.
6. Khan M. Y. ' Indian Financial System', Tata McGraw Hills.
7. Gurusamy, —Financial Services and System, McGraw Hill Education, March.

**Note:** Only the latest editions of the above books are recommended.



**BUSINESS ETHICS AND CORPORATE GOVERNANCE**  
**PAPER CODE: BBA/GN/ 305**

Total credits: 3  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Explain the ethical conduct in business and its essence for management.
2. Analyze the value system in business.
3. Understand the basics of corporate governance and emerging role of management.
4. Develop comprehensive understanding on corporate disclosure and role of SEBI.

**UNIT I**

Ethics and Behaviour, Ethical conduct in Business: Ethical Audits, Cost of being unethical, Ethics and social responsibility, Intellectual property rights like designs, patents, trademarks, copy rights.

**UNIT II**

Values–Concepts, values in Business, Types and Formation of Values, importance of value system, Values of Indian Managers; applications of moral values to the challenges of the organisations. Relationship between ethics and values.

**UNIT III**

Corporate Governance: Concept, corporate governance code, Profit maximization versus Corporate Social Responsibility, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD).

**UNIT IV**

Legal aspects: Corporate Disclosure and Investor Protection in India, Guidelines on CSR Management, Corporate disclosure practices, SEBI codes.

**SUGGESTED READINGS:**

1. S.S. Iyer. Managing for Value, New Age International Publishers.
2. Laura P Hartman, Abha Chatterjee. Business Ethics, Tata McGraw Hill.
3. S.K. Bhatia. Business Ethics and Managerial Values, Deep & Deep Publications Pvt. Ltd.
4. Velasquez. Business Ethics - Concepts and Cases, Prentice Hall.
5. Reed Darryl. Corporate Governance, Economic Reforms & Development, Oxford.
6. Mathur U.C. Corporate Governance & Business Ethics, McMillan.

**Note:** Only the latest editions of the above books are recommended.

**COMMUNICATION SKILLS - I**  
**PAPER CODE: BBA/GN/ 306**

Total credits: 2  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Explain the need for communication in management.
2. Appreciate the need of effective reading and listening for communication.
3. Demonstrate the skill of oral presentations.
4. Demonstrate the skill of effective report writing.

**UNIT I**

Introduction to the essentials of Business Communications: Meaning, process and functions; Need and importance; Medium: verbal and non-verbal communication; Channels: formal & informal; Levels of communications; Direction of communication: downward, upward, lateral & diagonal; Interactive and non-interactive techniques of communication.

**UNIT II**

Effective Reading: process, types and reading rate adjustment; Tips for improving reading skills; Reading comprehension. Listening Skills: process, importance and types of listening; Barriers and guidelines for effective listening.

**UNIT III**

Speaking Skills – Making presentations: content and organizing; features of a good presentation, delivering a presentation; Conducting and participating in group discussions; Persuasion skills; Meeting & negotiation skills; Interview – Job Interview, Promotion Interview; Telephonic conversation; Group discussions; Public Speaking: public speech, extempore.

**UNIT IV**

Report Writing: Types of reports; Formal report: components and purpose; organizing information: outlining and numbering sections; section headings, sub-headings; Writing summer project report, field work report/visits to industries.

**SUGGESTED READINGS:**

1. C.B. Gupta. Essentials of Business Communications, Sultan Chand & Sons.
2. Kaul, A. Effective Business Communication. PHI Learning.
3. Lesikar, R.V. & Flatley, M.E. Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd.
4. Ludlow, R. & Panton, F. The Essence of Effective Communications. Prentice Hall of India Pvt Ltd.

**ADVANCED EXCEL**  
**PAPER CODE: BBA/GN/307**

Total credits: 3  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Visualize data for business decisions.
2. Evaluate and integrate appropriate information for business.
3. Apply mathematical and statistical functions for decision making.
4. Identify and organize data from multiple sources.

**UNIT I**

Creating a basic worksheet, managing worksheets, Formatting cells Viewing and printing worksheets, Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. protecting cells.

**UNIT II**

Building basic formulas, Using a function in a formula, Math and statistical functions, Sum, Max, Min, Average, Count, Today, Now, Countif, CountA, CountBlank, Round, Roundup, Round. Financial functions Manipulating dates, times and text, VLOOKUP and HLOOKUP, Conditions in formulas.

**UNIT III**

Goal Seek function, descriptive statistics, PivotTables, Find trends in data, summarize data by using Sparklines, Data Validation.

**UNIT IV**

Create and modify macros, Create hyperlinks, Creating and managing charts like Column, Line, Pie, Bar, Area, Scatter, 3D, Pivot charts etc. Working with multiple sheets, hyperlinks, Creating Dashboards.

**SUGGESTED READINGS:**

1. Greg Harvey, Excel.All-in-One for Dummies. John Wiley & Sons.
2. Michael Alexander and Kusleika Richard, et al.
3. Excel Bible. Wiley.

**Note:** Only the latest editions of the above books are recommended.

**FOUNDATION OF INTERNATIONAL BUSINESS**  
**PAPER CODE: BBA/GN/401**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the dynamics of international business and global perspective on trading system.
2. Analyse various approaches to decisions concerning international trade and investment.
3. Develop an understanding of risk involved and emerging issues in international business.
4. Evaluate the essentials of entering and competing in international markets.

**UNIT-I**

Types of international business; basic structure of international business environment; risk in international business; motives for international business; barriers to international business; global trading and financial system – an overview.

**UNIT-II**

Foreign market entry modes; factors of country evaluation and selection; decisions concerning foreign direct and portfolio investment; control methods in international business.

**UNIT-III**

Basic foreign manufacturing and sourcing decisions; product and branding decisions for foreign markets; approaches to international pricing; foreign channel and logistical decisions.

**UNIT-IV**

Accounting differences across countries; cross cultural challenges in international business; international staffing and compensation decisions; basic techniques of risk management in international business.

**SUGGESTED READINGS:**

1. Daniels, J.D., and H.L. Radebaugh, International Business: Environment and operations, Pearson Education, New Delhi
2. Hill, Charles W.L., International Business, Tata McGraw Hill, New Delhi
3. Sharan, V., International Business: Concept, Environment and Strategy, Pearson Education, New Delhi
4. Bennett, Roger, International Business, Pearson Education, New Delhi

**Note:** Only the latest editions of the above books are recommended.

**SUSTAINABLE BUSINESS AND DEVELOPMENT**  
**PAPER CODE: BBA/GN/402**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understanding of the concept of sustainable development and the discourse associated with the same.
2. Understanding of the issues pertaining to sustainable businesses and the myriad perspectives pertaining to the role of business in sustainability.
3. Understanding of the business risks and opportunities created by the new global order and the need to adopt more sustainable practices along with understanding the challenges posed by sustainable development for companies and their associated responsibilities and the scope of their actions.
4. Understanding of the concepts of sustainability at the individual, organisational and societal level, with a special emphasis on the evolving role of business in society.
5. Understanding of the various sustainable business management practices.
6. Understanding of the international legal environment pertaining to sustainable business.

**UNIT I**

Introduction to Climate Change and Sustainable Development; Millennium Development Goals; Historical and Emerging Themes in Sustainable Business; Business Case for Sustainability

**UNIT II**

Sustainable Firm – Corporate Social and Environmental Sustainability; Redefining the Traditional Business Models; Sustainability and New Product Development; Sustainable Retail; Supply Chain Restructuring

**UNIT III**

Sustainable Business Management – Sustainability Accounting and Reporting; Triple Bottom Line Accounting; Carbon Accounting and Auditing for Business; Socially Responsible Human Resource Management; Socially Responsible Investing and Finance

**UNIT IV**

(Re)Transformation of Business – Sustainable Infrastructure; Re-working Transportation Networks; Energy Efficiency; Green Buildings. International Legal Environment of Sustainable Business – International Trade Laws; Climate Change Treaties and their Impact on Business

**SUGGESTED READINGS:**

1. McDonough, W., Braungart, M. (2002). *Cradle to Cradle: Remaking the Way We Make Things*. North Point Press
2. Kaplan, R., Norton, D. *The Balanced Scoreboard*. Harvard Business Review.
3. York University-Research Report No. 32/2010: *Global Warming: A Tragedy of the Commons*-Maebh O'Gorman
4. Blackburn, W. R. (2007). *The Sustainability Handbook: The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility*. Environmental Law Institute.
5. Hoffmann, A. J., Woody, J. G. (2008). *Climate Change: What's Your Business Strategy?* Boston, MA: Harvard Business School Publishing.

6. Laszlo, C. (2005). *The Sustainable Company: How to Create Lasting Value through Social and Environmental Performance*. Island Press.
7. Rainey, D. L. (2010). *Sustainable Business Development: Inventing the future through Strategy, Innovation, and Leadership*. Cambridge University Press.
8. Wirtenberg, J., & Russell, William. G., & Lipsky, D. (2009). *The sustainable enterprise field book: when it all comes together*. AMACOM Division American Management Association.
9. Willard, B. (2005). *The Next Sustainability Wave: Building Boardroom Buy-in*. New Society Publishers.
10. Willard, B., & Elkington, J. (2002). *The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line*. New Society Publishers.
11. Hardin, G (1968). The Tragedy of the Commons. *Science* 162, no. 3859: 1243-1248.

**Note:** Only the latest editions of the above books are recommended.

**BUSINESS RESEARCH METHODS**  
**PAPER CODE: BBA/GN/403**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Outline the significance of research and research methodology and to analyze the problems in conducting social science research in India.
2. Formulate research problem and research design.
3. Determine the sample size in consonance with the research problem and research design.
4. Collect and tabulate required primary and secondary data for analysis.
5. Prepare a report on the basis of collected data.

**UNIT I**

Concept, objectives, and significance of Research; Approaches and types of Research; Research Methodology; Research Process; Criteria of Good Research; Challenges in conducting social science research in India.

**UNIT II**

Defining the Research Problem and Research Design; Components, selection and formulation of Research Problem; meaning and need of Literature Review; Meaning of Research Design, Features of a good research design; types of Research Design.

**UNIT III**

Meaning of Census and Sample; Meaning, need, significance and principle of sampling; Essentials of a good sampling; Methods of sampling; Determination of sample size.

**UNIT IV**

Types of data; Methods of collection of primary data: Collection of Secondary Data; Use of computer and internet in collection of data; limitation of primary and secondary data. Tabulation of data for analysis, Research Proposal, Research Report: Qualities of good report, steps in report writing.

**SUGGESTED READINGS:**

1. Madan, P., Paliwal, V., & Bhardwaj, R.. Research Methodology-Methods & Techniques. New Delhi: New Age International Publishers.
2. Kothari, B. L. Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
3. Borse, M. N. Research Methodology—Modern, Methods & New Techniques. Jaipur: Shree Niwas Publishers.
4. Rao, K. V. Research Methodology in Commerce and Management. Noida, Uttar Pradesh: Sterling Publishers Private Limited.
5. Sharma, R. D., & Chahal, H. Research Methodology in Commerce and Management. New Delhi: Anmol Publications.

**Note:** Only the latest editions of the above books are recommended.

**RESEARCH LAB AND SOFTWARE**  
**BBA/GN/404**

Total credits: 4  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Learn data management using software.
2. Perform various statistical tests using software.
3. Analyse quantitative data.
4. Conduct research work with the help of software.

**UNIT-I**

Introduction and functions of statistical softwares; data coding, entry and checking; descriptive statistics; tables and graphs.

**UNIT-II**

Using SPSS - reliability testing, parametric tests – types of T-tests, one-way ANOVA; nonparametric tests – chi-square.

**UNIT-III**

Using SPSS - correlation, simple linear regression; multiple regression analysis, stepwise regression.

**UNIT-IV**

Using SPSS - factor analysis, cluster analysis.

**SUGGESTED READINGS:**

1. Field, Andy. Discovering Statistics Using IBM SPSS Statistics, Sage Publisher, Delhi.
2. Morgan, G. A., Leech, N. L., Gloeckner, G.W. and Barrett, K. C. SPSS for Introductory SPSS – Use and Interpretation, Lawrence Erlbaum Associates, London.
3. Hair, J.F., Black, W.C., Babin, B. J. and Anderson, R. E. Multivariate Data Analysis, Pearson, Delhi.
4. Chauhan, Ajay. Research Analytics: A practical Approach to Data Analysis, Dreamtech Press, Delhi.

**Note:** Only the latest editions of the above books are recommended.



**COMMUNICATION SKILLS - II**  
**PAPER CODE: BBA/GN/405**

Total credits: 2  
External Marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the critical importance of business communication from the viewpoint of managerial efficiency.
2. Assess the different communication requirements and develop a suitable communication strategy for enhancing efficiency.
3. Identify communication barriers and design suitable communication systems to eliminate communication gaps.
4. Develop and strategize communication networks within and outside the organisation.

**UNIT I**

Importance and role of communication in business organizations; 7C's of communication; process of communication; how to overcome barriers in communication.

**UNIT II**

Principles of effective written communication; Need, importance, and types of business letters - commercial letters, sale letter, routine letter; Inter-office memos; Notices; Circulars; Agenda and minutes of meetings.

**UNIT III**

Principles of effective cross-cultural communication; Communication using technology; E-mail: advantages, safety, and smartness in email; E-mail etiquettes; video conferencing; mass communication – advertisements & invitation; Functions and activities of PR.

**UNIT IV**

Writing Job application letter & CV, Resume & Biodata; Digital communication in social space – social media posts, blog writing; making online academic/work-profile on LinkedIn.

**SUGGESTED READINGS:**

1. Chaturvedi P.D. & Chaturvedi M. Business Communication skills, concepts, and applications. Pearson education.
2. Lesikar, R.V., Flatley, M.E., Rentz, K. Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company.
3. Boove, C.L., Thill, J.V. & Chaturvedi, M. Business Communication Today. Pearson education.
4. Krizan, A.C.B., Merrier, P., Logan, J.P. and Williams, K.S. Effective Business Communication, Cengage Learning.
5. Scot, O. Contemporary Business Communication, Biztantra.

**Note:** Only the latest editions of the above books are recommended.

**MCEVS -03**  
**ENVIRONMENTAL POLLUTION, WASTE MANAGEMENT AND SANITATION**

Total credits: 2  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Acquire the knowledge of sources, effects, and control measures for environmental pollution/climate change at local and global level.
2. Gain insight into disaster management, environmental legislation, and impact assessment.
3. Understand various concepts related to solid waste management and apply in solid waste management.
4. Analyze health and sanitation problems in the living environment and understand various social issues related to environment.

**UNIT-I**

Environmental Pollution and Climate Change: Definition, Causes, effects and control measures of:  
- Air Pollution, Water pollution, Soil Pollution, Marine pollution, Noise pollution, Thermal Pollution, Nuclear Hazards. Role of an individual in prevention of pollution. Case studies.

Climate Change: Causes, Consequences and Solution of Climate Change and its effect on: Agriculture, Availability of Fresh Water and Change of River Ecosystem, Sea-Level Rising and Loss of Human interest. IPCC Agenda 21, Earth Summit, Stockholm Conference 1972. Convention on Biological Diversity (CBD), Ramsar Convention. Kyoto Protocol, Montreal Protocol.

**UNIT –II**

Disaster Management: Floods, Drought, Earthquake, Volcanoes, Cyclone and Landslides - their impacts. Disaster management cycle. Role of information, education communication and training in disaster management.

Environmental Legislation and EIA: Role of Ministry of Environment and Forest (MoEF), Government of India; Central Pollution Control Board (CPCB); National Environmental Policy (NEP) -2006, in developing legislation. Environment Protection Act. Air (Prevention and Control of Pollution) Act, Water (Prevention and Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act., Issues involved in enforcement of Environmental legislation. Environmental Awareness: Role of Non-Government Organizations in Public Awareness. Environment Impact Assessment: Concept and significance: methods of assessment.

**UNIT-III**

Waste Management: Introduction to Solid waste management: Primary waste products – Solid waste, Toxic biological and hospital wastes; Waste composition and characterization. Municipal solid waste generation, cycling and disposal: landfills, incineration, source reduction and recycling, Hazardous waste management and handling rules.

**UNIT-IV**

Environmental Sanitation and Health: Introduction to WHO and UNICEF, water and airborne diseases: TB, Cholera, Amoebiasis, and Dehydration: ORT, social economic and health impacts of AIDS. Role of public awareness and information technology in sanitation and human health.

