

National Education Policy-2020 (NEP-2020) & Curriculum and Credit Framework for Under Graduate Programmes (CCFUGP)

**Undergraduate Programme Full-Time Four Year
Bachelor of Business Administration
(B.B.A.)**

SCHEME

AND

SYLLABI

**From Session
2023-24**

**Department of Management (DOM)
Faculty of Commerce and Management
Chaudhary Ranbir Singh University, Jind**
(Established by Government of Haryana Legislature Act No. 28 of 2014)
(Recognized Under section 2(f) and 12 (B) of UGC Act, 1956)



CURRICULUM AND CREDIT FRAMEWORK FOR UNDERGRADUATE PROGRAMMES (CCFUGP)

For

Bachelor of Business Administration (BBA)

(Applicable from the Academic Session 2023-24)



**Department of Management
Faculty of Commerce and Management
Chaudhary Ranbir Singh University, Jind
(A State Govt. University Established Under Haryana Act 28 of 2014)**

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1. About The Department

Department of Management (DOM) originated in 2007 with the Faculty of Management as a part of the Kurukshetra University Post Graduate Regional Centre, Jind, to promote academics and research in emerging areas of business studies. The regional centre grew into a full-fledged State University-Chaudhary Ranbir Singh University (CRSU) on 25th July 2014. The Department of Management (DOM) offers Master of Business Administration (MBA) with dual specializations in Finance, Marketing, Human Resource Management, and Business Analytics and Intelligence. In 2015, the department began Doctorate of Philosophy (PhD) in management. In addition, in 2022, the department started BBA four-year full-time programme at the Undergraduate level. Bachelor of Business Administration is a four-year professional undergraduate course in Business Administration based on National Education Policy (NEP), 2020, with multiple entries and existing options. The department also offers Certificate Course in Entrepreneurship Development (Three months duration) and Post Graduate Diploma in Krishak Udhyaimita (One year duration) to impart the students' entrepreneurial skills in labelling, packaging, positioning and branding of farm products.

The department is enriched with young, energetic, qualified and diversified faculty members, providing a broader view and understanding of business studies. The approach to pedagogy blends industrial visits and research studies with a strong emphasis on issues relevant to societal transformation. Our alums have been serving different spheres of society, covering the corporate world and government administration, and many of them are successful entrepreneurs as well.

The department actively organizes seminars, workshops, faculty development programmes for university and college teachers, and lecture series inviting prominent industrialists, business professionals and academicians.

Vision

Reaching new heights of academic excellence and setting a new performance parameter in teaching, research, consultancy, extension learning and evaluation, students support and progression, and healthy practices. Following the broader vision of the University, the Department of Management (DOM) aspires to be recognized worldwide for excellence in parameters and as a catalyst for intellectual, social, cultural and economic development.

Mission

The Department of Management (DOM) is committed to transforming lives and serving society through excellence in teaching and research on all aspects of management education, innovation, lifelong learning and professional enrichment.

Objectives

- To impart quality management education.
- To act as a catalyst in the industrial development of the region.
- To identify and develop the entrepreneurial talents of this area.
- To develop an ethical and human value-oriented management education model based on theory, practice and self-realization.
- To pertinence of management concepts and theories in the innovative areas relevant to the country's socioeconomic development.
- Improving infrastructural facilities for teaching, research and administration.
- Ensuring delivery of the best quality of education and teaching through audio and visual aids.
- Strengthen the students and faculties by organizing seminars/conferences/workshops, guest lectures by eminent scholars, and academic exchange programs at national and international levels.
- Collaboration of the University with leading business schools, universities and industry.
- Restructuring the courses per the demand of UGC, industry, and the economic scenario.

2. Programme Objectives (PO)

The objectives of the BBA Programme are:

PO1: To remember the conceptual knowledge with an integrated approach to various functions of management.

PO2: To develop leadership and communication skills to become successful business leaders and managers.

PO3: To encourage and develop critical thinking, analysis, and initiative ability skills.

PO4: To develop problem-solving skills through experiential learning and innovative pedagogy to ensure the utilization of knowledge in professional careers.

PO5: To apply the various concepts, theories, and models in the area of HR, Marketing, and Finance.

PO6: To develop a positive attitude and life skills to become a multi-facet personality with a sense of environmental consciousness and ethical values.

2.1 Programme Learning Outcomes (PLO)

The expected outcomes after completing the program would be:

PLO1:Acquire adequate knowledge through principles, theory, and models of business management, Accounting, Marketing, Finance, IT, Operations, and Human Resources.

PLO2:Demonstrate proficiency in Business Communication for effective and professional business management.

PLO3:Acquire employability skills through practical exposure to IT and its usage in management.

PLO4:Analyze and comprehend the applicability of management principles in solving complex business issues.

PLO5:Develop entrepreneurial skills to become an entrepreneur.

PLO6:To build perspective about the global environment including cultural, social, and sustainability issues.

PLO7:Ability to develop group behavior and lead a team to achieve individual, group, and organizational goals.

PLO8: Ethics: Understand the importance of ethics in business decision-making and inculcate the spirit of social responsibility.

PLO9:Comprehend the applicability of management principles in situations pertaining to the global business world.

PLO10:Apply various concepts, theories, and models in the functional areas of business like Marketing, HR, and Finance in the Organizations.

PLO11:Acquire and apply knowledge of economics, mathematics, statistics, and production and operation management and its integration relevant to business decisions.

PLO12:Obtain legal knowledge of various business operations for effective decision-making.

2.2 Program Specific Outcomes (PSO)

PSO1 Acquire Practical learning through a summer internship, industrial visits, Business Plan, etc.

PSO2 Demonstrate analytical and problem-solving skills through a core elective area

of specialization in Finance, Human Recourse, and Marketing to solve business issues.

PSO3 Understand and develop the new dimensions of knowledge through open electives to cater to the need of the industry.

About NEP:

Education plays a significant role in the holistic development of the student. A robust, flexible, multidisciplinary education framework with “Learner Centric Pedagogy” could effectively transform a student into a global citizen of tomorrow to catalyze nation’s growth and development. The National Education Policy 2020 (NEP 2020) outlines the goals, objectives, and policies for the development and improvement of education across all levels. The NEP 2020 is a comprehensive and ambitious policy that aims to transform the Indian education system and makes it more student-centric, holistic and to align with the needs of the 21st century. Some of the key features of the NEP 2020 include:

Multidisciplinary, flexible and equitable education framework for the holistic development of learners

- ✓ Emphasis on skill-based education, vocational education and apprenticeship/internship
- ✓ Encourage critical thinking, creativity and problem-solving skills
- ✓ Increase the Gross Enrollment Ratio (GER) in higher education to 50% by 2035
- ✓ Promotion of Indian languages, art, culture and heritage
- ✓ Emphasis on Multidisciplinary, Interdisciplinary, and Transdisciplinary research to develop innovative solutions to overcome societal issues.

3. **Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed courses [Core, Elective, Ability Enhancement Compulsory (AECC) & Skill Enhancement (SEC)]

Course: Course refers to a paper having specified credits which is a component of a programme in a subject. The course defines the learning objectives and learning outcomes. A course may be designed comprising credits for lectures/tutorials/ laboratory work/ field work/outreach activities/project work/internship/vocational training etc. or combination thereof.

Credit Based Semester System (CBSS): Under the CBSS, the requirement for awarding a degree is prescribed in terms of number of credits to be completed by the students

Credit: Credit is the weightage given to each course of study. It is the numerical value

assigned to a course according to the relative importance of the contents and the contact hours required to teach the prescribed syllabi of the programme.

Credit Point: It is the product of grade point and number of credits for a course.

Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.

Cumulative Grade Point Average (CGPA): It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale.

Letter Grade: It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F. k)

Semester Grade Point Average (SGPA): It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.

Semester: Each semester will consist of 18 weeks of academic work equivalent to 90 actual teaching days and 3-4 weeks approximately of examination etc. The odd semester may be scheduled from July to December and even semester from January to June.

Transcript or Grade Card or Certificate: Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.

Internal Evaluation: Continuous Assessment Test conducted during the semester.

Total Marks For Each Course	: For 100 marks	For 75 Marks	For 50 marks
Continuous assessment (C1)	: 15 marks	12 marks	08 marks
Continuous assessment (C2)	: 10 marks	08 marks	04 marks
<u>Attendance</u>	: 5 marks	05 marks	03 marks
Total	: 30 Marks	25 Marks	15Mark

C1- Sessional Examination/Mid Term Examination/Class Test.

C2- Individual Presentation/Group Discussion/Quiz/Case Study/ Class Participation.

External Evaluation: End-Term examination held at the end of each semester.

Rounding off Marks: shall mean, that if part is one-half or more, its value shall be increased to one and if part is less than half then its value shall be ignored for getting letter grade and grade point.

Minimum For a Pass:

- I. No candidate shall be declared to have passed the Semester Examination as the case may be under each course/paper unless he/she obtains not less than 40% marks in end examination examination / practical examination and 40% marks in end examination/ practical examination and internal assessment separately in each of the courses and 40% marks (including IA 40% marks) in Project work and viva wherever prescribed. The student who passed in IA can appear in external examination.
- II. A candidate shall be declared to have passed the program if he/she secures at least 40% of marks or a CGPA of 4.0 (Course Alpha-Sign Grade P) in separately of both internal assessment and semester end examination marks put together in each unit such as theory papers / practical / field work / internship / project work / dissertation / viva-voce, provided the candidate has secured at least 40% of marks in the semester end examinations in each unit.
- III. The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.00 (Alpha-Sign Grade B+).
- IV. The results of the candidates who have passed the last semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed the Lower Semester Examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.
- V. If a candidate fails in a subject, either in theory or in practical's, he/she shall appear for that subject only at any subsequent regular examination, as prescribed for completing the programme. He/she must obtain the minimum marks for a pass in that subject (theory and practical's, separately) as stated above

5. Types of Courses:

Discipline Specific Course (DSC): A Major Course as discipline specific course is the field in which a student focuses during the course of his/her degree.

Minor Course (MIC): Minor Course aims to expand student's knowledge beyond the major field of study.

Vocational Course (VOC): Vocational Course assists student in developing workforce-relevant skills and enhance the employability of student.

Multidisciplinary Course (MDC): A Multidisciplinary Course is an option to explore disciplines of interest beyond the choices of learners made in their major and minor disciplines.

Ability Enhancement Course (AEC): Ability Enhancement Course aims to achieve competency in language and communication skills.

Skill Enhancement Course (SEC): Skill Enhancement Course aims to promote skills pertaining to a particular field of study, impart practical skills, hands-on training, soft skills, etc., in order to enhance the student's employability.

Internship: Internship is a course to develop a professional ability through an appropriate learning. The Internship is for eight weeks.

Research Project: Research Project is a course involving applications of knowledge in exploring, analyzing and solving real-life situations/problems.

Value Added Course (VAC): Value Added Course aims to add the knowledge of learner beyond academic disciplines.

Semester/Academic Year: A semester comprises 90 working days and an academic year is divided into two semesters.

6. Admission Eligibility

A candidate who has passed Senior Secondary Certificate Examination (10+2 Standard) from the Board of School Education, Haryana or its equivalent examination with English as one of the subjects shall be eligible to join First semester of the BBA course.