**Social Issues and the Environment:** From Unsustainable to Sustainable development. Urban problems related to energy. Water conservation, Rainwater Harvesting, Watershed management,

Resettlement, and rehabilitation of peoples; its problems and concerns, case studies. Environmental ethics: Issues and possible solutions. Environmental Education. Wasteland reclamation, Consumerism and Waste products. Environmental movements: Chipko Movement.

#### **REFERENCE BOOKS:**

1. Solid Waste Management Manual CPCB, New Delhi.
2. Trivedy R.K. and Arvind Kumar, *Ecotechnology for Pollution Control and Environmental Management*
3. Sahai, Sushma (2009) *Bio- medical waste management*, APH Publishing.
4. Rao, M.N. and Sultana, R. (2012). *Solid and Hazardous Waste Management*, BS Publications, Hyderabad.
5. Canter, W. L. (1995) *Environmental Impact Assessment*, McGraw-Hill Science/ Engineering/ Math, New York
6. Kulkarni, V. and Ramachandra, T.V. *Environmental Management*. Capital Pub. Co., New Delhi. 2006.
7. Glasson, J. Therivel, R. and Chadwick, A. *Introduction to Environmental Impact Assessment*. Routledge, London. 2006.
8. Sushmitha Bhaskar and R. Bhaskar, *Natural Disasters*, Unicorn Books, 2011.
9. Bohle, H. G., Downing, T. E. and Watts, M. J. *Climate change and social vulnerability: the sociology and geography of food insecurity*, *Global Environmental Change*. No.4, pp. 37-48.
10. Kukal, S. S., Kingra, P. K. (2019). *Introduction to Environmental and Disaster Management*, Kalyani Publishers.
11. Kudrow, N. J. (2009). *Conservation of Natural Resources*. Nova Science Publishers, Incorporated
12. Anderson, D. A. (2013). *Environmental economics and natural resource management*. Routledge.

#### **SUGGESTED WEB SOURCES:**

1. [http://envis.nic.in/ENVIS\\_html/ENVISSubject/subject.html](http://envis.nic.in/ENVIS_html/ENVISSubject/subject.html)
2. <https://nptel.ac.in/courses/103/106/103106162/>
3. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=14>
4. <https://swayam.gov.in/>

**Note:** Only the latest editions of the above books are recommended.

**CORPORATE LAWS**  
**PAPER CODE: BBA/GN/501**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Explain relevant definitions and provisions relating to issue of prospectus and allotment of shares.
2. Synthesize company processes, meetings, and decisions.
3. Describe the framework of dividend distribution, Accounts of the company and Audit and Auditors of company.
4. Determine the role of Board of directors and their legal position.

**UNIT I**

Preliminary to Companies Act, 2013: Company-meaning and features, kinds of companies, registration and incorporation, memorandum of association, article of association, prospectus.

**UNIT II**

Share capital- Shares, issue and allotment of shares, types of shares, alteration of share capital, buy-back of shares, surrender and forfeiture of shares, bonus shares, Sweat Equity, Debentures- Meaning and kinds, debenture trust deed and duties of trustee.

**UNIT III**

Company administration and meetings, Board of Directors-qualification, appointment, duties and remuneration, Meetings- Board Meetings, Statutory meeting, annual general meeting, extraordinary general meeting, Requisites of a valid meeting.

**UNIT IV**

Declaration and payment of dividend, corporate social responsibility, prevention of oppression and mismanagement. Winding up- types of Winding up, appointment of liquidator, conduct of winding up National Company Law Tribunal and Appellate Tribunal.

**SUGGESTED READINGS:**

1. Kuchhal, M. C., & Kuchhal, A. Corporate Laws. New Delhi: Shree Mahavir BookDepot.
2. Singh, Avtar. Company Law, Eastern Book Company, Lucknow
3. Kapoor, N.D. Elements of Company Law, Sultan Chand & Sons. New Delhi
4. Hicks, A., & Goo, S. H. Cases and Material on Company Law. Oxford University Press.

**Note:** Only the latest editions of the above books are recommended.

**ENTREPRENEURSHIP DEVELOPMENT**  
**PAPER CODE: BBA/GN/502**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the dynamics of entrepreneurship to develop proper perspective of current entrepreneurial practices.
2. Develop a clear understanding about business opportunity and selection.
3. Develop a clear understanding about business plan formulation.
4. Suggest institutional support available to new venture.

**UNIT I**

Entrepreneur and Entrepreneurship: Concept of Entrepreneur, Manager, Intrapreneur Traits of an entrepreneur, Concept of Manager, Roles and Responsibilities of Manager, Concept of Intrapreneur, Need for and Importance of Entrepreneurship, Relationship between entrepreneur and entrepreneurship, Problem of Unemployment and opportunities of Entrepreneurial in India.

**UNIT II**

Challenges for Women Entrepreneurs in India, Business opportunity Identification: Opportunity Search: Divergent Thinking Mode: Meaning, Objectives; Environmental scanning for business opportunity Identification, Opportunity Selection: Convergent Thinking Mode: Meaning, Objectives, Sources of new ideas, methods of idea generation.

**UNIT III**

Business Plan: Meaning and, Objectives of Business Plan; Elements of Business Plan; Business Planning Process - Self Audit, Evaluation of Business Environment, Setting Objectives, Forecasting Market Conditions, stating actions and resources required, Feasibility Analysis.

**UNIT IV**

Institutional Support to New Venture (Students are expected to study the assistance scheme of following institutions) District Industries Center (DIC), Small Industries Development Bank of India (SIDBI), National Small Industries Corporation (NSIC), Entrepreneurship Development Program (EDP): objectives, curriculum.

**SUGGESTED READINGS:**

1. Desai Vasant: —Management of Small Scale Industries— - Himalaya Publishing House.
2. Taneja Satish and Gupta: —Entrepreneurship Development-New Venture Creation— - Galgotia Publishing Company, New Delhi.
3. Jain P.C: Handbook For New Entrepreneurs Entrepreneurship Development Institute of India.
4. Sangle B. R.: Business Environment & Entrepreneurship, Success Publications, Pune.
5. Gupta C.B. & Srinivas: —Entrepreneurial Development—- Sultan D, Chand & Sons, New Delhi.
6. Prof Rajeev Roy: —Entrepreneurship— - Oxford University Press.

**Note:** Only the latest editions of the above books are recommended.

**INTRODUCTION TO ANALYTICS**  
**PAPER CODE: BBA/GN/503**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the importance of business analytics for an organization.
2. Analyze complex problems using advanced analytics tools.
3. Differentiate between descriptive, predictive, and prescriptive business analytics.
4. Interpret data and learn how to apply analytics in organisational decision-making.

**UNIT I:**

Introduction to Analytics: Foundations of Business Analytics, Decision making, Introduction to Business Analytics, Different models in Business Analytics, Problem solving through analytics, Big data, Career in Business Analytics, descriptive, predictive and prescriptive analytics.

**UNIT II:**

Descriptive Analytics: Descriptive Statistical Measures: measures of location, dispersion, shape, and association. Visualizing and Exploring Data: Overview, Tables, Charts, Advanced data visualization, data dashboards.

**UNIT III:**

Predictive Analytics: Trendlines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Spreadsheet Modeling and Analysis, Monte Carlo Simulation and Risk Analysis.

**UNIT IV:**

Prescriptive Analytics: Linear Optimization, Applications of Linear Optimization, Integer Optimization, Decision Analysis.

Application of Business Analytics: Application of Analytics in Finance, Marketing, Human Resource Management, Retail, Supply Chain, Healthcare, and social media.

**SUGGESTED READINGS:**

1. Schniederjans, M.J., Schniederjans, D.G., Starkey, C.M. (2014), Business Analytics: Principles, Concepts and Applications, Pearson.
2. James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
3. Hardoon, D.R., and Shmueli, G. (2016), Getting Started with Business Analytics, CRC Press, Taylor & Francis.
4. Rao, P.H. (2014), Business Analytics: An Application Focus, Prentice Hall India.
5. Sharma, J.K., Khatua, P.K. (2012), Business Statistics, Pearson.

**Note:** Only the latest editions of the above books are recommended.

**EVENT MANAGEMENT**  
**PAPER CODE: BBA/GN/504**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Exhibit the capability to organize a formal event.
2. Create, organize, and manage teams.
3. Prepare and present the promotional events.
4. Plan and prepare sponsorship proposals.

**UNIT I**

Management: meaning and functions. Event Management: Concept, and Scope, Categories of Events: Personal/Informal Events and Formal/Official Events, Requirement of Event Manager, Roles & Responsibilities of Event Manager in different events; Special event topics.

**UNIT II**

Characteristics of a Good Planner, SWOT Analysis, Understanding the client needs, identification of target audience; Event Planning Process, Conceptualization, Costing, Canvassing, Customization, and Carrying out; Critical Success Factors; Outsourcing Strategies, working with Vendors, Negotiating Tactics, Accountability and Responsibility. Event Risk Management and IT for Event Management.

**UNIT III**

Team Building and Managing Team: Concept, nature, approaches, activities, and practices. Characteristics of a high performing team. Skills required and Job Responsibilities of Leading Teams, Business communication.

**UNIT IV**

Nature & Process of Marketing; Branding, Advertising; Publicity and Public relations. Types of advertising, merchandising, giveaways, competitions, promotions, website, and text messaging. Media tools – Media invitations, press releases, TV opportunities, radio interviews. Promotional tools – Flyers, Posters, Invitations, Website, newsletters, blogs, tweets. Event Partners, Event Associates, Event Sponsor; Importance of Sponsorship–for event organizer, for sponsor; Type of Sponsorship; Making sponsorship database; Sponsorship Proposal; Ways to seek Sponsorship; Closing a sponsorship; Research on sponsorship avenues; Converting sponsorship into partnership.

**SUGGESTED READINGS:**

1. Conway, D. G. *The Event Manager's Bible*. Devon: How to books Ltd.
2. Goldblatt, J. *Special Events: Event Leadership for a New World*. New Jersey: John Wiley & Sons Inc.
3. Hoyle, L. H. *Event Marketing*. New Jersey: John Wiley & Sons Inc.

**Note:** Only the latest editions of the above books are recommended.

**SUMMER INTERNSHIP  
BBA/GN/505**

Total credits: 4  
Practical marks: 100

Every student will be assigned a summer training report topic after the 4th semester. It will be pursued by him/her under the supervision of an internal supervisor. The students are required to interact with their supervisor on a regular basis and prepare a project report. The tentative content of the summer training report is as follows:

1. Cover Page
2. Acknowledgement
3. Certificate from supervisor
4. Introduction
5. Literature Review
6. Research Methodology (Objective of the Research, Hypothesis, Research Design etc.)
7. Data Analysis
8. Findings
9. Conclusions
10. Recommendations
11. References
12. Appendices – to include questionnaire etc. (if any)

The student will submit a summer training report this semester as per the schedule announced by the department/University for assessment. The student will submit two hard bound copies of the report, one softcopy in CD/DVD along with the requisite fee. The summer training report shall be evaluated by both Internal and External Examiners. For external evaluation, Viva voce will be conducted by the external examiner.



**PROJECT MANAGEMENT**  
**PAPER CODE: BBA/GN/601**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Explain the concept and attributes of projects, project management system, process, and its principles.
2. Perform technical feasibility, marketing feasibility and commercial viability of a project.
3. Prepare project budget in business and analyse project appraisal through various project appraisal techniques.
4. Examine project risk and performance assessment and evaluate project management techniques.

**UNIT I**

Concept and attributes of Project, Identification of Investment opportunities, Project life cycle, Role of Project Manager, Project Management Information System, Project Management Process and Principles, Generation & Screening of Project Idea.

**UNIT II**

Market and Technical Analysis: Technical Feasibility; Marketing Feasibility, Financial Planning: Estimation of Costs and Funds, sources of funds, Demand Analysis and Commercial Viability, Project budget, Tax considerations and legal aspects.

**UNIT III**

Business Criterion of Growth, Liquidity and Profitability, Project appraisal techniques; payback period, accounting rate of return, net present value, internal rate of return, profitability index and Social Cost Benefit Analysis.

**UNIT IV**

Project Risk Management- Identification, Analysis and Reduction, Project quality management, Project Performance Measurement and Evaluation, Project Report, Project Closure and Audit. Cost and Time Management issues in Project Planning and Management. Techniques (PERT & CPM).

**SUGGESTED READINGS:**

1. Chandra. Prasanna. Project Preparation, Appraisal and Implementation. Tara McGraw Hill.
2. Gido, Jack, And Clements, James P. Project Management. Cengage Learning.
3. Gray, Clifford F., Larson, Eric W., and Desai, Gautam V. Project Management: The Managerial Process. McGraw Hill Education.
4. Barker, Stephen. and Cole, Rob. Brilliant Project Management, Pearson.
5. Kharua, Sitangshu. Project Management and Appraisal. Oxford Press University.

**Note:** Only the latest editions of the above books are recommended.

**E COMMERCE**  
**PAPER CODE: BBA/GN/602**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the fundamentals of e-commerce.
2. Develop understanding of online business technology.
3. Understand e-commerce applications.
4. Understand security aspects of e-commerce.

**UNIT I**

Introduction – meaning, nature, concepts, advantages, and reasons for transacting online, categories of e-commerce; planning online business: nature and dynamics of the internet, pure online vs. brick and click business, assessing requirement for an online business, designing, developing and deploying the system, one to one enterprise.

**UNIT II**

Technology for online business – internet, IT infrastructure; middleware contents: text and integrating e-business applications; mechanism of making payment through internet: online payment mechanism, electronic payment systems, payment gateways, visitors to website, tools for promoting website; plastic money: debit card, credit card; laws relating to online transactions.

**UNIT III**

Applications in e-commerce – e-commerce applications in manufacturing, wholesale, retail and service sector.

**UNIT IV**

Virtual existence – concepts, working, advantages and pitfalls of virtual organisations, workforce, work zone and workspace and staff less organisation; designing on E-commerce model for a middle level organisation: the conceptual design, giving description of its transaction handling, infrastructure and resources required and system flow chart; security in e-commerce: digital signatures, network security, data encryption secret keys, data encryption.

**SUGGESTED READINGS:**

1. Murty, C.V.S., E-Commerce, Himalaya Publications, New Delhi
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, N. Delhi.
3. Kosiur, Understanding E-Commerce, Prentice Hall of India, N. Delhi.
4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley

**Note:** Only the latest editions of the above books are recommended.

**COMPREHENSIVE VIVA VOCE**  
**BBA/GN/603**

Total credits: 3  
Practical marks: 100

**Course Outcomes:**

The students will be able to assess their overall understanding of the field of management.

**Content:**

The main objective of comprehensive viva-voce is to assess the overall knowledge of the student in the relevant field of management acquired over 3 years of study in the undergraduate program. The viva will be conducted in sixth semester, covering the complete syllabus.

**Evaluation:**

The viva-voce would be conducted by external expert from panel approved by UG BOS of the department of management, JCBUST, YMCA, Faridabad.

**MANAGEMENT OF MICRO, SMALL, MEDIUM ENTERPRISES**  
**PAPER CODE: BBA/GN/604**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the key challenges & steps involved in setting up the MSMEs.
2. Gain insight about various supports available to the MSMEs.
3. Knowledge about the MSME Development Act, 2006.
4. Exposure about the global emerging trends and institutional support to the MSMEs.

**UNIT I**

MSMESs in INDIA: Concept of Entrepreneur & Entrepreneurship, Quality & Characteristics of Entrepreneurs, MSMEs: Definition, Performance, Key Challenges & Steps involved in setting up MSMEs.

**UNIT II**

Government Support for MSMEs: Skill Development, Market Linkages, Technology upgradation, Cluster Development & Finance Availability.

**UNIT III**

Policy Initiatives for MSMEs: ASPIRE- A Scheme for Promotion of Innovation, Rural Industry & Entrepreneurship, MSME Development Act, 2006 (Salient Features), MSME Development Act (Amendment) Bill, 2015, E-Governance Initiatives/ Digital Initiatives.

**UNIT IV**

Emerging Trends & Institutions Supporting MSME: Overview of World Trade Organisation (WTO), Intellectual Property Rights (IPR), International SME Network (INSME) and Bar Coding.

**SUGGESTED READINGS:**

1. Dynamics of Entrepreneurship Development & Management: Vasant Desai
2. Entrepreneurship Development in India: C B Gupta & N P Srinivasan
3. Entrepreneurship Development: S. S. Khanka
4. Entrepreneurship and small Business Management: C B Gupta & S S Khanka
5. small Business Entrepreneurship: Paul Burns & Jim Dewhunt.

**Note:** Only the latest editions of the above books are recommended.

**MANAGEMENT INFORMATION SYSTEM**  
**PAPER CODE: BBA/GN/605**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the role of information systems in today's competitive business environment.
2. Learn the role of information systems supporting the major functional areas of the business.
3. Analyze the relationship between information systems and organizations.
4. identify appropriate strategies to manage the system implementation process.

**UNIT I**

The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.

**UNIT II**

Planning, Implementation and Controlling of Management Information System.

**UNIT III**

Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.

**UNIT IV**

Managerial Decision Making, characteristics and components of Decision Support System. System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

**SUGGESTED READINGS:**

1. Dynamics of Entrepreneurship Development & Management: Vasant Desai
2. Entrepreneurship Development in India: C B Gupta & N P Srinivasan
3. Entrepreneurship Development: S S Khanka
4. Entrepreneurship and small Business Management: C B Gupta & S S Khanka
5. Small Business Entrepreneurship: Paul Burns & Jim Dewhunt

**Note:** Only the latest editions of the above books are recommended.

**BBA (HONOURS)**

**A. HUMAN RESOURCE MANAGEMENT**

**HUMAN RESOURCE PLANNING**  
**PAPER CODE: BBA/GN/HR/701**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the need and process of human resource planning in organizations.
2. Gain knowledge about the importance of human resource planning.
3. Understand various methods of human resource demand and supply forecasting.
4. Evaluate the need of human resource planning.

**UNIT I**

HR Planning: concept & process; perspectives of HRP: micro and macro HRP; challenges of HRP; relationship of HRP with business strategy; HRP and business environment.

**UNIT II**

Assessing the Demand and Supply of people in organizations; Methods & Techniques of HR Demand and Supply Forecasting: Managerial Estimates, Trend Analysis; Supply Forecasting; Issues of Shortage & Surplus; Preparation of Manpower Budgets.

**UNIT III.**

Measurement of HR Planning: HR Audit, HR Accounting; Human Resource Information System (HRIS). HR Plan -: Components of HR plan, Quantitative HR plan, resourcing Plan, Learning, Training and Development Plan, Reward Plan, Retention Plan, Separation and Redeployment Plans.

**UNIT IV**

Action Plans/Human Resource Plans - Implementation Strategies: Recruitment, Redeployment, Job enlargement, Job enrichment, Redundancy, Career Plan, Succession Plan and Compensation Plan.

**Suggested Reading:**

- 1 Turner, Paul HR Forecasting and Planning, Jaico Publication Houses:
2. J W Walker: Human Resource Planning, TMH
3. B. O. Pettman & G Tavemeir: Manpower Planning Workbook, Gower.
4. M. Bennison & J. Casson: The Manpower Planning Handbook, TMH
5. Rothwell, William J. and Kansas, H. C Planning and Managing Human Resources, Jaico Publication House.
6. Armstrong, Michael Handbook of Human Resource Management Practice, 12th Ed. Jaico Publication House.

**Note:** Only the latest editions of the above books are recommended.

**TRAINING AND MANAGEMENT DEVELOPMENT**  
**PAPER CODE: BBA/GN/HR/702**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the need and process of training need analysis in organizations.
2. Understand the process of designing a training programme and its evaluation.
3. Understand various training methods and their applicability in different organizational situations.
4. Comprehend the tools and techniques of management development.

**UNIT I**

Training in Organizations and Training Need Analysis: An overview of training; role of training and development in HRD; opportunities and challenges for training; training and organizational development; setting training objectives; Spiral model of training.

Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.

**UNIT II**

Training Design and Evaluation: Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

**UNIT III**

Training Methods: Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods.

**UNIT IV:**

Management Development: Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring.

**SUGGESTED READINGS:**

1. Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson.
2. Bhatia S.K., Training & Development, Deep & Deep Publishers.
3. Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall.

**Note:** Only the latest editions of the above books are recommended.



**PERFORMANCE MANAGEMENT**  
**PAPER CODE: BBA/GN/HR/703**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the fundamentals of managing the performance of employees.
2. Comprehend various systems and formats of performance appraisal.
3. Analyse the reward systems and legal issues associated with performance.
4. Devise appraisal and reward system for maintain workforce.

**UNIT I**

Performance Management: Scope and Significance Advantages of Performance Management, Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

**UNIT II**

Performance Management perspective to training sub-system: Designing Training Needs Assessment (TNA) tools, Developing Training Modules including training objectives, lesson plan, and learning climate: Effective delivery of training: Evaluating training outcomes.

**UNIT III**

Performance Management Systems and Formats: Perspectives to Performance Management System Systems and Formats including Graphic Rating System, Behavioural Anchor System, Balanced Score Card System, and 360-Degree system, Identifying, defining, and measuring performance metrics and competencies (KRAS, KPAs, and KPIs), Formats for scaling and measurement: Designing Appraisal Form: Performance Feedback and Counselling: Potential Assessment and Performance Planning.

**UNIT IV**

Reward Systems and Legal Issues: Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures-Job Evaluation-Broad Banding-Legal Principles affecting Performance Management.

**SUGGESTED READINGS:**

1. Bagchi, Soumendra Narian, Performance Management, Cengage Learning.
2. Herman Aguinis, Performance Management, Pearson Prentice Hall.
3. Kohli, A. S, Deb,T., Performance Management, Oxford Higher Education.
4. Chadha, Prem, Performance Management, Macmillan Publishers.
5. Ghanekar, Anjali, Essentials of Performance Management, Everest Publishing House.
6. Varma, Arup, Pawan S. Budhwar, Angelo S. DeNisi, (Editors), Performance Management
7. Systems: A Global Perspective, Routledge.

**Note:** Only the latest editions of the above books are recommended.

**COMPENSATION AND REWARD MANAGEMENT**  
**PAPER CODE: BBA/GN/HR/704**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Recognize how pay decisions help the organization achieve a competitive advantage.
2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
3. Demonstrate comprehension by constructing a compensation system encompassing internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.
4. Design rational and contemporary compensation systems in modern organizations.

**UNIT-I**

Introduction To Compensation Management: Compensation, theoretical dimension, economic and behavioral; designing the pay model strategic compensation plan; wage and salary administration at the macro level.

**UNIT-II**

Wage And Salary Administration: Wage and salary administration at the micro level job evaluation, definition, traditional and new techniques; compensation structure, Indian practices; wage boards, pay commissions, compensation management in multinational organizations.

**UNIT-III**

Concepts Of Employee Benefits: Incentives, fringe benefits; establishing a link with performance appraisal and compensation management. Performance linked compensation; benefits and services. Performance Based Pay: Managerial remuneration pays commission; performance-based pay system incentives, executives "compensation plan and packages.

**UNIT-IV**

Compensation Strategies: Compensation strategy: Recognizing the worth and value of employees' knowledge and skill, rewarding employees' contributions and results achieved, supporting team work, compensation package according to current lifestyle and new thinking in the new millennium.

**SUGGESTED READINGS:**

1. Dr. Vinay Ojha, "Compensation and Reward Management" 7th Edition, 2019.
2. Pradip Kumar Das "Compensation and Reward Management", "Himalaya publishing house, in 2019.
3. George Milkovich, "Compensation and Reward Management", McGraw-Hill Higher Education, 2019.
4. Sharma RC, "Compensation and Reward Management", 2017
5. Ojha Vinay, "Compensation and Reward Management", 2016.

**Note:** Only the latest editions of the above books are recommended.

**INDUSTRIAL RELATIONS**  
**PAPER CODE: BBA/GN/HR/705**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Explain the evolution and factors influencing industrial relations in changing environment.
2. Evaluate the effectiveness of trade unions and factors influencing their growth.
3. Examine the effectiveness of workers' participation in management.
4. Evaluate the effectiveness of grievance redressal mechanism.

**UNIT I**

Concept, nature and objectives of Industrial Relations; Evolution and factors influencing IR in changing Environment, Employers' Organisation; Human Resource Management and IR.

**UNIT II**

Important provisions of Trade Unions Act, 1926, Objectives of Trade Union in the era of liberalization; Factors influencing the growth of Trade unions, their registration, rights, and liabilities. Emerging trends in Union Management Relations, Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing.

**UNIT III**

Causes of indiscipline, Maintenance of discipline; Highlights of domestic enquiries; Principle of Natural Justice; Labour turnover; Absenteeism; Meaning of Grievance, Grievance redressal machinery in India, Grievance handling procedure.

**UNIT IV**

The Industrial Disputes Act, 1947: Important Definitions; various Authorities, Procedure, Powers and Duties of Authorities; Strikes and Lockouts, Lay-off, Retrenchment and closure. The Factories Act, 1948: Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages, other leaves. The Code on Wages, 2019: Regulation of Minimum Wages, Payment of wages, payment of bonus.

**SUGGESTED READINGS:**

1. Malik, P.L. Handbook of Labour and Industrial Law, Eastern Book Company.
2. Monappa, A., Nambudiri, R., & Selvaraj, P. Industrial Relations and Labour Laws, Tata McGraw Hill Education.
3. Padhi, P. K. Industrial Relations and Labour Law, PHI Learning.
4. Sharma, J. P. Simplified Approach to Labour Laws, Bharat Law House.
5. Srivastava, S. C., Industrial Relations and Labour Laws, Vikas Publishing House.
6. Venkataratnam, C. S. & Dhal, M. Industrial Relations, OUP India.

**Note:** Only the latest editions of the above books are recommended.

# **COUNSELLING AND NEGOTIATION SKILLS FOR MANAGERS**

**PAPER CODE: BBA/GN/HR/706**

Total credits: 4

External marks: 75

Internal marks: 25

## **Course Outcomes:**

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

1. Understand complex theory and practice of negotiation and conflict resolution in general.
2. Identify the challenges faced in negotiation and conflict resolution.
3. Appreciate the role of trust and ethics in the negotiation process.
4. Apply negotiation as a system and the important role of subsidiary factors.

## **UNIT I**

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

## **UNIT II**

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

## **UNIT III**

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

## **UNIT IV**

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

## **SUGGESTED READINGS:**

1. Singh Kavita – Counselling Skills for Managers (PHI).
2. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
3. Carroll, M.: Workplace counselling, Sage Publication.

**Note:** Only the latest editions of the above books are recommended.

# **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**PAPER CODE: BBA/GN/HR/801**

Total credits: 4  
External marks: 75  
Internal marks: 25

## **Course Outcomes:**

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

1. Understand the impact of culture on Human Resource Management and how HRM differs across cultures.
2. Comprehend issues and challenges about International HRM
3. Understand how International HRM can develop competencies in dealing with cross-cultural issues.
4. Understand the different functional roles of HRM in various international contexts like recruitment, selection, performance management, training, compensation and repatriation.
5. Understand the issues and trends in International Industrial relations.

## **UNIT I**

Introduction to concepts of culture and nationality; Impact of culture on international business environment; Hofstede's approach; Cross-cultural differences at work; Strategies to managing workforce diversity; Diversity management program; International Human Resource Management: Difference between domestic and international HRM.

## **UNIT II**

International Workforce planning and staffing: Issues in the supply of international human resources; International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation.

## **UNIT III**

Performance appraisal: Criteria for performance appraisal, Variables influencing expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: Going rate approach, Balance sheet approach, Cultural impact on compensation policy.

## **UNIT IV**

Training & development of international staff: Global training, cross-cultural training, Diversity training. Cross-cultural team building; Repatriation: Process, Problems of repatriation; Cross border Mergers and Acquisitions: HRM perspective; International industrial relations: Key Players in industrial relations, Labour unions and MNCs, Employee relations in MNC's, Response of labour unions to MNC's.

**SUGGESTED READINGS:**

1. Dowling, Peter, International human resource management – Managing people in a multinational context; Publisher: Thompson.
2. Bhatia S K, International Human Resource Management-a global Perspective: Publisher: Deep & Deep Publications Pvt. Ltd.
3. Rao Subba. P- International Human Resource Management, Himalaya Publishing,
4. Sengupta Nilanjan, Bhattacharya Mousumi, International Human Resource Management, Excel Books
5. Bhattachaya Kumar Deepak-Cross Cultural Management, PHI Learning

**Note:** Only the latest editions of the above books are recommended.

**HR ANALYTICS**  
**PAPER CODE: BBA/GN/HR/802**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After studying this course, the student will be able to:

1. Understand the basics of HR Analytics and the role of analytics in managing people.
2. Synthesize the tools, methods, and techniques of HR analytics to understand real world scenario.
3. Identify the application and significance of HR analytics in various Human resource management.
4. Gain data driven insights out of HR analytics and implement predictive modelling and dashboards in HR.

**UNIT I**

Introduction to HR Analytics: Concept and significance of HR Analytics, HR Analytics and linkage with business, challenges with HR Analytics, Common pitfalls of HR Analytics; HR analytics process and skills required in HR analytics team.

**UNIT II**

Approaches to Data Analytics: Current approaches to measuring HR; Strategic HR metrics versus Bench marking; Descriptive, predictive, and prescriptive analytics in HR; Models and framework of HR analytics, The HR scorecard.

**UNIT III**

Dynamics of HR Metric: HR analytics cycle, employee lifecycles and experiences, performance- and succession management; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; HR analytics and Competitive edge.

**UNIT IV**

Data Mining Techniques: Data analysis, data visualization techniques and effective utilization using tools; Driving insights out of HR analytics; Data driven culture and decision making in an organization; Implementation of predictive modelling; Importance of predictability in accomplishing strategic objectives; Effective HR dashboards.

**Suggested Readings:**

1. Edwards, M. & Kirsten Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
3. Isson, J.P. Harriott & J.S. (2016). People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent. John Wiley & Sons.
4. James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
5. Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill

**Note:** Only the latest editions of the above books are recommended.

**STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**PAPER CODE: BBA/GN/HR/803**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the alignment between different HR systems and practices and organisational outcomes.
2. Analyse the alignment of HR functions with the strategies of the organisation.
3. Develop a critical insight into the strategic importance of HR.
4. Interpret the influence of environment on HRM.

**UNIT-I**

SHRM - conceptual framework and evolution; HR environment; HRM in knowledge economy; strategic HR vs. traditional HR; investment and theoretical perspectives of SHRM; barrier to strategic HR; role of HR in strategic planning; human resources as assets

**UNIT-II**

Linking business strategy and HR strategy; best Fit Approach; HR bundles approach; best practice approach; sustained competitive advantages through inimitable HR practices; business strategy and human resource planning; strategic linkage of job analysis.

**UNIT-III**

Linking recruitment and selection to business strategy; business strategy and training; strategic linkage of performance management system; business strategy and compensation systems; strategic approach to career management systems.

**UNIT-IV**

Influence of external environment (both domestic and international) on human resource management: business strategy linked human resource management; strategic options and HR decisions – downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off-shoring.

**SUGGESTED READINGS:**

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi.
3. Armstrong, M. Strategic Human Resource Management, Kogan Page.
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Kandula S. R. Strategic Human Resource Development, Prentice Hall India.

**Note:** Only the latest editions of the above books are recommended.



**TEAM BUILDING IN ORGANIZATIONS**  
**PAPER CODE: BBA/GN/HR/804**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the importance of raising groups and turning them into passionate teams in organisations.
2. Develop an insight into how individuals as team players must behave to sustain teams.
3. Gain knowledge about the different aspects of a team.
4. Analyse the importance of leader in team building and performance.

**UNIT I**

Difference between workgroups and teams; transforming groups to teams; types of teams; stages of team building and its behavioural dynamics; team role; interpersonal processes; goal setting and problem solving.

**UNIT II**

Team effectiveness – concept and factors influencing it; interpersonal competence – concept and its influence on team effectiveness, its measurement through FIRO-B; team context; goals; team Size; team member roles and diversity; norms; cohesiveness.

**UNIT III**

Communication and creativity – communication process, communication effectiveness & feedback; fostering team creativity; Delphi technique; nominal group technique; brainstorming traditional, electronic and negative.

**UNIT IV**

Role of leaders in teams – supporting teams, rewarding team players, role allocation, resource management for teams, selection of team players; leaders as facilitators, mentors; developing collaboration in teams – functional and dysfunctional cooperation and competition; interventions to build collaboration in organizations; social loafing; synergy in teams; self-managed teams.