7 Programme Structure

BBA - an eight-semester undergraduate programme consisting of Core Courses (CC), Discipline Specific Elective Courses (DSC), Skill Enhancement Courses (SEC), Multidisciplinary Courses (OEC) and Value Added Courses (VAC)

Table Shows Courses and Credits Scheme

Level	Semester	Core Courses (CC)		Discipline Specific Courses (DSC)		Minor/Vocational Courses		Skill Enhancement Courses (SEC)		Ability Enhancement Courses (AECC)		Multidisciplinary Courses (MDC)/ Practicum Courses		Value Added Courses (VAC)		Total Credits	Minimum credits Required
		No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits		
I	I	3	12			1	2	1	3	1	2	1	3	1	2	24	48+4* =52
	II	3	12			1	2	1	3	1	2	1	3	1	2	24	
II	III	3	12			1	4	1	3	1	2	1	3			24	92+4* =96
	IV	3	12			1	4			1	2			1	2	20	
III	V	3	12			1	4	1	4*							20	132
	VI	3	12			2	8									20	
IV	VII	3	12	1	4	1	4					1	4			24	180
	VIII	3	12	1	4	1	4					1	4			24	
Total		24	96	2	8	9	32	5	13	4	8	5	17	3	6	180	
%age		Core Courses	53	Discipline Specific Courses	5	Minor/Vocational Courses	18	Skill Enhancement Courses	7	Ability Enhancement Courses	4	Multi-disciplinary Courses/ Practicum Courses	10	Value Added Courses	3	100	
OR																	
IV**	VII	3	12	1	4	1	4					1	4			24	180
	VIII	2	8	1	12							1	4			24	
Total		23	92	2	16	8	28	4	13	4	8	5	17	3	6	180	
%age		Core Courses	51	Discipline Specific Courses	9	Minor/Vocational Courses	16	Skill Enhancement Courses	7	Ability Enhancement Courses	5	Multi-disciplinary Courses/ Practicum Courses	9	Value Added Courses	3	100	

*Exit option: i) Students exiting the programme after second semester and securing 52 credits including 4 credits of summer internship of 4-6 weeks will be awarded UG Certificate in Business Administration.

ii) Students exiting the programme after fourth semester and securing 96 credits including 4 credits of summer internship of 4-6 weeks will be awarded UG Diploma in the Business Administration.

NSQF Level	Name of Programme	Credits
I	Under Graduate Certificate in Business Administration	with 52 Credits
II	Under Graduate Diploma in Business Administration	with 96 credits
III	Bachelor of Business Administration	with 132 credits
IV	Bachelor of Business Administration (Honours)	with 180 credits
IV**	Bachelor of Business Administration (Honours with Research)	with 180 credits

7.1 Major and Minor disciplines

Major discipline is the discipline or subject of main focus and the degree will be awarded in that discipline. Students should secure the prescribed number of credits (about 50% of total credits) through core courses in the major discipline.

Minor discipline helps a student to gain a broader understanding beyond the major discipline. For example, if a student pursuing an Economics major obtains a minimum of 12 credits from a bunch of courses in Statistics, then the student will be awarded B.A. degree in Economics with a Minor in Statistics.

7.2 Awarding UG Certificate, UG Diploma, and Degrees

UG Certificate: Students who opt to exit after completion of the first year and have secured 48 credits (44 credits in case of single major) will be awarded a UG certificate if, in addition, they complete one vocational course of 4 credits during the summer vacation of the first year. These students are allowed to re-enter the degree programme within three years and complete the degree programme within the stipulated maximum period of seven years.

UG Diploma: Students who opt to exit after completion of the 2nd year and have secured 96 credits (94 credits in case of single major) will be awarded the UG diploma if, in addition, they complete one vocational course of 4 credits during the summer vacation of the second year. These students are allowed to re-enter within a period of three years and complete the degree programme within the maximum period of seven years.

3- year UG Degree: Students who wish to undergo a 3-year UG programme will be awarded UG Degree in the Major discipline after successful completion of three years, securing 132 credits (136 credits in case of single major) and satisfying the minimum credit requirement as given in Table 1.

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 programme with 180 credits and have satisfied the credit requirements as given in Table 1.

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 the undergraduate level can choose a research stream in the fourth year. They should do a research project or dissertation under the guidance of a faculty member of the University/College. The research project/dissertation will be in the major discipline. The students, who secure 180 credits, including 12 credits from a research project/dissertation, are awarded UG Degree (Honours with Research).

Table 2: Curriculum and Credit Framework for Bachelor of Business Administration (BBA) Scheme: D

Semester	Discipline-Specific Courses (DSC)	Minor(MIC)/ Vocational (VOC)	Multidisciplinary courses(MDC)	Ability Enhancement courses(AEC)	Skill Enhancement Courses(SEC)/ Internship /Dissertation	Value-Added Courses (VAC)	Total Credits
I	DSC - A1 @ 4 credits	MIC1 @ 2 credits	MDC1 @ 3 credits	AEC1 @ 2 credits	SEC1@ 3 credits	VAC1 @ 2 credits	24
	DSC - B1 @ 4 credits						
	DSC - C1 @ 4 credits						
II	DSC - A2 @ 4 credits	MIC2 @ 2 credits	MDC2 @ 3 credits	AEC2 @ 2 credits	SEC2 @ 3 credits	VAC2 @ 2 credits	24
	DSC - B2 @ 4 credits						
	DSC - C2 @ 4 credits						
Students exiting the programme after second semester and securing 52 credits including 4 credits of summer internship will be awarded UG Certificate in the relevant Discipline /Subject							
III	DSC - A3 @ 4 credits	MIC3 @ 4 credits	MDC3 @ 3 credits	AEC3 @ 2 credits	SEC3@ 3 credits	-----	24
	DSC - B3 @ 4 credits						
	DSC - C3 @ 4 credits						
IV	DSC - A4 @ 4 credits	MIC4(VOC)@ 4 credits	-----	AEC4 @ 2 credits	-----	VAC3 @ 2 credits	20
	DSC - B4 @ 4 credits						
	DSC - C4 @ 4 credits						
Students exiting the programme after fourth semester and securing 96 credits including 4 credits of summer internship will be awarded UG Diploma in the relevant Discipline /Subject							
V	DSC - A5 @ 4 credits	MIC5(VOC)@ 4 credits	-----	-----	Internship @4 credits#	-----	20
	DSC - B5 @ 4 credits						
	DSC - C5 @ 4 credits						
VI	DSC - A6 @ 4 credits	MIC6 @ 4 credits MIC7(VOC)@ 4 credits	-----	-----	-----	-----	20
	DSC - B6 @ 4 credits						
	DSC - C6 @ 4 credits						
Students will be awarded 3-year UG Degree with major in the relevant Discipline /Subject upon securing 132 credits.							
VII*	DSC - H1 @ 4 credits	MIC8 @ 4 credits	-----	-----	-----	-----	24
	DSC - H2 @ 4 credits						
	DSC - H3 @ 4 credits						
	DSC - H4 @ 4 credits						
	DSC - H5 @ 4 credits						
VIII* (4yr UG Hon.)	DSC - H6 @ 4 credits	MIC9 @ 4 credits	-----	-----	-----	-----	24
	DSC - H7 @ 4 credits						
	DSC - H8 @ 4 credits						
	DSC - H9 @ 4 credits						
	DSC - H10 @ 4 credits						
VIII* (4yr UG Hon. with Research)	DSC - H6 @ 4 credits	MIC9 @ 4 credits	-----	-----	Research project/ Dissertation@ 12 credits	-----	24
	DSC - H7 @ 4 credits						