**SUGGESTED READINGS:**

1. Robbins, S. P. Organizational I. Pearson Education.
2. Luthans, F. Organizational I. McGraw-Hill International Edition.
3. Pareek, Udai. Understanding Organizational Behaviour. Oxford University Press.
4. Naper, Rodhey, W & GershenfeldMattik. Groups Theory & Experience, AITBS, India.
5. McShane, S. L & Glinow M. A. V. Organizational Behaviour: Emerging Realities for the Workplace Revolution, Tata McGraw-Hill Publishing Company Ltd.

**Note:** 1. Only the latest editions of the above books are recommended.

**LEADERSHIP AND CHANGE MANAGEMENT**  
**PAPER CODE: BBA/GN/HR/805**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand leadership, its role and function of a Leader.
2. Understand various leadership theories and styles.
3. Inculcate the organizational change concepts.
4. Analyse perspectives of change and strategies for managing change

**UNIT I**

Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives  
Characteristics of an Effective Leader, Leadership as a process – the complexities of leadership –  
Effective leadership behaviors and attitudes –

**UNIT II**

Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles –  
Lewins Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake  
and Moutons Managerial Grid.

**UNIT III**

Organizational Change – Change, Nature of organizational change – Sources of change -  
Environmental triggers of Change, Organizational responses to change, Impact of change on  
organisations – Resistance to change. Types of change, changing faces of change, Predictable  
Change, Diagnosing change situation. Perspectives on change – Contingency Perspective –  
Resource dependence Perspective – Population ecology Perspective – Institutional perspective.

**UNIT IV**

Organizations for Change: Organizational Structure, Models of Structure, Influences on structure,  
Organizational structure and change. Organizational Culture, dimensions of organizational culture,  
sources of organizational culture, Organizational culture and change, Organizational politics, The  
link between politics, power and conflict, Power and conflict in times of change, Management and  
leadership, Leadership in times of change. Cultural factors influencing leadership practice.

**SUGGESTED READINGS:**

1. Gary Yulk, Nihanth Uppal, Leadership in organizations, Pearson,3e, 2019.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas  
Publications,2015
3. Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
4. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications,2010
5. Mark Hughes, Managing Change, Universities Press,2011.
6. Nic Beech and Robert MacIntosh, Managing Change, Cambridge University Press, 2012.
7. Alfranch Nahavandi, The Art and science of Leadership, Pearson,7e, 2018

**Note:** Only the latest editions of the above books are recommended.

**SEMINAR**  
**PAPER CODE: BBA/GN/HR/806**

Total credits: 4  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

The students will be able to keep themselves abreast of current events, comprehend concepts, and share their knowledge with other students.

**Content:**

The students will be assigned topics from the courses of major discipline opted. The seminar will be delivered by students on the assigned topics. The students will collect the information, synthesis and present in their class.

**Evaluation:**

The seminar would be assessed by a presentation based on relevant topic assigned to the student by the department and its evaluation will be done by internal faculty (25%) and an external examiner (75%).

**BBA (HONOURS WITH RESEARCH)**

**A. HUMAN RESOURCE MANAGEMENT**

**HUMAN RESOURCE PLANNING**  
**PAPER CODE: BBA/GN/HRH/701**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the need and process of human resource planning in organizations.
2. Gain knowledge about the importance of human resource planning
3. Understand various methods of human resource demand and supply forecasting.
4. Evaluate the need of human resource planning.

**UNIT I**

HR Planning: concept & process; perspectives of HRP: micro and macro HRP; challenges of HRP; relationship of HRP with business strategy; HRP and business environment.

**UNIT II**

Assessing the Demand and Supply of people in organizations; Methods & Techniques of HR Demand and Supply Forecasting: Managerial Estimates, Trend Analysis; Supply Forecasting; Issues of Shortage & Surplus; Preparation of Manpower Budgets.

**UNIT III.**

Measurement of HR Planning: HR Audit, HR Accounting; Human Resource Information System (HRIS). HR Plan -: Components of HR plan, Quantitative HR plan, resourcing Plan, Learning, Training and Development Plan, Reward Plan, Retention Plan, Separation and Redeployment Plans.

**UNIT IV**

Action Plans/Human Resource Plans - Implementation Strategies: Recruitment, Redeployment, Job enlargement, Job enrichment, Redundancy, Career Plan, Succession Plan and Compensation Plan.

**Suggested Reading:**

1. I Turner, Paul HR Forecasting and Planning, Jaico Publication Houses:
2. J W Walker: Human Resource Planning, TMH
3. B.O. Pettman & G Tavemeir: Manpower Planning Workbook, Gower
4. M. Bennison & J. Casson: The Manpower Planning Handbook, TMH
5. Rothwell, William J. and Kansas, H. C Planning and Managing Human Resources, Jaico Publication House.
6. Armstrong, Michael Handbook of Human Resource Management Practice, 12th Ed. Jaico Publication House.

**TRAINING AND MANAGEMENT DEVELOPMENT**  
**PAPER CODE: BBA/GN/HRH/702**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the need and process of training need analysis in organizations.
2. Understand the process of designing a training programme and its evaluation.
3. Understand various training methods and their applicability in different organizational situations.
4. Comprehend the tools and techniques of management development.

**UNIT I**

Training in Organizations and Training Need Analysis: An overview of training; role of training and development in HRD; opportunities and challenges for training; training and organizational development; setting training objectives; Spiral model of training.

Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.

**UNIT II**

Training Design and Evaluation: Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programs, Participants, Objectives.

**UNIT III**

Training Methods: Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods.

**UNIT IV:**

Management Development: Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring.

**SUGGESTED READINGS:**

1. Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson.
2. Bhatia S.K., Training & Development, Deep & Deep Publishers.
3. Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall.

**Note:** Only the latest editions of the above books are recommended.

**PERFORMANCE MANAGEMENT**  
**PAPER CODE: BBA/GN/HRH/703**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the fundamentals of managing the performance of employees.
2. Comprehend various systems and formats of performance appraisal.
3. Analyse the reward systems and legal issues associated with performance.
4. Devise appraisal and reward system for maintain workforce.

**UNIT I**

Performance Management: Scope and Significance Advantages of Performance Management, Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

**UNIT II**

Performance Management perspective to training sub-system: Designing Training Needs Assessment (TNA) tools, Developing Training Modules including training objectives, lesson plan, and learning climate: Effective delivery of training: Evaluating training outcomes.

**UNIT III**

Performance Management Systems and Formats: Perspectives to Performance Management System Systems and Formats including Graphic Rating System, Behavioral Anchor System, Balanced Score Card System, and 360-Degree system, Identifying, defining, and measuring performance metrics and competencies (KRAS, KPAs, and KPIs), Formats for scaling and measurement: Designing Appraisal Form: Performance Feedback and Counselling: Potential Assessment and Performance Planning.

**UNIT IV**

Reward Systems and Legal Issues: Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures-Job Evaluation-Broad Banding-Legal Principles affecting Performance Management.

**SUGGESTED READINGS:**

1. Bagchi, Soumendra Narian, Performance Management, Cengage Learning.
2. Herman Aguinis, Performance Management, Pearson Prentice Hall.
3. Kohli, A. S, Deb,T., Performance Management, Oxford Higher Education.
4. Chadha, Prem, Performance Management, Macmillan Publishers.
5. Ghanekar, Anjali, Essentials of Performance Management, Everest Publishing House.
6. Varma, Arup, Pawan S. Budhwar, Angelo S. DeNisi, (Editors), Performance Management
7. Systems: A Global Perspective, Routledge.

**Note:** Only the latest editions of the above books are recommended.

**COMPENSATION AND REWARD MANAGEMENT**  
**PAPER CODE: BBA/GN/HRH/704**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Recognize how pay decisions help the organization achieve a competitive advantage.
2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
3. Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.
4. Design rational and contemporary compensation systems in modern organizations.

**UNIT-I**

Introduction To Compensation Management: Compensation, theoretical dimension, economic and behavioral; designing the pay model strategic compensation plan; wage and salary administration at the macro level.

**UNIT-II**

Wage And Salary Administration: Wage and salary administration at the micro level job evaluation, definition, traditional and new techniques; compensation structure, Indian practices; wage boards, pay commissions, compensation management in multinational organizations.

**UNIT-III**

Concepts Of Employee Benefits: Incentives, fringe benefits; establishing a link with performance appraisal and compensation management. Performance linked compensation; benefits and services. Performance Based Pay: Managerial remuneration pays commission; performance-based pay system incentives, executives "compensation plan and packages.

**UNIT-V**

Compensation Strategies: Compensation strategy: Recognizing the worth and value of employees' knowledge and skill, rewarding employees' contributions and results achieved, supporting team work, compensation package according to current lifestyle and new thinking in the new millennium.

**SUGGESTED READINGS:**

1. Dr. Vinay Ojha, "Compensation and Reward Management" 7th Edition, 2019.
2. Pradip Kumar Das "Compensation and Reward Management", "Himalaya publishing house, in 2019.
3. George Milkovich, "Compensation and Reward Management", McGraw-Hill Higher Education, 2019.
4. Sharma RC, "Compensation and Reward Management", 2017
5. Ojha Vinay, "Compensation and Reward Management", 2016.

**Note:** Only the latest editions of the above books are recommended.



**INDUSTRIAL RELATIONS**  
**PAPER CODE: BBA/GN/HRH/705**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcome:**

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

1. Explain the evolution and factors influencing industrial relations in changing environment.
2. Evaluate the effectiveness of trade unions and factors influencing their growth.
3. Examine the effectiveness of workers' participation in management.
4. Evaluate the effectiveness of grievance redressal mechanism.

**UNIT I**

Concept, nature, and objectives of Industrial Relations; Evolution and factors influencing IR in changing Environment, Employers' Organization; Human Resource Management and IR.

**UNIT II**

Important provisions of Trade Unions Act, 1926, Objectives of Trade Union in the era of liberalization; Factors influencing the growth of Trade unions, their registration, rights, and liabilities. Emerging trends in Union Management Relations, Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing.

**UNIT III**

Causes of indiscipline, Maintenance of discipline; Highlights of domestic enquiries; Principle of Natural Justice; Labour turnover; Absenteeism; Meaning of Grievance, Grievance redressal machinery in India, Grievance handling procedure.

**UNIT IV**

The Industrial Disputes Act, 1947: Important Definitions; various Authorities, Procedure, Powers and Duties of Authorities; Strikes and Lockouts, Lay-off, Retrenchment and closure. The Factories Act, 1948: Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages, other leaves. The Code on Wages, 2019: Regulation of Minimum Wages, Payment of wages, payment of bonus.

**SUGGESTED READINGS:**

1. Malik, P. L. Handbook of Labour and Industrial Law, Eastern Book Company.
2. Monappa, A., Nambudiri, R., & Selvaraj, P. Industrial Relations and Labour Laws, Tata McGraw Hill Education.
3. Padhi, P.K. Industrial Relations and Labour Law, PHI Learning.
4. Sharma, J. P. Simplified Approach to Labour Laws, Bharat Law House.
5. Srivastava, S. C., Industrial Relations and Labour Laws, Vikas Publishing House.
6. Venkataratnam, C. S. & Dhal, M. Industrial Relations, OUP India.

**Note:** Only the latest editions of the above books are recommended.

# **COUNSELLING AND NEGOTIATION SKILLS FOR MANAGERS**

**PAPER CODE: BBA/GN/HRH/706**

Total credits: 4

External marks: 75

Internal marks: 25

## **Course Outcomes:**

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

1. Understand complex theory and practice of negotiation and conflict resolution in general.
2. Identify the challenges faced in negotiation and conflict resolution.
3. Appreciate the role of trust and ethics in the negotiation process.
4. Apply negotiation as a system and the important role of subsidiary factors.

## **UNIT I**

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

## **UNIT II**

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

## **UNIT III**

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

## **UNIT IV**

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

## **SUGGESTED READINGS:**

1. Singh Kavita – Counselling Skills for Managers (PHI).
2. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
3. Carroll, M.: Workplace counselling, Sage Publication.

**Note:** Only the latest editions of the above books are recommended.

# **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**PAPER CODE: BBA/GN/HRH/801**

Total credits: 4  
External marks: 75  
Internal marks: 25

## **Course Outcomes:**

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

1. Understand the impact of culture on Human Resource Management and how HRM differs across cultures.
2. Comprehend issues and challenges about International HRM
3. Understand how International HRM can develop competencies in dealing with cross-cultural issues.
4. Understand the different functional roles of HRM in various international contexts like recruitment, selection, performance management, training, compensation and repatriation.
5. Understand the issues and trends in International Industrial relations.

## **UNIT I**

Introduction to concepts of culture and nationality; Impact of culture on international business environment; Hofstede's approach; Cross-cultural differences at work; Strategies to managing workforce diversity; Diversity management program; International Human Resource Management: Difference between domestic and international HRM.

## **UNIT II**

International Workforce planning and staffing: Issues in the supply of international human resources; International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation.

## **UNIT III**

Performance appraisal: Criteria for performance appraisal, Variables influencing expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: Going rate approach, Balance sheet approach, Cultural impact on compensation policy.

## **UNIT IV**

Training & development of international staff: Global training, cross-cultural training, Diversity training. Cross-cultural team building; Repatriation: Process, Problems of repatriation; Cross border Mergers and Acquisitions: HRM perspective; International industrial relations: Key Players in industrial relations, Labour unions and MNCs, Employee relations in MNC's, Response of labour unions to MNC's.

**SUGGESTED READINGS:**

1. Dowling, Peter, International human resource management – Managing people in a multinational context; Publisher: Thompson.
2. Bhatia S K, International Human Resource Management-a global Perspective: Publisher: Deep & Deep Publications Pvt. Ltd.
3. Rao Subba. P- International Human Resource Management, Himalaya Publishing,
4. Sengupta Nilanjan, Bhattacharya Mousumi, International Human Resource Management, Excel Books
5. Bhattachaya Kumar Deepak-Cross Cultural Management, PHI Learning

**Note:** Only the latest editions of the above books are recommended.

**HR ANALYTICS**  
**PAPER CODE: BBA/GN/HRH/802**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the basics of HR Analytics and the role of analytics in managing people.
2. Synthesize the tools, methods, and techniques of HR analytics to understand real world scenario.
3. Identify the application and significance of HR analytics in various Human resource management.
4. Gain data driven insights out of HR analytics and implement predictive modelling and dashboards in HR.

**UNIT I**

Introduction to HR Analytics: Concept and significance of HR Analytics, HR Analytics and linkage with business, challenges with HR Analytics, Common pitfalls of HR Analytics; HR analytics process and skills required in HR analytics team.

**UNIT II**

Approaches to Data Analytics: Current approaches to measuring HR; Strategic HR metrics versus Bench marking; Descriptive, predictive, and prescriptive analytics in HR; Models and framework of HR analytics, The HR scorecard.

**UNIT III**

Dynamics of HR Metric: HR analytics cycle, employee lifecycles and experiences, performance- and succession management; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; HR analytics and Competitive edge.

**UNIT IV**

Data Mining Techniques: Data analysis, data visualization techniques and effective utilization using tools; Driving insights out of HR analytics; Data driven culture and decision making in an organization; Implementation of predictive modelling; Importance of predictability in accomplishing strategic objectives; Effective HR dashboards.

**Suggested Readings:**

1. Edwards, M. & Kirsten Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
3. Isson, J.P. Harriott & J.S. (2016). People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent. John Wiley & Sons.
4. James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
5. Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill

**Note:** Only the latest editions of the above books are recommended.

**RESEARCH PROJECT**  
**PAPER CODE: BBA/GN/HRH/803**

Total credits: 12  
External marks: 200  
Internal marks: 100

Every student will be assigned a project topic in their area of specialization, and it will be pursued by him/her under the supervision of an internal supervisor. The students are required to interact with their supervisor on regular basis and prepare a project report. The tentative content of the project report is as follows:

1. Cover Page
2. Acknowledgement
3. Certificate from supervisor
4. Introduction
5. Literature Review
6. Research Methodology (Objective of the Research, Hypothesis, Research Design etc.)
7. Data Analysis
8. Findings
9. Conclusions
10. Recommendations
11. References
12. Appendices – to include questionnaire etc. (if any)

The student will submit project report in fourth semester as per the schedule announced by the department/University for assessment. The student will submit two hard bound copies of the report, one softcopy in CD/DVD along with the requisite fee. The project report shall be evaluated by both Internal and External Examiners. For external evaluation, Viva voce will be conducted by the external examiner tentatively in the month of April before the start final semester practical examination.