						Total	180

*Student should select one major discipline (Out of A, B, or C studied during first three years of UG Programmes) in which he/she wishes to pursue Honors. This framework is subject to modification as per UGC guidelines at the University level. The universities may decide to offer the Honors degree Programmes subject to the fulfillment of credit point table

#Four credits of internship earned by a student during summer internship after 2nd semester or 4th semester will be counted in 5th semester of a student who pursue 3 year UG Programmes without taking exit option.

NOTE:

DSC	Discipline Specific Course: Credit of a DSC major could be the combination of lecture credits, tutorial credits, and practical credits. DSC includes core courses, subject elective and subject skill enhancement courses.
MDC	Multidisciplinary Course: All UG students must undergo three introductory level multidisciplinary courses relating to Natural Sciences, Physical Sciences, Humanities, Arts & Social Sciences, Commerce & Management, Interdisciplinary Studies. Students are not allowed to choose or repeat courses already undergone at the higher secondary level (12th class) or opted as major and minor stream under this category.
AEC	Ability Enhancement Course: Ability Enhancement (Language) courses may be designed to achieve competency in the Modern Indian Language and English, with a special emphasis on language and communication skills.
SEC	Skill Enhancement Course: Skill Enhancement Courses may be primed to impart practical skills, hands-on training, soft skills, etc., to enhance the student's employability.
Summer Internship	Internships will require 120 hours (1 credit: 30 hrs of engagement) of involvement working with local industry, government or private organizations, business organizations, artists, crafts persons, and similar entities during summers. #Four credits of internship earned by a student during summer internship after 2nd semester or 4th semester will be counted in 5th semester of a student who pursue 3 year UG Programmes without taking exit option.
Research Project	Research Project/ Dissertation for UG degree (Honours with research) will be completed in the eighth semester under the guidance of a college and university faculty member.
VAC	Value Added Course: All UG students must undergo at least three Value Added Courses
MIC including VOC	Minor Course (MIC) with minimum 24 Credits including Vocational Course (VOC)
	For students who choose to pursue single major after 2nd semester of multidisciplinary Programmes The 16 credits earned during first year in the two subjects, other than the subject which is continued as Single Major, will be counted towards minor

DSC Major and Minor in I& II Semesters will have Foundation or Introductory level courses. DSC Major and Minor in III & IV semesters will be Intermediate Level Courses. Whereas DSC Major and minor in V & VI shall be of higher level courses and in VII & VIII semesters, advanced level courses will be offered.

7.3. Credit hours for different types of courses

The workload relating to a course is measured in terms of credit hours. A credit is a unit by which the coursework is measured. It determines the number of hours of instruction required per week over the duration of a semester (minimum 15 weeks).

Each course may have only a lecture component or a lecture and tutorial component or a lecture and practicum component or a lecture, tutorial, and practicum component, or only practicum component. For example, a three-credit lecture course in a semester means three one-hour lectures per week with each one-hour lecture counted as one credit. In a semester of 15 weeks duration, a three-credit lecture course is equivalent to 45 hours of teaching. Required contact hours to earn credits will be as follows:

Nature of Work	Course Credits	Contact hours per week	Contact hours per semester (15 weeks)
Lecture	01	01	15
Tutorial per paper	01	01	15
Practical, Seminar, internship, field practice/ project, or community engagement, etc.	01	02	30

A course can have a combination of lecture credits, tutorial credits, and practicum credits. For example, a 4-credit course with three credits assigned for lectures and one credit for practicum shall have three 1-hour lectures per week and one 2-hour duration field-based learning/project or lab work, or workshop activities per week. In a semester of 15 weeks duration, a 4-credit course is equivalent to 45 hours of lectures and 30 hours of practicum. Similarly, a 4-credit course with 3-credits assigned for lectures and one credit for tutorial shall have three 1-hour lectures per week and one 1-hour tutorial per week. In a semester of 15 weeks duration, a four-credit course is equivalent to 45 hours of lectures and 15 hours of tutorials.

The following types of courses/activities constitute the programmes of study. Each of them will require a specific number of hours of teaching/guidance and laboratory/studio/workshop activities, field-based learning/projects, internships, and community engagement and service

8.0 Curricular components of the undergraduate programmes

The curriculum includes courses in language, skill, environmental education, India comprehension, digital and technological solutions, health and wellness, yoga education, sports and fitness, and more. It also includes courses from major streams, minor streams, and other disciplines.

8.1 Disciplinary/ Interdisciplinary Major: A student's major would give them the opportunity to study a specific subject or field in depth. The major would provide the opportunity for a student to pursue in-depth study of a particular subject or discipline. Students may be allowed to change major within the broad discipline at the end of the second semester by giving her/him sufficient time to explore interdisciplinary courses during the first year. Advanced-level disciplinary/interdisciplinary courses, a course in research methodology, and a project/dissertation will be conducted in the seventh semester. The final semester may comprise seminar presentation, preparation, and submission of project report/dissertation. The project work/dissertation will be on a topic in the disciplinary programme of study or an interdisciplinary topic.