**SEMINAR**  
**PAPER CODE: BBA/GN/HRH/804**

Total credits: 4  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

The students will be able to keep themselves abreast of current events, comprehend concepts, and share their knowledge with other students.

**Content:**

The students will be assigned topics from the courses of major discipline opted. The seminar will be delivered by students on the assigned topics. The students will collect the information, synthesis and present in their class.

**Evaluation:**

The seminar would be assessed by a presentation based on relevant topic assigned to the student by the department and its evaluation will be done by internal faculty (25%) and an external examiner (75%).

**BBA (HONOURS)**  
**B. MARKETING MANAGEMENT**



**CONSUMER BEHAVIOR**  
**PAPER CODE: BBA/GN/MM/701**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Recognize the importance of consumer behavior and understand the concepts and theories of consumer behavior.
2. To interpret psychological and environmental influences that are relevant for understanding consumer behavior.
3. To apply important concepts and theories in developing viable marketing strategies.
4. To develop and categorize appropriate marketing strategies for different segments of consumers.

**UNIT I**

Introduction to consumer behavior: Nature, scope & application; importance of consumer behavior in marketing decisions; characteristics of consumer behavior; role of consumer research; consumer behavior - interdisciplinary approach; introduction to industrial buying behavior; marketing segmentation, VALS 2 segmentation profile.

**UNIT II**

Internal influences on consumer behavior: Attitude - models and theories of attitude: tri-component model, multi attribute model, attitude towards advertisement model, attribution theory. Consumer Personality and self-concept: nature of personality, theories of personality - Freudian, Jungian, Neo-Freudian, Trait theory, Theory of self-images, Role of self-consciousness. Consumer Perception: Perceptual process - selection, organization & interpretation. Consumer motivation and theories of motivation.

**UNIT III**

External influences on consumer behavior: Group Dynamics & consumer reference group - Different types of reference groups, factors affecting reference group influence; Family & Consumer Behaviour - Consumer socialization process, consumer roles within a family, family life cycle.

Social class – definition & determinants of social class; Culture & Consumer behavior - Characteristics of culture, dynamism in culture, relevance of subculture and cross culture on consumer behavior; Indian culture and subculture; Marketing strategies and problems related to cross culture.

**UNIT IV**

Consumer decision making: Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer decision-making process: problem recognition, pre-purchase search influences, information evaluation, purchase decision - compensatory decision rule, conjunctive decision rule, lexicographic rule, affect referral, disjunctive rule, post purchase evaluation, situational influences.

**SUGGESTED READING:**

1. Leon G. Schiffman, Leslie Lazar Kanuk. Consumer Behavior, Prentice Hall of India.
2. R.D. Blackwell, P.W. Miniard & J.F. Engel. Consumer Behaviour, Cengage India Private Limited.

3. Dr. S.L. Gupta and Sumitra Pal. Consumer Behavior, Sultan Chand and Sons Educational Publishers.
4. Henry Assael (HA). Consumer Behavior, Asian Books Private Ltd.

**Note:** Only the latest editions of the above books are recommended.

**PRODUCT AND BRAND MANAGEMENT**  
**PAPER CODE: BBA/GN/ MM/702**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Gain operational understanding of product development process and product strategies.
2. Design, implement and take appropriate branding decisions.
3. Implement the branding strategies in current scenario.
4. Measure the sources of brand equity.

**UNIT-I**

Introduction to product; product life cycle; new product development process; difference between branded and unbranded product; branding concept; branding challenges and opportunities; strategic brand management process; brand identity; customer-based brand equity

**UNIT-II**

Identifying and establishing brand positioning; defining and establishing brand mantras; internal branding; brand audits brand personalities; choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity: marketing communication options.

**UNIT-III**

Leveraging secondary brand associations to build brand equity; conceptualising the leveraging process; country of origin; co-branding; licensing; celebrity endorsement; sporting; cultural and other events; third party sources.

**UNIT-IV**

Measuring brand equity; designing and implementing branding strategies; brand-product matrix; brand hierarchy; introducing and naming new products and brand extensions; tactical branding decisions; pre-launch and launch management.

**SUGGESTED READINGS:**

1. Keller, Kevin Lane. Strategic Brand Management; Pearson Education, New Delhi.
2. Kirti Dutta. Brand Management: Principles and Practices, Oxford University Press.
3. Kapferer, Jean Noel. Strategic Brand Management, Kogan Page, New Delhi.
4. Kapoor, Jagdeep. Brand Mantras, Sage Publications; New Delhi
5. Sengupta Subroto. Brand Positioning: Strategies for competitive advantage, Tata McGraw Hill, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**CUSTOMER RELATIONSHIP MANAGEMENT**  
**PAPER CODE: BBA/GN/MM/703**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the goal and strategic significance of Customer Relationship Management.
2. Acquire operational understanding of techniques of CRM and use of information technology for the same.
3. Apply various strategies of customer relationship management and take appropriate decision.
4. Analyse the value of customer on the basis of analytical CRM.

**UNIT-I**

Evolution of CRM; CRM and e-CRM; strategic importance of CRM; goals of CRM; types of CRM; CRM architecture; customer lifetime

**UNIT-II**

Concept of operational CRM; components of operational CRM – sales force automation, lead management, contact management, field force automation, enterprise resource planning, campaign management, customer service and support, contact and call center operations.

**UNIT-III**

Concept of analytical CRM, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis; collaborative CRM.

**UNIT-IV**

CRM project management; key account management; guarding against CRM failures; scope of CRM; ethical issues in CRM.

**SUGGESTED READINGS:**

1. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi.
2. Ed Peelen, Customer Relationship Management, Pearson Education, New Delhi.
3. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK.
4. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management. Butterworth – Heinemann, Oxford, UK.

**Note:** Only the latest editions of the above books are recommended.

**SERVICES MARKETING**  
**PAPER CODE: BBA/GN/ MM/704**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Learn to create customer value by applying services marketing concepts and principles.
2. Understand unique challenges and opportunities of services marketing.
3. Understand the process of service design and development.
4. Understand the significance of people, process and physical evidence in context of services.

**UNIT I**

Definition and concept of services marketing; distinctive characteristics and classification of services; services marketing mix; growth of services; unique challenges in marketing of services; consumer behavior in services.

**UNIT II**

Understanding customer needs and expectations; customer perceptions of service; concept of service quality and customer satisfaction; service encounters; service failure and recovery; service guarantees.

**UNIT III**

Types of new services, challenges of service design and development, stages in new service development; customer defined service standards; physical evidence; servicescape; concept of self-service technologies.

**UNIT IV**

Role of employees and customers in service delivery; delivering service through intermediaries and electronic channels; integrated services marketing communications; pricing of services.

**SUGGESTED READINGS:**

1. Zeithaml, V.A., Bitner, M. J., Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi.
2. Lovelock, C., Wirtz, J. and Chatterjee, J., Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi.
3. Verma, H., Services Marketing – Text and Cases, Pearson Education.
4. Apte, G., Services Marketing – OUP, New Delhi.
5. Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University Press, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**SALES AND DISTRIBUTION MANAGEMENT**  
**PAPER CODE: BBA/GN/ MM/705**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Learn and apply theories, techniques and practices related to sales and distribution management.
2. Understand the different aspects of distribution channels.
3. Motivate the sale force and design appropriate compensation structure for them.
4. Learn channel management.

**UNIT I**

Objective of sales management; personal selling process; determining the size of sales force; staffing the sales force; theories of selling; sales budget; sales forecasting.

**UNIT II**

Motivation of sales force; sales force compensation; management of sales territories and sales quotas; sales contests; evaluating and controlling the performance of salespeople.

**UNIT III**

Distribution management and marketing mix; marketing channels; channel formats; prominent channel systems; wholesaling: functions, classification, key tasks, strategic issues, major wholesaling decisions, managing distributors; retailing: role and types of retailers, retail strategies, retail performance measures, e-retailing.

**UNIT IV**

Channel management; channel power; channel conflict; channel information system; channel performance evaluation; market logistics and supply chain management.

**SUGGESTED READINGS:**

1. Havaladar, K. K. and Cavale, V. M., Sales and Distribution Management, Tata McGraw Hill, New Delhi.
2. Still, R. R., Cundiff, E. W. And Govoni, N., Sales Management – Decision, Strategies and Cases, Pearson Education/Prentice Hall of India, New Delhi.
3. Panda, T. K. and Sahadev, S , Sales and Distribution Management, Oxford University Press, India.
4. Dalrymple, D. J., Cron, W. L. And Decarlo, T., Sales Management; John Wiley & Sons (Asia) Pvt. Ltd, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

# **COUNSELLING AND NEGOTIATION SKILLS FOR MANAGERS**

**PAPER CODE: BBA/GN/MM/706**

Total credits: 4

External marks: 75

Internal marks: 25

## **Course Outcomes:**

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

1. Understand complex theory and practice of negotiation and conflict resolution in general.
2. Identify the challenges faced in negotiation and conflict resolution.
3. Appreciate the role of trust and ethics in the negotiation process.
4. Apply negotiation as a system and the important role of subsidiary factors.

## **UNIT I**

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

## **UNIT II**

Changing Behavior through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

## **UNIT III**

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types, and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

## **UNIT IV**

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

## **SUGGESTED READINGS:**

1. Singh Kavita – Counselling Skills for Managers (PHI).
2. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: a Cengage Learning.
3. Carroll, M.: Workplace counselling, Sage Publication.

**Note:** Only the latest editions of the above books are recommended.

**DIGITAL MARKETING**  
**PAPER CODE- BBA/GN/MM/801**

Total Credits: 4  
Internal Marks: 25  
External Marks: 75

**Course Outcomes:**

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

1. Understand the importance of digital marketing in a rapidly changing business landscape.
2. Learn the key elements of a digital marketing strategy.
3. Examine how the effectiveness of a digital marketing campaign can be measured.
4. Demonstrate knowledge and ability to implement common digital marketing tools such as SEO, SEM, social media, and Blogs.

**UNIT – I**

Introduction to Digital Marketing (DIM) - Overview of Digital marketing; Meaning, Definition, Origin and Need of Digital marketing, History of DIM, Traditional Vs. Digital Marketing, Concept and approaches to DIM, Advantage and Disadvantage. Scope of DIM.

**UNIT-II**

Overview of various tools and modes of digital marketing. Display Ads. Mobile Marketing. Email Marketing- Need for Emails, Types of Emails, and options in email advertising. Social media marketing, Content marketing and other forms of digital Marketing.

**UNIT- III**

Measurement Metrics- Digital Marketing Media, Budget Allocation, ROI for Digital Marketing, Analytics and Key Performance Indicators (KPI); Attribution Models and Frameworks.

**UNIT- IV**

Pitfalls of Digital Marketing. Good practices in digital marketing. Emerging Technologies for Digital Marketing. Leading, management and governance of Digital Marketing teams. Digital Marketing for start-ups, MSMEs and rural enterprise. Success stories of digital marketing and business development. Future of digital marketing in India and outside India.

**SUGGESTED READINGS:**

1. Chaffey. D., E-Business and E-Commerce Management: Strategy, Implementation and Practice, Pearson Education India.
2. Kotler, P. Kartajaya, H and Setiawan, I., Marketing 4.0: Moving from Traditional to Digital, Wiley.
3. Tapp, A., & Whitten, I., & Housden, M; Principles of Direct, Database and Digital Marketing, Pearson.
4. Tasner, M; Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First, Pearson Education.
5. “Basics of Digital Marketing” MOOC on SWAYAM Portal of UGC, [https://swayam.gov.in/nd2\\_cec20\\_mg15/preview](https://swayam.gov.in/nd2_cec20_mg15/preview)
6. “Digital Marketing” MOOC on SWAYAM Portal of UGC, [https://swayam.gov.in/nd2\\_cec20\\_mg29/preview](https://swayam.gov.in/nd2_cec20_mg29/preview).

**Note:** Only the latest editions of the above books are recommended.



**MARKETING ANALYTICS**  
**PAPER CODE: BBA/GN/ MM/802**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Acquire operational knowledge of datasets of marketing to make data-driven decisions.
2. Understand customer framework to develop marketing strategies
3. Manipulate and summarize data for marketing decisions
4. Develop skills in analytical software packages such as Excel, SPSS and utilise open source software tools.

**UNIT-I**

Marketing Analytics; understanding customer wants and needs; understanding data sources; data cleaning; approaches available for dealing with missing data; imputation methods; various types of charts and dashboard in Excel.

**UNIT-II**

Market Segmenting based on categories; identification of demographic and psychographic segmentation; targeting strategies; profiling the customers using clustering analysis; basket analysis; positioning analytics – perceptual maps; MDS; developing differentiation strategies.

**UNIT-III**

Collaborative filtering; classifying customers using linear discriminant analysis; product development using conjoint analysis; measuring effectiveness of advertising; demand forecasting using multiple regression, product management; marketing-mix allocation.

**UNIT-IV**

Recommendation engine; recommender problem; retail analytics, RFM; market basket analysis customer churn; customer lifetime value; overview of text mining and sentimental analysis.

**SUGGESTED READINGS:**

1. Hair F Joseph, Multivariate Analysis, Pearson Education, New Delhi.
2. Fairhurst Danielle Stein, Using Excel for Business Analysis, Wiley, New Delhi.
3. Wayne L. Winston Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**INTEGRATED MARKETING COMMUNICATION**  
**PAPER CODE: BBA/GN/ MM/803**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Demonstrate the skills and knowledge in the field of marketing as a core Subject.
2. Analyze the tools of Marketing communication and their application.
3. Know and create a comprehensive and integrated Marketing Communication plan to target the market.
4. Develop an integrated cross-media strategy to deliver the brand promise to the target audience through an IMC campaign for a brand.
5. Critically evaluate the effects of communication and the results of IMC Campaign to determine its success.

**UNIT-I**

Communications Process – Source, Message, Channel. Marketing Communications – Meaning and Process. Attention, Interest, Desire, and Action (AIDA) Model and its role in developing effective marketing communication strategies. Marketing Communication Tools and their significance.

**UNIT-II**

Advertising – Objectives; Social, Ethical and Legal aspects of Advertising; Recent Modes of Advertising – Digital Media, social media, Mobile Advertising. Sales Promotion –Types and Methods; Opportunities and Challenges in Sales Promotion. Publicity – Meaning, Objectives and tools. Public Relations – Importance and Strategies to build good Public Relations. Marketing Communications for Image Management and Reputation Management.

**UNIT-III**

Media Planning and Strategy. Overview. Print and support media; Mass media & print media. Newspaper- Classification, Strengths and Limitations. Outdoor media- Types, merits and demerits. Broadcast media- Television, Radio and Films, their strengths and weaknesses. Preparing the media plan. Steps involved and Problems encountered. Advertising Agencies- Types and their function; Role and Services offered.

**UNIT-IV**

Integrated Approach to Marketing Communications – Overview, Role in Marketing Success; Model, Tools. Budgets, Objectives and Evaluation- Setting communication objectives; The DAGMAR approach. Budgeting for Marketing Communications. Measuring the communication effectiveness. Planning and Implementation of a Creative Strategy for IMC. Examples of IMC. Recent Trends in IMC.

**SUGGESTED READINGS:**

1. Belch and Belch, Advertising & Promotion, Tata McGraw Hill Publishing.

2. Kotler, Philip, Marketing Management, Prentice – Hall of India.
3. Blythe and Blythe, Marketing Communication, Pearson Education India, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**RETAIL MANAGEMENT**  
**PAPER CODE: BBA/GN/ MM/804**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the issues related to retailing.
2. Anticipate and manage retail problems by acquiring and applying relevant retail knowledge.
3. Understand the trends of retailing.
4. Have a clear understanding regarding management of a retail store.

**UNIT I**

Definition, Scope and Importance of Retailing; global scenario of retailing, trends in retailing, growth of organized retail in India; Retail strategy, Ethical issues in retailing.

**UNIT II**

Retail formats, Retail store location and site selection, use of consumer behaviour studies, retail store planning, design and layout, retail management information systems: retail technology and automation, role of retail technology in store operating processes, customer relationship management in retailing.