8.2 Disciplinary/ Interdisciplinary Minor: Courses from disciplinary or interdisciplinary minors, as well as skill-based courses related to a chosen vocational education programme, will be available to students. Students who complete a sufficient number of courses outside of their intended major can pursue a minor in that field or in the selected interdisciplinary field. After completing a variety of courses in the second semester, students can declare their preferred minor and vocational stream.

8.3 Vocational Education and Training: In addition to imparting theoretical and practical knowledge, the undergraduate programme will incorporate vocational education and training to impart skills. A minimum of 12 credits will be awarded to students in the "Minor" stream of vocational education and training. These credits may be related to the student's preferred major or minor or choice of the student. These classes will be helpful in locating employment for students who drop out before finishing the programme.

8.4 Multidisciplinary courses: All UG students are required to undergo 3 introductory-level courses relating to any of the broad disciplines given below. These courses are intended to broaden the intellectual experience and form part of liberal arts and science education. Students are not allowed to choose or repeat courses already undergone at the

higher secondary level (12th class) or opted as major and minor stream under this category.

- I. ***Life Sciences:*** Biochemistry, Biotechnology, Botany, Bioinformatics, Medical Biotechnology, Environmental Sciences, Food Technology, Forensic Sciences, Genetics, Microbiology, Zoology, Chemistry and other Life & Natural Sciences and other Natural Science disciplines are among the foundational courses that students can choose from.
- II. ***Physical Sciences:*** Chemistry, Physics, Mathematics, Computer Sciences, Statistics, Energy and Environmental Sciences and other Physical Science disciplines are among the foundational courses that students can choose from. The courses in this category will assist students in utilizing and putting techniques and tools into use in both their major and minor fields. Training in applications languages like STATA, SPSS, Tally, and other programming languages like Python could be a part of the class. When it comes to data analysis and the use of quantitative tools, the fundamental courses in this category will be beneficial to science and social science.
- III. ***Commerce and Management:*** The courses cover topics like Accounting, Commerce, Business Studies, Human Resource Management, Finance, Production & operations International Business, Business Economics, E – Business, Travel & Tourism Management Financial institutions, Financial Technology, Data Science, English, Sociology, Psychology and other areas.
- IV. ***Arts, Humanities and Social Sciences:*** Through courses in the social sciences like Economics, History, Geography, Sanskrit, Music, Visual Arts, Political science, Psychology, Sociology, Defence Studies, English, Hindi, Public Administration, Library Sciences, Journalism, Mass Media and Communication among others, students will be able to comprehend people and their social behavior, society, and country. Survey methods and India-specific large-scale databases will be taught to students. History, archaeology, comparative literature, the arts and creative expressions, creative writing and literature, language(s), philosophy, and other related fields are just a few examples of courses that fall under the heading "humanities," as well as courses that are related to the humanities that are taught across disciplines.
- V. ***Interdisciplinary Studies:*** Taking courses in interdisciplinary fields like Environmental Sciences, Yoga Sciences, Gender Studies, Political Economy and

Development, Global Environment & Health, Cognitive Science, International Relations, Political Economy and Development, Sustainable Development, and so on will help the learners to understand society.

8.5 Language Enhancement Courses: Students must demonstrate proficiency in English and a Modern Indian Language (MIL), with an emphasis on their language and communication skills, in order to graduate. The primary objective of the classes is to assist students in developing and demonstrating fundamental linguistic skills like critical reading, expository writing, and academic writing. These skills help students understand the significance of language as a medium for knowledge and identity, as well as how to express their ideas in a clear and coherent manner. They would enable students to become familiar with the cultural and intellectual heritage of the chosen MIL and English languages, in addition to providing students with a reflective understanding of the complexity and structure of the language and literature related to both languages. The courses will also place an emphasis on the development and enhancement of skills like communication and the capacity for discussion and debate.

8.6 Skills Enhancement Courses (SEC): By giving students practical knowledge, hands-on experience, soft skills, etc., these courses aim to improve students' employability. The universities may design courses based on the needs of the students and the resources at its disposal.

8.7 Value-Added Courses (VAC) Common to All UG Students

Understanding India: The course aims at enabling the students to acquire and demonstrate the knowledge and understanding of contemporary India with its historical perspective, the basic framework of the goals and policies of national development, and the constitutional obligations with special emphasis on constitutional values and fundamental rights and duties. The course would also focus on developing an understanding among student- teachers of the Indian knowledge systems, the Indian education system, and the roles and obligations of teachers to the nation in general and to the school/community/society. The course will attempt to deepen knowledge about and understanding of India's freedom struggle and of the values and ideals that it represented to develop an appreciation of the contributions made by people of all sections and regions of the country, and help learners understand and cherish the values enshrined in the Indian Constitution and to prepare them for their roles and

responsibilities as effective citizens of a democratic society.

Environmental science/education: The course seeks to equip students with the ability to apply the acquired knowledge, skills, attitudes, and values required to take appropriate actions for mitigating the effects of environmental degradation, climate change, and pollution, effective waste management, conservation of biological diversity, management of biological resources, forest and wildlife conservation, and sustainable development and living. The course will also deepen the knowledge and understanding of India's environment in its totality, its interactive processes, and its effects on the future quality of people's lives. ***Digital and technological solutions:*** Courses in cutting-edge areas that are fast gaining prominences, such as Artificial Intelligence (AI), 3-D machining, big data analysis, machine learning, drone technologies, and Deep learning with important applications to health, environment, and sustainable living that will be woven into undergraduate education for enhancing the employability of the youth.