**UNIT III**

Basics of retail merchandising (Buying Function, Markups and markdowns in merchandise management, shrinkage in retail merchandise management); visual merchandising and displays, display strategies, franchising in retailing, retail marketing and advertising, role of personnel selling in retailing.

**UNIT IV**

Retail store operations; servicing the retail customers; retail human resource management; supply chain management in retailing, online retailing, Future of Retailing, Financial aspects of retail management.

**SUGGESTED READINGS:**

1. Pradhan, Swapna; Retail Management; Tata McGraw Hill; New Delhi.
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press, New Delhi.
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi.
4. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi.
5. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations Thomson Asia Pvt. Ltd.; New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**SOCIAL MEDIA MARKETING**  
**PAPER CODE: BBA/GN/ MM/805**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Know and understand how to spread the brand, service and product awareness among the intended audience through use of social media tools.
2. Use and apply various social media tools as part of the Digital Marketing plan.
3. Demonstrate the skills required to integrate various social media tools for marketing success.
4. Critically examine and evaluate alternative Social Media marketing plans.

**UNIT-I**

Introduction to Social Media Marketing - Significance; Various Social Media Platforms and their Usage for Marketing Communications. Impact of using social media – Benefits and Pitfalls. Social Media Optimization. Creating Social Media Strategy for a product, service or brand. Opportunities and Challenges in SMO in 21<sup>st</sup> Century.

**UNIT- II**

Facebook Technicalities and Facebook Ad Tools - Types of Various Ad Formats; Facebook Marketing. Instagram –basics and modus operandi; Marketing tools on Instagram. Analysis of an Ad- Campaign on Facebook. Analysis of an Ad- Campaign on Instagram. Facebook & Instagram Optimization.

**UNIT- III**

Introduction to LinkedIn Marketing – Significance. Targeting and Campaigning Strategies on LinkedIn. Twitter Marketing Basics – Significance; Building Twitter Content; Insight Reporting; Design of a Twitter Advertising Campaign. LinkedIn & Twitter Marketing Optimization.

**UNIT- IV**

Introduction to YouTube Marketing - YouTube Channels; Uploading Videos; Preparation of ads for YouTube. Introduction to Mobile Marketing; Marketers' Use of the Mobile Space - IVR, SMS, Location Data, QR Code & Missed Call. Managing Mobile Sites. Role of Mobile Apps. YouTube & Mobile Marketing Optimization.

**SUGGESTED READINGS:**

1. Bhatia, Puneet S., Fundamentals of Digital Marketing, Pearson Publication.
2. Gupta, Seema, Digital Marketing, McGraw Hill Education.
3. Kotler Philip, Kartajaya Hermawan, Marketing; Moving from Traditional to Digital.
4. Dodson, I., The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley.
5. Digital Marketing: Cases from India ed by Rajendra Nargundkar and RomiSainy, Notion Press.
6. Ryan, D. and Jones, C., Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Publishers
7. Deiss, R. and Henneberry, R., Digital Marketing for Dummies.

**Note:** Only the latest editions of the above books are recommended.

**SEMINAR**  
**PAPER CODE: BBA/GN/MM/806**

Total credits: 4  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

The students will be able to keep themselves abreast of current events, comprehend concepts, and share their knowledge with other students.

**Content:**

The students will be assigned topics from the courses of major discipline opted. The seminar will be delivered by students on the assigned topics. The students will collect the information, synthesis and present in their class.

**Evaluation:**

The seminar would be assessed by a presentation based on relevant topic assigned to the student by the department and its evaluation will be done by internal faculty (25%) and an external examiner (75%).

**BBA (HONOURS WITH RESEARCH)**

**B. MARKETING MANAGEMENT**

**CONSUMER BEHAVIOR**  
**PAPER CODE: BBA/GN/MMH/701**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Recognize the importance of consumer behavior and understand the concepts and theories of consumer behavior.
2. To interpret psychological and environmental influences that are relevant for understanding consumer behavior.
3. To apply important concepts and theories in developing viable marketing strategies.
4. To develop and categorize appropriate marketing strategies for different segments of consumers.

**UNIT I**

Introduction to consumer behavior: Nature, scope & application; importance of consumer behavior in marketing decisions; characteristics of consumer behavior; role of consumer research; consumer behavior - interdisciplinary approach; introduction to industrial buying behavior; marketing segmentation, VALS 2 segmentation profile.

**UNIT II**

Internal influences on consumer behavior: Attitude - models and theories of attitude: tri-component model, multi attribute model, attitude towards advertisement model, attribution theory. Consumer Personality and self-concept: nature of personality, theories of personality - Freudian, Jungian, Neo-Freudian, Trait theory, Theory of self-images, Role of self-consciousness. Consumer Perception: Perceptual process - selection, organization & interpretation. Consumer motivation and theories of motivation.

**UNIT III**

External influences on consumer behavior: Group Dynamics & consumer reference group - Different types of reference groups, factors affecting reference group influence; Family & Consumer Behaviour - Consumer socialization process, consumer roles within a family, family life cycle. Social class – definition & determinants of social class; Culture & Consumer behavior - Characteristics of culture, dynamism in culture, relevance of subculture and cross culture on consumer behavior; Indian culture and subculture; Marketing strategies and problems related to cross culture.

**UNIT IV**

Consumer decision making: Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer decision-making process: problem recognition, pre-purchase search influences, information evaluation, purchase decision - compensatory decision rule, conjunctive decision rule, lexicographic rule, affect referral, disjunctive rule, post purchase evaluation, situational influences.

**SUGGESTED READING:**

1. Leon G. Schiffman, Leslie Lazar Kanuk. Consumer Behavior, Prentice Hall of India.
2. R.D. Blackwell, P.W. Miniard & J.F. Engel. Consumer Behaviour, Cengage India Private Limited.
3. Dr. S.L. Gupta and Sumitra Pal. Consumer Behavior, Sultan Chand and Sons Educational Publishers.
4. Henry Assael (HA). Consumer Behavior, Asian Books Private Ltd.



**Note:** Only the latest editions of the above books are recommended.

**PRODUCT AND BRAND MANAGEMENT**  
**PAPER CODE: BBA/GN/ MMH/702**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Gain operational understanding of product development process and product strategies.
2. Design, implement and take appropriate branding decisions.
3. Implement the branding strategies in current scenario.
4. Measure the sources of brand equity.

**UNIT-I**

Introduction to product; product life cycle; new product development process; difference between branded and unbranded product; branding concept; branding challenges and opportunities; strategic brand management process; brand identity; customer-based brand equity

**UNIT-II**

Identifying and establishing brand positioning; defining and establishing brand mantras; internal branding; brand audits brand personalities; choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity; marketing communication options.

**UNIT-III**

Leveraging secondary brand associations to build brand equity; conceptualising the leveraging process; country of origin; co-branding; licensing; celebrity endorsement; sporting; cultural and other events; third party sources.

**UNIT-IV**

Measuring brand equity; designing and implementing branding strategies; brand-product matrix; brand hierarchy; introducing and naming new products and brand extensions; tactical branding decisions; pre-launch and launch management.

**SUGGESTED READINGS:**

1. Keller, Kevin Lane. Strategic Brand Management; Pearson Education, New Delhi.
2. Kirti Dutta. Brand Management: Principles and Practices, Oxford University Press.
3. Kapferer, Jean Noel. Strategic Brand Management, Kogan Page, New Delhi.
4. Kapoor, Jagdeep. Brand Mantras, Sage Publications; New Delhi
5. Sengupta Subroto. Brand Positioning: Strategies for competitive advantage, Tata McGraw Hill, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**CUSTOMER RELATIONSHIP MANAGEMENT**  
**PAPER CODE: BBA/GN/ MMH/703**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the goal and strategic significance of Customer Relationship Management.
2. Acquire operational understanding of techniques of CRM and use of information technology for the same.
3. Apply various strategies of customer relationship management and take appropriate decision.
4. Analyse the value of customer on the basis of analytical CRM.

**UNIT-I**

Evolution of CRM; CRM and e-CRM; strategic importance of CRM; goals of CRM; types of CRM; CRM architecture; customer lifetime

**UNIT-II**

Concept of operational CRM; components of operational CRM – sales force automation, lead management, contact management, field force automation, enterprise resource planning, campaign management, customer service and support, contact and call center operations.

**UNIT-III**

Concept of analytical CRM, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis; collaborative CRM.

**UNIT-IV**

CRM project management; key account management; guarding against CRM failures; scope of CRM; ethical issues in CRM.

**SUGGESTED READINGS:**

1. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi.
2. Ed Peelen, Customer Relationship Management, Pearson Education, New Delhi.
3. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK.
4. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management. Butterworth – Heinemann, Oxford, UK.

**Note:** Only the latest editions of the above books are recommended.

**SERVICES MARKETING**  
**PAPER CODE: BBA/GN/MMH/704**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Learn to create customer value by applying services marketing concepts and principles.
2. Understand unique challenges and opportunities of services marketing.
3. Understand the process of service design and development.
4. Understand the significance of people, process and physical evidence in context of services.

**UNIT I**

Definition and concept of services marketing; distinctive characteristics and classification of services; services marketing mix; growth of services; unique challenges in marketing of services; consumer behavior in services.

**UNIT II**

Understanding customer needs and expectations; customer perceptions of service; concept of service quality and customer satisfaction; service encounters; service failure and recovery; service guarantees.

**UNIT III**

Types of new services, challenges of service design and development, stages in new service development; customer defined service standards; physical evidence; servicescape; concept of self-service technologies.

**UNIT IV**

Role of employees and customers in service delivery; delivering service through intermediaries and electronic channels; integrated services marketing communications; pricing of services.

**SUGGESTED READINGS:**

1. Zeithaml, V.A., Bitner, M. J., Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi.
2. Lovelock, C., Wirtz, J. and Chatterjee, J., Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**SALES AND DISTRIBUTION MANAGEMENT**  
**PAPER CODE: BBA/GN/ MMH/705**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Learn and apply theories, techniques and practices related to sales and distribution management.
2. Understand the different aspects of distribution channels.
3. Motivate the sale force and design appropriate compensation structure for them.
4. Learn channel management.

**UNIT I**

Objective of sales management; personal selling process; determining the size of sales force; staffing the sales force; theories of selling; sales budget; sales forecasting.

**UNIT II**

Motivation of sales force; sales force compensation; management of sales territories and sales quotas; sales contests; evaluating and controlling the performance of salespeople.

**UNIT III**

Distribution management and marketing mix; marketing channels; channel formats; prominent channel systems; wholesaling: functions, classification, key tasks, strategic issues, major wholesaling decisions, managing distributors; retailing: role and types of retailers, retail strategies, retail performance measures, e-retailing.

**UNIT IV**

Channel management; channel power; channel conflict; channel information system; channel performance evaluation; market logistics and supply chain management.

**SUGGESTED READINGS:**

1. Havaladar, K. K. and Cavale, V. M., Sales and Distribution Management, Tata McGrawHill, New Delhi.
2. Still, R. R., Cundiff, E. W. And Govoni, N., Sales Management – Decision, Strategies and Cases, Pearson Education/Prentice Hall of India, New Delhi.
3. Panda, T. K. and Sahadev, S, Sales and Distribution Management, Oxford University Press, India.
4. Dalrymple, D. J., Cron, W. L. And Decarlo, T., Sales Management; John Wiley & Sons(Asia) Pvt. Ltd, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

# **COUNSELLING AND NEGOTIATION SKILLS FOR MANAGERS**

**PAPER CODE: BBA/GN/MMH/706**

Total credits: 4

External marks: 75

Internal marks: 25

## **Course Outcomes:**

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

1. Understand complex theory and practice of negotiation and conflict resolution in general.
2. Identify the challenges faced in negotiation and conflict resolution.
3. Appreciate the role of trust and ethics in the negotiation process.
4. Apply negotiation as a system and the important role of subsidiary factors.

## **UNIT I**

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

## **UNIT II**

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

## **UNIT III**

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

## **Unit IV**

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

## **SUGGESTED READINGS:**

1. Singh Kavita – Counselling Skills for Managers (PHI).
2. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
3. Carroll, M.: Workplace counselling, Sage Publication.

**Note:** Only the latest editions of the above books are recommended.

**DIGITAL MARKETING**  
**PAPER CODE- BBA/GN/MMH/801**

Total Credits: 4  
Internal Marks: 25  
External Marks:75

**Course Outcomes:**

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

1. Understand the importance of digital marketing in a rapidly changing business landscape.
2. Learn the key elements of a digital marketing strategy.
3. Examine how the effectiveness of a digital marketing campaign can be measured.
4. Demonstrate knowledge and ability to implement common digital marketing tools such as SEO, SEM, social media, and Blogs.

**UNIT – I**

Introduction to Digital Marketing (DIM) - Overview of Digital marketing; Meaning, Definition, Origin and Need of Digital marketing, History of DIM, Traditional Vs. Digital Marketing, Concept, and approaches to DIM, Advantage and Disadvantage. Scope of DIM.

**UNIT-II**

Overview of various tools and modes of digital marketing. Display Ads. Mobile Marketing. Email Marketing- Need for Emails, Types of Emails and options in email advertising. Social media marketing, Content marketing and other forms of digital Marketing.

**UNIT- III**

Measurement Metrics- Digital Marketing Media, Budget Allocation, ROI for Digital Marketing, Analytics and Key Performance Indicators (KPI); Attribution Models and Frameworks.

**UNIT- IV**

Pitfalls of Digital Marketing. Good practices in digital marketing. Emerging Technologies for Digital Marketing. Leading, management and governance of Digital Marketing teams. Digital Marketing for start-ups, MSMEs and rural enterprise. Success stories of digital marketing and business development. Future of digital marketing in India and outside India.

**Suggested Readings and Learning Materials:**

1. Chaffey. D., E-Business and E-Commerce Management: Strategy, Implementation and Practice, Pearson Education India.
2. Kotler, P. Kartajaya, H and Setiawan, I., Marketing 4.0: Moving from Traditional to
3. Digital, Wiley.
4. Tapp, A., & Whitten, I., & Housden, M; Principles of Direct, Database and Digital Marketing, Pearson.
5. Tasner, M; Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First, Pearson Education.
6. “Basics of Digital Marketing” MOOC on SWAYAM Portal of UGC, [https://swayam.gov.in/nd2\\_cec20\\_mg15/preview](https://swayam.gov.in/nd2_cec20_mg15/preview)
7. “Digital Marketing” MOOC on SWAYAM Portal of UGC, [https://swayam.gov.in/nd2\\_cec20\\_mg29/preview](https://swayam.gov.in/nd2_cec20_mg29/preview).

**NOTE:** Only the latest editions of the above books are recommended.

**MARKETING ANALYTICS**  
**PAPER CODE: BBA/GN/ MMH/802**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Acquire operational knowledge of datasets of marketing to make data-driven decisions.
2. Understand customer framework to develop marketing strategies
3. Manipulate and summarize data for marketing decisions
4. Develop skills in analytical software packages such as Excel, SPSS and utilise open source software tools.

**UNIT-I**

Marketing Analytics; understanding customer wants and needs; understanding data sources; data cleaning; approaches available for dealing with missing data; imputation methods; various types of charts and dashboard in Excel.

**UNIT-II**

Market Segmenting based on categories; identification of demographic and psychographic segmentation; targeting strategies; profiling the customers using clustering analysis; basket analysis; positioning analytics – perceptual maps; MDS; developing differentiation strategies.

**UNIT-III**

Collaborative filtering; classifying customers using linear discriminant analysis; product development using conjoint analysis; measuring effectiveness of advertising; demand forecasting using multiple regression, product management; marketing-mix allocation.

**UNIT-IV**

Recommendation engine; recommender problem; retail analytics, RFM; market basket analysis customer churn; customer lifetime value; overview of text mining and sentimental analysis.

**Suggested readings:**

1. Hair F Joseph, Multivariate Analysis, Pearson Education, New Delhi.
2. Fairhurst Danielle Stein, Using Excel for Business Analysis, Wiley, New Delhi.
3. Wayne L. Winston Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, New Delhi.

**Note:** Only the latest editions of the above books are recommended.



**RESEARCH PROJECT**  
**BBA/GN/MMH/803**

Total credits: 12  
Practical marks: 200  
Internal marks: 100

Every student will be assigned a project topic in their area of specialization, and it will be pursued by him/her under the supervision of an internal supervisor. The students are required to interact with their supervisor on regular basis and prepare a project report. The tentative content of the project report is as follows:

1. Cover Page
2. Acknowledgement
3. Certificate from supervisor
4. Introduction
5. Literature Review
6. Research Methodology (Objective of the Research, Hypothesis, Research Design etc.)
7. Data Analysis
8. Findings
9. Conclusions
10. Recommendations
11. References
12. Appendices – to include questionnaire etc. (if any)

The student will submit project report in fourth semester as per the schedule announced by the department/University for assessment. The student will submit two hard bound copies of the report, one softcopy in CD/DVD along with the requisite fee. The project report shall be evaluated by both Internal and External Examiners. For external evaluation, Viva voce will be conducted by the external examiner tentatively in the month of April before the start final semester practical examination.

**BBA (Honours)**  
**C. Financial Management**

**CORPORATE ACCOUNTING**  
**PAPER CODE: BBA/GN/HFN/201**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the accounting treatment for share capital issues and buy back of shares.
2. Understand the accounting treatment for issue and redemption of debentures.
3. Understand the various adjustments related to the preparation of final accounts.
4. Critically evaluate the valuation of goodwill and shares.

**UNIT I**

Accounting for share capital transaction, alternation of share capital, buy-back of shares, acquisition of business and profit prior to incorporation.

**UNIT II**

Debentures; issue of debentures, methods of redemption of debentures, underwriting of shares and debentures.

**UNIT III**

Statutory provision regarding preparation of company 's final accounts, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule VI of the companies act, state the basic features of accounting standards 4, 5, 15, 17 18 and 29.

**UNIT IV**

Valuation of Goodwill and shares, Liquidation of Companies

**SUGGESTED READINGS:**

1. Gupta R.L., Advanced Accounting Vol. II, S. Chand & Sons, New Delhi
2. Grewal T.S. and M.C. Shukla, Advanced Accounting, S. Chand & Sons, New Delhi
3. Jain, S.P. & K.L. Narang, Advanced Accounting, Kalyani Publishers, New Delhi
4. Monga, J.R., Corporate Accounting, Margin Paper Bank, New Delhi
5. Maheshwari S.N., Advanced Accounting, Vikas Publications

**CORPORATE TAX PLANNING**  
**PAPER CODE: BBA/GN/ FM/702**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the direct and indirect tax and compute income under various heads.
2. Acquaint with the tax Management Practices.
3. Manage their tax liability through tax planning
4. File income tax returns.

**UNIT-I**

Direct and Indirect tax - basic concepts, residential status, computation of income under different head, computation of income under salary head, computation of income under house property head.

**UNIT-II**

Computation of income under business & profession head, computation of income under capital gain head, computation of income under other sources head, set off and carry forward of losses, deductions and exemptions.

**UNIT-III**

Meaning and scope of tax planning, difference between tax planning tax evasion and tax avoidance, tax incidence of a company; computation of corporate tax liability.

**UNIT-IV**

Tax management - filing of returns and assessments, penalties and prosecutions, appeals and revisions, advance tax, TDS, advance rulings, avoidance of double taxation agreements.

**SUGGESTED READINGS:**

1. Singhania V. K. &Singhania, Kapil. Direct Taxes Law and practice, Taxmann.
2. Singhania, V K. and Singhania, Monica, Corporate tax Planning and Business Tax Procedures, Taxmann.
3. Ahuja, Girish& Gupta Ravi, Simplified Approach to Corporate Tax Planning and Management, Bharat Law House private limited.
4. Srinivas, E A., Handbook of Corporate Tax Planning, Tata McGraw, Hill.
5. Iyengar A C. Sampat, Law of Income Tax, Bharat House.

**Note:** Only the latest editions of the above books are recommended.

**SECURITY ANALYSIS**  
**PAPER CODE: BBA/GN/ FN/703**

Total Credits: 4  
External Marks: 75  
Internal Marks: 25

**Course Outcomes:**

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

1. Understand different aspects of risk which are faced by individuals and organizations while investing.
2. Analyse securities on basis of risk and return.
3. Analyse various securities based on technical and fundamental analysis.
4. Understand various stock markets, trading, and settlement procedure of India.

**UNIT I**

Investment-Meaning, nature, process, and alternatives; return and risk trade off; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk; measurement of systematic risk.

**UNIT II**

Security valuation; theories of fixed income securities; Time value Concept; Yield to maturity; Bond value theorems, theories of variable income securities; Constant Growth Model; Two stage growth model; Three – phase model; Valuation through P/E Ratio; White Kishore Model; Preferred Stock Valuation.

**UNIT III**

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory; Charts; Supports and resistance levels; Relative Strength analysis; Moving Averages, Breadth of market; Efficient Market Hypothesis.

**UNIT IV**

Stock market in India; Development and regulation of security market; Stock issuing market (Primary market); Secondary market; trading and settlement; clearing and settlement procedure; Brief introduction to futures, forward, option, warrants and Swap.

**SUGGESTED READINGS:**

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thomson Learning, Bombay.
2. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, NewDelhi.
3. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis John Wiley & Sons.
4. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, NewDelhi
6. Sharpe, Alexander & Wiley, Investment. Prentice Hall of India, New Delhi.

**Note:** Only the latest editions of the above books are recommended.



**BANKING AND INSURANCE**  
**PAPER CODE: BBA/GN/FN/704**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the meaning and scope of Banking with functions of Banks and their role into banking and familiarize with regard to operations of Banking.
2. Develop insights on lending operations of banking and causes of NPA into banking sector.
3. Acquaint with the concept of Insurance through functions and fundamental principles of Insurance.
4. Understand the types of Insurance and Regulatory framework of Insurance.

**UNIT I**

Definition and function of banks, banker and customer relationship, general and special types of customers. Types of Deposits: Types of banks in India; Role of Foreign Banks in India; Advantages and Disadvantages of Foreign banks, Road Map for Foreign Banks in India; India's approach to Banking Sector reforms; Achievements of financial sector reforms and areas of concern, Credit Allocation Policies of Commercial banks, Credit Market Reforms. Cheque: definition, features and types of cheque; Endorsement: meaning and essentials of a valid endorsement, types of endorsement; Era of Internet Banking and its benefits, Mobile Banking, Home banking, Virtual Banking, Electronic Clearing System (ECS), E-payments, Electronic Fund Transfer (EFT), E-money, Safeguard for internet banking.

**UNIT II**

Principles of sound lending, Types of loans and advances, Advances against various securities; Securitization of Standard Assets and its Computation; Basel Accord: merits and weaknesses of the Basel II, Basel III; NPA: Meaning, causes, computation, assessment and Impact of NPAs on Banking Sector, Insolvency and Bankruptcy Code 2016; objectives & features.

**UNIT III**

Characteristics, Functions of Insurance, Fundamental Principles of Insurance: Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution, Subrogation, Economic Function; Reinsurance and Co-insurance: features, objectives, methods; Bancassurance: features, merits.

**UNIT IV**

Types of Insurance, Life and Non-Life: Features, needs, policies of different types of Insurance, Loss Assessment and Loss control, Computation of Insurance Premium, Dematerialization of Insurance Policies; Regulatory Framework of Insurance: IRDA Act 1999; Objectives of IRDA, Composition of IRDA, Duties, Powers and Functions of IRDA; Role of IRDA: Delegation of Powers, establishment of Insurance Advisory Committee, Power to make Regulations.

**SUGGESTED READINGS:**

1. Mishra, M.N. Principles and Practices of Insurance. Sultan Chand and Sons
2. Suneja, H.R. Practical and Law of Banking. Himalaya Publishing House
3. Gupta, P.K. Insurance and Risk Management. Himalaya Publishing House
4. Agarwal, O.P. Banking and Insurance. Himalaya Publishing House

5. Jr.Black, Kenneth & Jr. Skipper, Harold. Life and Health Insurance. Pearson Education
6. Vaughan, E.J. and Vaughan, T. Fundamentals of Risk and Insurance. Wiley & Sons.

**Note:** Only the latest editions of the above books are recommended.



**CAPITAL MARKET**  
**PAPER CODE: BBA/GN/FN/705**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Familiarise the students with the Indian capital market, its operations, instruments, regulations etc.)
2. Help students in acquiring analytical skills in the market analysis in the context of raising medium- and long-term funds)
3. Help to understand the operations of secondary market mechanism.
4. Develop understanding on interfaces among government policies, capital market, investors and firms.

**UNIT-I**

Meaning, nature and role of capital market, features of developed capital market, reforms in the capital market, regulatory framework of capital market, capital market instruments and innovation in financial instruments.

**UNIT-II**

Primary capital market scenario in India, primary market intermediaries, primary market activities, methods of raising resources from primary market; secondary market scenario in India, reforms in secondary market, organization and management, trading, and settlement, listing of securities, stockmarket index, steps taken by SEBI to increase liquidity in the stock market.

**UNIT-III**

Meaning, need and benefits of depository system in India, difference between demat and physical share, depository process, functioning of NSDL and SHCIL Importance of Debt market in capital market, participant in the debt market, types of instruments treated in the Debt market, primary and secondary segments of debt market.

**UNIT-IV**

Role and policy measures relating to development banks and financial institution in India, products and services offered by IFCI, IDBI, IIBI, SIDBI, IDFC, EXIM Bank, NABARD and ICICI Meaning and benefits of mutual funds, types of mutual funds, SEBI guidelines relating to mutual funds.

**SUGGESTED READINGS:**

1. Pathak, Bharati V, The Indian Financial System, Pearson Education
2. Khan, M. Y, Indian Financial System, Tata McGraw Hill
3. Bhole, L M, Financial Institutions and Markets, Tata McGraw Hill

**Note:** Only the latest editions of the above books are recommended.

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand complex theory and practice of negotiation and conflict resolution in general.
2. Identify the challenges faced in negotiation and conflict resolution.
3. Appreciate the role of trust and ethics in the negotiation process.
4. Apply negotiation as a system and the important role of subsidiary factors.

**UNIT I**

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

**UNIT II**

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

**UNIT III**

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

**UNIT IV**

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

**SUGGESTED READINGS:**

1. Singh Kavita – Counselling Skills for Managers (PHI).
2. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
3. Carroll, M.: Workplace counselling, Sage Publication.

**Note:** Only the latest editions of the above books are recommended.

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Get insight about the managerial aspects of international finance
2. Impart the skills needed by multinational financial managers.
3. Gain knowledge about international portfolio management techniques
4. Understand the techniques of Multinational capital structure

**UNIT-I**

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

**UNIT-II**

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

**UNIT-III**

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

**UNIT-IV**

Multinational capital structure and cost of capital; strategic considerations in euro - equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

**SUGGESTED READINGS:**

1. Levi Maurice D., International Finance, McGraw-Hill, New York
2. Buckley A., Multinational Finance, Prentice-Hall of India, New Delhi
3. Shapro A.C., Multinational Financial Management, Prentice-Hall, New Delhi
4. Apte P.G., International Financial Management, TATA McGraw-Hills, New Delhi
5. Butler, K.C., Multinational Finance, Thomson Learning, Bombay

**Note:** Only the latest editions of the above books are recommended.

**FINANCIAL TECHNOLOGIES**  
**PAPER CODE: BBA/GN/FM/802**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Comprehend the latest in FinTech with special focus on Indian Scenario.
2. Understand the impact of FinTech on the financial service industry.
3. Analyse the applications of FinTech in various areas and evaluate their performance.
4. Develop new models for application of FinTech in new and emerging areas

**UNIT-I**

History and emerging trends of FinTech; major areas in FinTech; regulatory framework; ethical and professional standard; cybersecurity - overview and recent developments; legal and tax compliance; privacy; anonymity and cryptography; access control; network security; forensics; impact of FinTech on regulations.

**UNIT-II**

Blockchain; overview and its application; cryptography; cryptocurrency (Bitcoin; Ethereum; Other Altcoins); potential and usage of cryptocurrency; decentralized applications; smart contracts; cryptographic hash functions; internet of things; FinTech applications in banking and marketplace lending (bank in a box; application programming interface (API); peer to peer lending).

**UNIT-III**

FinTech developments in insurance (introduction; features; opportunities in InsurTech; use of bots; peer to peer portfolio comparison); capital market (features; opportunities in capital market; surveillance mechanism; investment advisory; use of bots; asset management solutions); payment gateways and financial inclusion (online payments: latest developments; remittances: features; mobile payments; novel payment alternatives; application for financial inclusion).

**UNIT-IV**

Emerging sources of entrepreneurial finance - crowdfunding; P2P lending platforms; FinTech innovations and start-ups- emergence of Fintech start-ups; Fintech disruptions; future prospects; development of new start-up ideas.

**SUGGESTED READINGS:**

1. Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction by Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder, Princeton University Press.
2. Pranay Gupta, Fintech, De|G Press.
3. Susanne Chishti, Janos Barberis, The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries Paperback, Wiley Publication.
4. Devie Mohan, The Financial Services Guide to Fintech: Driving Banking Innovation Through Effective Partnerships, Kogan Page Publication.

**Note:** Only the latest editions of the above books are recommended.

**PERSONAL FINANCE**  
**PAPER CODE: BBA/GN/FN/803**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the meaning and relevance of Financial Planning.
2. Familiarize with regard to the concept of Investment Planning and its methods.
3. Examine the scope and ways of Personal Tax Planning.
4. Analyze Insurance Planning and its relevance.
5. Develop insights into Retirement planning and its relevance

**UNIT-I**

Financial goals, Time value of money, steps in financial planning, personal finance/loans, education loan, car loan & home loan schemes. Introduction to savings, benefits of savings, management of spending & financial discipline, Net banking and UPI, digital wallets, security and precautions against Ponzi schemes and online frauds such as phishing, credit card cloning, skimming.

**UNIT-II**

Process and objectives of investment, Concept and measurement of return & risk for various assets class, Measurement of portfolio risk and return, Diversification & Portfolio formation. Gold Bond; Real estate; Investment in Greenfield and brownfield Projects; Investment in fixed income instruments- financial derivatives & Commodity market in India. Mutual fund schemes including SIP; International investment avenues.

**UNIT-III**

Tax Structure in India for personal taxation, Scope of Personal tax planning, Exemptions and deductions available to individuals under different heads of income and gross total income, Special provision u/s 115BAC vis-à-vis General provisions of the Income-tax Act, 1961. Tax avoidance versus tax evasion.

**UNIT-IV**

Need for Protection planning. Risk of mortality, health, disability and property. Importance of Insurance: life and non-life insurance schemes. Deductions available under the Income tax Act for premium paid for different policies. Retirement Planning Goals, Process of retirement planning, Pension plans available in India, Reverse mortgage, New Pension Scheme. Exemption available under the Income-tax Act, 1961 for retirement benefits.

**SUGGESTED READINGS:**

1. Indian Institute of Banking & Finance. Introduction to Financial Planning. New Delhi: Taxmann Publication.
2. Pandit, A. The Only Financial Planning Book that You Will Ever Need. Mumbai: Network 18 Publications Ltd.
3. Sinha. Madhu, Financial Planning: A Ready Reckoner Mc Graw Hills.
4. Halan, M. Let's Talk Money: You've Worked Hard for It, Now Make It Work for You. New York: HarperCollins Publishers.
5. Tripathi, V. Fundamentals of Investment. New Delhi: Taxmann Publication.

**Note:** Only the latest editions of the above books are recommended.

## **EXPORT IMPORT PROCEDURES AND DOCUMENTATION**

**PAPER CODE: BBA/GN/ FM/804**

Total Credits: 4  
External Marks: 75  
Internal Marks: 25

### **Course Outcomes:**

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

1. Make a simple explanation of the export procedure.
2. Help students to get an opportunity in export business.
3. Get self-dependent as an entrepreneur.
4. Have knowledge about various documents required for export.

### **UNIT I**

Significance of Procedures and Documentation in International Trade, procedure and Documentation as Trade Barriers. WTO Provisions. Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification System; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.

### **UNIT II**

Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.

### **UNIT III**

Methods of Payments in International Trade; Documentary Collection of Export Bills; UCPDC Guidelines.

### **UNIT IV**

Realisation of Export Proceeds; FEMA- Origin and Objectives, Main Provision of FEMA. Pre-Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.