Health & Wellness, Yoga education, sports, and fitness: Course components relating to health and wellness seek to promote an optimal state of physical, emotional, intellectual, social, spiritual, and environmental well-being of a person. Sports and fitness activities will be organized outside the regular institutional working hours. Yoga education would focus on preparing the students physically and mentally for the integration of their physical, mental, and spiritual faculties, and equipping them with basic knowledge about one's personality, maintaining self-discipline and self-control, to learn to handle oneself well in all life situations. The focus of sports and fitness components of the courses will be on the improvement of physical fitness including the improvement of various components of physical and skills-related fitness like strength, speed, coordination, endurance, and flexibility; acquisition of sports skills including motor skills as well as basic movement skills relevant to a particular sport; improvement of tactical abilities; and improvement of mental abilities. The Universities may introduce other innovative value-added courses relevant to the discipline or common to all UG programmes.

8.8 Summer Internship/Apprenticeship: key aspect of the new UG programme is induction into actual work situations. All students will also undergo internships / Apprenticeships in a firm, industry, or organization or Training in labs with faculty and researchers in their own or other HEIs/research institutions during the summer term. Students

will be provided with opportunities for internships with local industry, business organizations, health and allied areas, local governments (such as panchayats, municipalities), Parliament or elected representatives, media organizations, artists, crafts persons, and a wide variety of organizations so that students may actively engage with the practical side of their learning and, as a by-product, further improve their employability. Students who wish to exit after the first two semesters will undergo a 4-credit work-based learning/internship during the summer term in order to get a UG Certificate.

Community engagement and service: The curricular component of ‘community engagement and service’ seeks to expose students to the socio-economic issues in society so that the theoretical learnings can be supplemented by actual life experiences to generate solutions to real-life problems. This can be part of summer term activity or part of a major or minor course depending upon the major discipline.

Field-based learning/minor project: *The field-based learning/minor project will attempt to provide opportunities for students to understand the different socio-economic contexts. It will aim at giving students exposure to development-related issues in rural and urban settings. It will provide opportunities for students to observe situations in rural and urban contexts, and to observe and study actual field situations regarding issues related to socioeconomic development. Students will be given opportunities to gain a first-hand understanding of the policies, regulations, organizational structures, processes, and programmes that guide the development process. They would have the opportunity to gain an understanding of the complex socio-economic problems in the community, and innovative practices required to generate solutions to the identified problems. This may be a summer term project or part of a major or minor course depending on the subject of study.*

8.9 Research Project/Dissertation: Students choosing a 4-Year Bachelor’s degree (Honours with Research) are required to take up research projects under the guidance of a faculty member. The students are expected to complete the Research Project in the eighth semester. The research outcomes of their project work may be published in peer-reviewed journals or may be presented in conferences /seminars or may be patented.

Other Activities: This component will include participation in activities related to National Service Scheme (NCC), National Cadet Corps (NCC), adult education/literacy initiatives, mentoring school students, and other similar activities.

Additional Seats: The HEIs may create 10% additional seats over and above the sanctioned strength to accommodate the request for a change of major. Any unfilled or vacant seats may be filled with those seeking a change of Major. Preference will be given to those who have got highest CGPA with no arrears in the first year.

8.10 Levels of Courses

- I. **Foundation or introductory courses (First Year):** These courses will focus on foundational theories, concepts, perspectives, principles, methods, and procedures for deciding the subject or discipline of interest. These courses will impart general education required for the advanced studies. These courses will expose students to the different fields of study will lay the foundation for higher-level course work.
- II. **Intermediate-level courses (Second Year):** These courses will include subject-specific courses to fulfill the credit requirements for minor or major areas of learning.
- III. **Higher-level courses (Third Year):** These courses will be of disciplinary/interdisciplinary area of study are required for majoring for the award of a degree.
- IV. **Advanced courses (Fourth Year):** These courses will include lecture courses with practicum, research methodology, advanced laboratory experiments / software training, research projects, hands-on-training, internship/apprenticeship projects at the undergraduate level.

9 Programme and course learning outcomes: Individual programmes of study will have defined learning outcomes which must be attained for the award of a specific certificate/diploma/degree. Course learning outcomes are specific to the learning for a given course of study related to a disciplinary or interdisciplinary/multi-disciplinary area. Course-level learning outcomes must be aligned to programme learning outcomes. The achievement by students of course-level learning outcomes leads to the attainment of the programme learning outcomes.

10. Learning assessment

A variety of assessment methods that are appropriate to a given disciplinary/subject area and a programme of study will be used to assess progress toward the course/programme learning outcomes. Priority will be accorded to formative assessment. Evaluation will be based on continuous assessment, in which sessional work and the terminal examination will contribute to the final grade. Sessional work will consist of class tests, mid-semester examination(s),

homework assignments, etc., as determined by the faculty in charge of the courses of study. Progress towards achievement of learning outcomes will be assessed using the following: time-constrained examinations; closed-book and open-book tests; problem-based assignments; practical assignment laboratory reports; observation of practical skills; individual project reports (case-study reports); team project reports; oral presentations, including seminar presentation; viva voce interviews; computerized adaptive assessment, examination on demand, modular certifications, etc.

The proportion of external and internal assessment in any course shall be preferably 70%:30%. However, this proportion may vary depending upon the nature of course.

11. Letter Grades and Grade Points: The Semester Grade Point Average (SGPA) is computed from the grades as a measure of the student's performance in a given semester. The SGPA is based on the grades of the current term, while the Cumulative GPA (CGPA) is based on the grades in all courses taken after joining the programme of study.

The HEIs may also mention marks obtained in each course and a weighted average of marks based on marks obtained in all the semesters taken together for the benefit of students.

Marks (%)	Letter Grade	Grade Point
> 85	O(outstanding)	10
> 75 to 85	A+(Excellent)	9
> 65 to 75	A(Very good)	8
> 55 to 65	B+(Good)	7
> 50 to 55	B(Above average)	6
> 40 to 50	C(Average)	5
40	P (Pass)	4
Less than 40	F(Fail)	0
	Ab(Absent)	0

11.1. Computation of SGPA and CGPA

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of the sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

Example for Computation of SGPA

Semester	Course	Credit	Letter Grade	Grade point	Credit Point (Credit x Grade)
I	Course 1	3	A	8	3X8= 24
I	Course 2	4	B+	7	4X7= 28
I	Course 3	3	B	6	3X6= 18
I	Course 4	3	O	10	3X 10 =30
I	Course 5	3	C	5	3X5= 15
I	Course 6	4	B	6	4X6= 24
		20			139
SGPA					139/20= 6.95

- ii. The Cumulative Grade Point Average (CGPA) is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

Example for Computation of CGPA

Semester1	Semester2	Semester3	Semester4	Semester5	Semester6
Credit:21 SGPA:6.9	Credit:22 SGPA:7.8	Credit:25 SGPA:5.6	Credit:26 SGPA:6.0	Credit:26 SGPA:6.3	Credit:25 SGPA:8.0
CGPA=6.73 (21 x6.9+22x7.8+25x5.6+26 x6.0+26x6.3+25 x8.0)/145					

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Transcript: University will issue a transcript for each semester as well as a cumulative transcript that reflects performance across all semesters based on the recommendations made above regarding letter grades, grade points, and SGPA and CCPA.

Chaudhary Ranbir Singh University, Jind
Scheme of Examination for BACHELOR OF BUSINESS ADMINISTRATION
Under Choice Based Credit System in accordance to NEP-2020 w.e.f. 2023-2024

Semester I											
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks	
Core Course –A 1	Management Concepts and Principles	BBA-CC-101	4	3	1	0	30	70	0	100	
Core Course –B 1	Basic Statistics	BBA-CC-102	4	3	1	0	30	70	0	100	
Core Course –C 1	Fundamentals of Accounting	BBA-CC-103	4	3	1	0	30	70	0	100	
Minor/ Vocational	Computer Applications in Management	BBA- CC(M/V)-101	2	1	0	2	15	25	10	50	
Multidisciplinary Courses	Choose from pool of MDC*	If only Theory	BBA-MDC-101	3	2	1	0	25	50	0	75
		If Practical	BBA-MDC-101	3	2	0	2	25	25	25	
Ability Enhancement Courses	English Language and Communication Skills – Level-I	B23-AEC-1	2	1	1	0	15	35	0	50	
Skill Enhancement Courses	Choose from pool of SEC**	Choose from common pool of the SEC Courses offered by University	3	2	0	2	20	35	20	75	
Value Added Courses	Human Values and Ethics	B-21- VAC-101	2	1	1	0	15	35	0	50	
Total			24							600	

*Note- student have to choose one subject (Theory/Theory + Practical) subject from the pool of the University Multidisciplinary Courses offered by UTD

*A student will opt for multidisciplinary course from the subject which is different from the discipline. Student are not allowed to choose or repeat courses already undergone at the higher secondary level (12th class) or opted as major and minor discipline under this category provided further that if a multidisciplinary course across. The discipline cannot be offered by the department/institute/college, due to its constraints and available resources, then

- i) MDC can be opted out of MOOCs through SWAYAM
- ii) MDC can be completed out of online courses offered by Chaudhary Ranbir Singh University, Jind

** Note- student have to choose one subject (Theory/Theory + Practical) subject from the Common pool of the SEC Courses offered by University

Semester II										
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –A 2	Organisational Behaviour	BBA-CC-201	4	3	1	0	30	70	0	100
Core Course –B 2	Principles of Marketing	BBA-CC-202	4	3	1	0	30	70	0	100
Core Course –C 2	Corporate Accounting	BBA-CC-203	4	3	1	0	30	70	0	100
Minor/ Vocational	Business Mathematics	BBA- CC(M/V)-201	2	1	1	0	15	35	0	50
Multidisciplinary Courses	Choose from pool of MDC* If only Theory If Practical	BBA-MDC-201	3	2	1	0	30	70	0	75
		BBA-MDC-201	3	2	0	2	25	25	25	
Ability Enhancement Courses	English Language and Communication Skills – Level-2	B23-AEC-2	2	1	1	0	15	35	0	50
Skill Enhancement Courses	Choose from pool of SEC**	Choose from common pool of the SEC Courses offered by University	3	2	0	2	20	35	20	75
Value Added Courses	Environmental Studies	B21-VAC-201	2	1	1	0	15	35	0	50
Total			24							600

*Note- student have to choose one subject (Theory/Theory + Practical) subject from the pool of the University Multidisciplinary Courses offered by UTD

*A student will opt for multidisciplinary course from the subject which is different from the discipline. Student are not allowed to choose or repeat courses already undergone at the higher secondary level (12th class) or opted as major and minor discipline under this category provided further that if a multidisciplinary course across. The discipline cannot be offered by the department/institute/college, due to its constraints and available resources, then

I) MDC can be opted out of MOOCs through SWAYAM

II) MDC can be completed out of online courses offered by Chaudhary Ranbir Singh University, Jind

** Note- student have to choose one subject (Theory/Theory + Practical) subject from the Common pool of the SEC Courses offered by University

Exit Option: Any student opting for exit option after first year will get **Undergraduate Certificate in Business Administration** provided he/she completes 48 Credits of first two semesters and additional 4 credits of summer training report (100 External Marks) based on summer training of 4-6 weeks undertaken in a business organization. Thus, he/she will be eligible to exit the course with the said 52 Credits. In addition, the summer internship report would be evaluated by external expert from panel approved by UGBOS of Department of Management (DOM), CRSU, Jind. Furthermore, the credits of summer internship report would be included/mention in the **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-SEC-202	Summer Internship Report	Internship	-	100*	-	100	4

*The summer internship report would be evaluated by external expert from panel approved by UGBOS of Department of Management (DOM), CRSU, Jind.