### **SUGGESTED READINGS:**

- 1) Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
- 2) Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
- 3) Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
- 4) Custom and Excise Law, Various Issues.
- 5) Nabhi's Exporters Manual and Documentation.
- 6) Nabhi's New Import Export policy procedures.
- 7) Pervin Wadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi.
- 8) M.D.Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi

**Note:** Only the latest editions of the above books are recommended.

**MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**  
**PAPER CODE: BBA/GN/ FM/805**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Identify their capacity to think systematically about mergers.
2. Understand the detailed process and challenges of merger and acquisition.
3. Analyse practical aspects of post-merger.
4. Apply the concepts that are fundamental to practice of valuation.

**UNIT-I**

Types of mergers - merger strategy-growth, synergy, operating synergy, financial synergy, diversification; other economic motives; hubris hypothesis of takeovers; other motives; tax motives: financial evaluation, joint venture and strategic alliances.

**UNIT-II**

Legal aspects of mergers/ amalgamation and acquisition; provisions of Companies Act, SEBI's role and regulations; takeover Code; scheme of amalgamation; approval from court.

**UNIT-III**

Methods of valuation - cash flow basis, earning potential basis, growth rate, market price, computation of impact on EPS and market price, impact of variation in growth of the firms, criteria for negotiating.

**UNIT-IV**

Defence against hostile takeover, poison pill, bear hug, greenmail; post-merger human resource related issues and cultural issues.

**SUGGESTED READINGS:**

1. Gaughan, Patrick. Mergers Acquisitions and Corporate Restructurings. Wiley, India.
2. Westan, Kwang and Susan. Mergers and Acquisitions, Prentice Hall, India.
3. Ramanujan. S. Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill.
4. Gupta, Manju. Contemporary Issues in Mergers and Acquisitions, Himalaya Publishing.

**Note:** Only the latest editions of the above books are recommended.

**SEMINAR**  
**PAPER CODE: BBA/GN/FN/806**

Total credits: 4  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

The students will be able to keep themselves abreast of current events, comprehend concepts, and share their knowledge with other students.

**Content:**

The students will be assigned topics from the courses of major discipline opted. The seminar will be delivered by students on the assigned topics. The students will collect the information, synthesis and present in their class.

**Evaluation:**

The seminar would be assessed by a presentation based on relevant topic assigned to the student by the department and its evaluation will be done by internal faculty (25%) and an external examiner (75%).



**(Honours with Research)**  
**C. Financial Management**

**CORPORATE ACCOUNTING**  
**PAPER CODE: BBA/GN/FN/701**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the accounting treatment for share capital issues and buy back of shares.
2. Understand the accounting treatment for issue and redemption of debentures.
3. Understand the various adjustments related to the preparation of final accounts.
4. Critically evaluate the valuation of goodwill and shares.

**UNIT I**

Accounting for share capital transaction, alternation of share capital, buy-back of shares, acquisition of business and profit prior to incorporation.

**UNIT II**

Debentures; issue of debentures, methods of redemption of debentures, underwriting of shares and debentures.

**UNIT III**

Statutory provision regarding preparation of company's final accounts, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule VI of the companies act, state the basic features of accounting standards 4, 5, 15, 17 18 and 29;

**UNIT IV**

Valuation of Goodwill and shares, Liquidation of Companies

**SUGGESTED READINGS:**

1. Gupta R.L., Advanced Accounting Vol. II, S. Chand & Sons, New Delhi
2. Grewal T.S. and M.C. Shukla, Advanced Accounting, S. Chand & Sons, New Delhi
3. Jain, S.P. & K.L. Narang, Advanced Accounting, Kalyani Publishers, New Delhi
4. Monga, J.R., Corporate Accounting, Margin Paper Bank, New Delhi
5. Maheshwari S.N., Advanced Accounting, Vikas Publications

**Note:** Only the latest editions of the above books are recommended.

**CORPORATE TAX PLANNING**  
**PAPER CODE: BBA/GN/ FNH/702**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the direct and indirect tax and compute income under various heads.
2. Acquaint with the tax Management Practices.
3. Manage their tax liability through tax planning
4. File income tax returns.

**UNIT-I**

Direct and Indirect tax - basic concepts, residential status, computation of income under different head, computation of income under salary head, computation of income under house property head.

**UNIT-II**

Computation of income under business & profession head, computation of income under capital gain head, computation of income under other sources head, set off and carry forward of losses, deductions and exemptions.

**UNIT-III**

Meaning and scope of tax planning, difference between tax planning tax evasion and tax avoidance, tax incidence of a company; computation of corporate tax liability.

**UNIT-IV**

Tax management - filing of returns and assessments, penalties and prosecutions, appeals and revisions, advance tax, TDS, advance rulings, avoidance of double taxation agreements.

**SUGGESTED READINGS:**

1. Singhania V. K. &Singhania, Kapil. Direct Taxes Law and practice, Taxmann.
2. Singhania, V K. and Singhania, Monica, Corporate tax Planning and Business Tax Procedures, Taxmann.
3. Ahuja, Girish& Gupta Ravi, Simplified Approach to Corporate Tax Planning and Management, Bharat Law House private limited.
4. Srinivas, E A., Handbook of Corporate Tax Planning, Tata McGraw, Hill.
5. Iyengar A C. Sampat, Law of Income Tax, Bharat House.

**Note:** Only the latest editions of the above books are recommended.

**SECURITY ANALYSIS**  
**PAPER CODE: BBA/GN/ FNH/703**

Total Credits: 4  
External Marks: 75  
Internal Marks: 25

**Course Outcomes:**

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

1. Understand different aspects of risk which are faced by individuals and organizations while investing.
2. Analyse securities on basis of risk and return.
3. Analyse various securities on the basis of technical and fundamental analysis.
4. Understand various stock markets, trading and settlement procedure of India.

**UNIT I**

Investment-Meaning, nature, process and alternatives; return and risk trade off; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk; measurement of systematic risk.

**UNIT II**

Security valuation; theories of fixed income securities; Time value Concept; Yield to maturity; Bond value theorems, theories of variable income securities; Constant Growth Model; Two stage growth model; Three – phase model; Valuation through P/E Ratio; White Kishore Model; Preferred Stock Valuation.

**UNIT III**

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory; Charts; Supports and resistance levels; Relative Strength analysis; Moving Averages, Breadth of market; , Efficient Market Hypothesis.

**UNIT IV**

Stock market in India; Development and regulation of security market; Stock issuing market (Primary market); Secondary market; trading and settlement; clearing and settlement procedure; Brief introduction to futures, forward, option, warrants and Swap.

**SUGGESTED READINGS:**

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thomson Learning, Bombay.
2. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, NewDelhi.
3. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis John Wiley & Sons.
4. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
6. Sharpe, Alexander & Wiley, Investment, Prentice Hall of India, New Delhi.

**Note:** Only the latest editions of the above books are recommended.

**BANKING AND INSURANCE**  
**PAPER CODE: BBA/GN/FNH/704**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand the meaning and scope of Banking with functions of Banks and their role into banking and familiarize with regard to operations of Banking.
2. Develop insights on lending operations of banking and causes of NPA into banking sector.
3. Acquaint with the concept of Insurance through functions and fundamental principles of Insurance.
4. Understand the types of Insurance and Regulatory framework of Insurance.

**UNIT I**

Definition and function of banks, banker and customer relationship, general and special types of customers. Types of Deposits: Types of banks in India; Role of Foreign Banks in India; Advantages and Disadvantages of Foreign banks, Road Map for Foreign Banks in India; India's approach to Banking Sector reforms; Achievements of financial sector reforms and areas of concern, Credit Allocation Policies of Commercial banks, Credit Market Reforms. Cheque: definition, features and types of cheque; Endorsement: meaning and essentials of a valid endorsement, types of endorsement; Era of Internet Banking and its benefits, Mobile Banking, Home banking, Virtual Banking, Electronic Clearing System (ECS), E-payments, Electronic Fund Transfer (EFT), E-money, Safeguard for internet banking.

**UNIT II**

Principles of sound lending, Types of loans and advances, Advances against various securities; Securitization of Standard Assets and its Computation; Basel Accord: merits and weaknesses of the Basel II, Basel III; NPA: Meaning, causes, computation, assessment and Impact of NPAs on Banking Sector, Insolvency and Bankruptcy Code 2016; objectives & features.

**UNIT III**

Characteristics, Functions of Insurance, Fundamental Principles of Insurance: Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution, Subrogation, Economic Function; Reinsurance and Co-insurance: features, objectives, methods; Bancassurance: features, merits.

**UNIT IV**

Types of Insurance, Life and Non-Life: Features, needs, policies of different types of Insurance, Loss Assessment and Loss control, Computation of Insurance Premium, Dematerialization of Insurance Policies; Regulatory Framework of Insurance: IRDA Act 1999; Objectives of IRDA, Composition of IRDA, Duties, Powers and Functions of IRDA; Role of IRDA: Delegation of Powers, establishment of Insurance Advisory Committee, Power to make Regulations.

**SUGGESTED READINGS:**

1. Mishra, M.N. Principles and Practices of Insurance. Sultan Chand and Sons
2. Suneja, H.R. Practical and Law of Banking. Himalaya Publishing House
3. Gupta, P.K. Insurance and Risk Management. Himalaya Publishing House
4. Agarwal, O.P. Banking and Insurance. Himalaya Publishing House
5. Jr. Black, Kenneth & Jr. Skipper, Harold. Life and Health Insurance. Pearson Education
6. Vaughan, E.J. and Vaughan, T. Fundamentals of Risk and Insurance. Wiley & Sons

**Note:** Only the latest editions of the above books are recommended.

**CAPITAL MARKET**  
**PAPER CODE: BBA/GN/FN/705**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Familiarise the students with the Indian capital market, its operations, instruments, regulations etc.)
2. Help students in acquiring analytical skills in the market analysis in the context of raising medium- and long-term funds)
3. Help to understand the operations of secondary market mechanism.
4. Develop understanding on interfaces among government policies, capital market, investors and firms.

**UNIT-I**

Meaning, nature and role of capital market, features of developed capital market, reforms in the capital market, regulatory framework of capital market, capital market instruments and innovation in financial instruments.

**UNIT-II**

Primary capital market scenario in India, primary market intermediaries, primary market activities, methods of raising resources from primary market; secondary market scenario in India, reforms in secondary market, organization and management, trading and settlement, listing of securities, stock market index, steps taken by SEBI to increase liquidity in the stock market.

**UNIT-III**

Meaning, need and benefits of depository system in India, difference between demat and physical share, depository process, functioning of NSDL and SHCIL Importance of Debt market in capital market, participant in the debt market, types of instrument treated in the Debt market, primary and secondary segments of debt market.

**UNIT-IV**

Role and policy measures relating to development banks and financial institution in India, products and services offered by IFCI, IDBI, IIBI, SIDBI, IDFC, EXIM Bank, NABARD and ICICI Meaning and benefits of mutual funds, types of mutual funds, SEBI guidelines relating to mutual funds.

**SUGGESTED READINGS:**

1. Pathak, Bharati V, The Indian Financial System, Pearson Education
2. Khan, M. Y, Indian Financial System, Tata McGraw Hill
3. Bhole, L M, Financial Institutions and Markets, Tata McGraw Hill

**Note:** Only the latest editions of the above books are recommended.

**COUNSELLING AND NEGOTIATION SKILLS FOR MANAGERS**  
**PAPER CODE: BBA/GN/FNH/706**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Understand complex theory and practice of negotiation and conflict resolution in general.
2. Identify the challenges faced in negotiation and conflict resolution.
3. Appreciate the role of trust and ethics in the negotiation process.
4. Apply negotiation as a system and the important role of subsidiary factors.

**UNIT I**

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

**UNIT II**

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

**UNIT III**

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

**Unit IV**

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

**SUGGESTED READINGS:**

1. Singh Kavita – Counselling Skills for Managers (PHI).
2. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
3. Carroll, M.: Workplace counselling, Sage Publication.

**Note:** Only the latest editions of the above books are recommended.

**INTERNATIONAL FINANCIAL MANAGEMENT**  
**PAPER CODE: BBA/GN/FNH/801**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Get insight about the managerial aspects of international finance
2. Impart the skills needed by multinational financial managers.
3. Gain knowledge about international portfolio management techniques
4. Understand the techniques of Multinational capital structure

**UNIT-I**

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

**UNIT-II**

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

**UNIT-III**

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

**UNIT-IV**

Multinational capital structure and cost of capital; strategic considerations in euro - equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

**SUGGESTED READINGS:**

1. Levi Maurice D., International Finance, McGraw-Hill, New York
2. Buckley A., Multinational Finance, Prentice-Hall of India, New Delhi
3. Shapiro A.C., Multinational Financial Management, Prentice-Hall, New Delhi
4. Apte P.G., International Financial Management, TATA McGraw-Hills, New Delhi
5. Butler, K.C., Multinational Finance, Thomson Learning, Bombay

**Note:** Only the latest editions of the above books are recommended.



**FINANCIAL TECHNOLOGIES**  
**PAPER CODE: BBA/GN/FNH/802**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

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

1. Comprehend the latest in FinTech with special focus on Indian Scenario.
2. Understand the impact of FinTech on the financial service industry.
3. Analyse the applications of FinTech in various areas and evaluate their performance.
4. Develop new models for application of FinTech in new and emerging areas

**UNIT-I**

History and emerging trends of FinTech; major areas in FinTech; regulatory framework; ethical and professional standard; cybersecurity - overview and recent developments; legal and tax compliance; privacy; anonymity and cryptography; access control; network security; forensics; impact of FinTech on regulations.

**UNIT-II**

Blockchain; overview and its application; cryptography; cryptocurrency (Bitcoin; Ethereum; Other Altcoins); potential and usage of cryptocurrency; decentralized applications; smart contracts; cryptographic hash functions; internet of things; FinTech applications in banking and marketplace lending (bank in a box; application programming interface (API); peer to peer lending).

**UNIT-III**

FinTech developments in insurance (introduction; features; opportunities in InsurTech; use of bots; peer to peer portfolio comparison); capital market (features; opportunities in capital market; surveillance mechanism; investment advisory; use of bots; asset management solutions); payment gateways and financial inclusion (online payments: latest developments; remittances: features; mobile payments; novel payment alternatives; application for financial inclusion).

**UNIT-IV**

Emerging sources of entrepreneurial finance - crowdfunding; P2P lending platforms; FinTech innovations and start-ups- emergence of Fintech start-ups; Fintech disruptions; future prospects; development of new start-up ideas.

**SUGGESTED READINGS:**

1. Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction by Arvind Narayanan,
2. Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder, Princeton University Press.
3. Pranay Gupta, Fintech, De|G Press.
4. Susanne Chishti, Janos Barberis, The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries Paperback, Wiley Publication.
5. Devie Mohan, The Financial Services Guide to Fintech: Driving Banking Innovation Through Effective Partnerships, Kogan Page Publication.

**Note:** Only the latest editions of the above books are recommended.

**RESEARCH PROJECT**  
**PAPER CODE: BBA/GN/FNH/803**

Total credits: 12  
External marks: 200  
Internal marks: 100

Every student will be assigned a project topic in their area of specialization, and it will be pursued by him/her under the supervision of an internal supervisor. The students are required to interact with their supervisor on regular basis and prepare a project report. The tentative content of the project report is as follows:

1. Cover Page
2. Acknowledgement
3. Certificate from supervisor
4. Introduction
5. Literature Review
6. Research Methodology (Objective of the Research, Hypothesis, Research Design etc.)
7. Data Analysis
8. Findings
9. Conclusions
10. Recommendations
11. References
12. Appendices – to include questionnaire etc. (if any)

The student will submit project report in fourth semester as per the schedule announced by the department/University for assessment. The student will submit two hard bound copies of the report, one softcopy in CD/DVD along with the requisite fee. The project report shall be evaluated by both Internal and External Examiners. For external evaluation, Viva voce will be conducted by the external examiner tentatively in the month of April before the start final semester practical examination.

**SEMINAR**  
**PAPER CODE: BBA/GN/FNH/804**

Total credits: 4  
Practical marks: 75  
Internal marks: 25

**Course Outcomes:**

The students will be able to keep themselves abreast of current events, comprehend concepts, and share their knowledge with other students.

**Content:**

The students will be assigned topics from the courses of major discipline opted. The seminar will be delivered by students on the assigned topics. The students will collect the information, synthesis and present in their class.

**Evaluation:**

The seminar would be assessed by a presentation based on relevant topic assigned to the student by the department and its evaluation will be done by internal faculty (25%) and an external examiner (75%).