Semester III											
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks	
Core Course –A3	Personnel Management	BBA-CC-301	4	3	1	0	30	70	0	100	
Core Course –B3	Managerial Economics	BBA-CC-302	4	3	1	0	30	70	0	100	
Core Course –C3	Fundamentals of Financial Management	BBA-CC-303	4	3	1	0	30	70	0	100	
Minor/ Vocational	Statistics For Managers	BBA- CC(M/V)-301	4	3	1	0	30	70	0	100	
Multidisciplinary Courses	Choose from pool of MDC*	If only Theory	BBA-MDC-301	3	2	1	0	30	70	0	75
		If Practical	BBA-MDC-301	3	2	0	2	25	25	25	
Ability Enhancement Courses	भाषा एवं सम्प्रेषण कौशल	B23-HIN-321	2	1	1	0	15	35	0	50	
Skill Enhancement Courses	Choose from pool of SEC**	Choose from common pool of the SEC Courses offered by University	3	2	0	2	25	25	25	75	
Value Enhancement Courses	-	--	--	--	--	--	--	--	--	--	
Total			24							600	

*Note- student have to choose one subject (Theory/Theory + Practical) subject from the pool of the University Multidisciplinary Courses offered by UTD

*A student will opt for multidisciplinary course from the subject which is different from the discipline. Student are not allowed to choose or repeat courses already undergone at the higher secondary level (12th class) or opted as major and minor discipline under this category provided further that if a multidisciplinary course across. The discipline cannot be offered by the department/institute/college, due to its constraints and available resources, then

I) MDC can be opted out of MOOCs through SWAYAM

II) MDC can be completed out of online courses offered by Chaudhary Ranbir Singh University, Jind

** Note- student have to choose one subject (Theory/Theory + Practical) subject from the central pool of the SEC Courses offered by UTD

Semester IV										
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –A4	Business Research Methods	BBA-CC-401	4	3	0	2	30	50	20	100
Core Course –B4	Marketing of Services	BBA-CC-402	4	3	1	0	30	70	0	100
Core Course –C4	Cost and Management Accounting	BBA-CC-403	4	3	1	0	30	70	0	100
Minor/ Vocational	Data Analysis	BBA-CC(M/V)-401	4	3	0	2	30	50	20	100
Multidisciplinary Courses	--	--	--	--	--	--	--	--	--	--
Ability Enhancement Courses	English Language and Communication Skills – Level 4	B23-AEC-4	2	1	1	0	15	35	0	50
Skill Enhancement Courses	--	--	--	--	--	--	--	--	--	--
Value Enhancement Courses	Choose from pool of VAC	BBA-VAC-401	2	1	1	0	15	35	0	50
Total			20							500

Exit Option: Any student opting for exit option after second year will get **Undergraduate Diploma in Business Administration** provided he/she completes 92 credits of first four semesters and additional 4 credits of summer training report (100 external marks) based on summer training of 4-6 weeks in a business organization undertaken after completion of second semester or fourth semester. Thus, he/she will be eligible to exit the course with the said 96 Credits. In addition, the summer internship report would be evaluated by external expert from panel approved by UGBOS of Department of Management, CRSU, Jind. 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-SEC-401	Summer Internship Report	Internship	-	100*	-	100	4

*The summer internship report would be evaluated by external expert from panel approved by UGBOS of Department of Management, CRSU, Jind.

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

Semester V										
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –A5	Corporate Governance	BBA-CC-501	4	3	1	0	30	70	0	100
Core Course –B5	Legal Aspects of Business	BBA-CC-502	4	3	1	0	30	70	0	100
Core Course –C5	Personal Finance	BBA-CC-503	4	3	1	0	30	70	0	100
Minor/ Vocational	Statistical Software (Excel)	BBA- CC(M/V)-501	4	2	0	2	30	50	20	100
Multidisciplinary Courses	--	--	--	--	--	--	--	--	--	--
Ability Enhancement Courses	--	--	--	--	--	--	--	--	--	-
Skill Enhancement Courses	Internship	BBA-SEC-501	4	1	1	0	0	0	100	100
Value Enhancement Courses		--	--	--	--	--	--	--	--	--
Total			20							500

Semester VI										
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –A6	Strategic Management	BBA-CC-601	4	3	1	0	30	70	0	100
Core Course –B6	Business Law	BBA-CC-602	4	3	1	0	30	70	0	100
Core Course –C6	Entrepreneurship Development	BBA-CC-603	4	3	1	0	30	70	0	100
Minor/ Vocational	Production and Materials Management	BBA- CC(M/V)-601	4	3	1	0	30	70	0	100
	Data Visualization Tools- Excel, R, SPSS	BBA- CC(M/V)-602	4	2	0	4	30	50	20	100
Multidisciplinary Courses	--	--	--	--	--	--	--	--	--	--
Ability Enhancement Courses	--	--	--	--	--	--	--	--	--	-
Skill Enhancement Courses	--	--	--	--	--	--	--	--	--	--
Value Enhancement Courses	--	--	--	--	--	--	--	--	--	--
Total			20							500

For Bachelor in Business Administration:

Credit	(DSC) Major = 72	Minor = 24	MDC = 09	SEC = 09	AECC= 08	VAC = 06	*Internship= 4	Total = 132
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Semester VII										
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –H1	Management Process and Organizational Behaviour	BBA-CC(H)-701	4	3	1	0	30	70	0	100
Core Course –H2	Financial Accounting	BBA-CC(H)-702	4	3	1	0	30	70	0	100
Core Course –H3	Managerial Economics	BBA-CC(H)-703	4	3	1	0	30	70	0	100
Discipline Specific Elective	Business Communication	BBA-DSE-701	4	3	1	0	30	70	0	100
Practicum Courses	Statistical Analysis	BBA-PC-701	4	3	0	2	30	50	20	100
Minor Subject Core Courses	Business Environment	BBA-CC(M)-701	4	3	1	0	30	70	0	100
Total			24							600

Semester VIII										
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –H1	Financial Management	BBA-CC(H)-801	4	3	1	0	30	70	0	100
Core Course –H2	Marketing Management	BBA-CC(H)-802	4	3	1	0	30	70	0	100
Core Course –H3	Human Resource Management	BBA-CC(H)-803	4	3	1	0	30	70	0	100
Discipline Specific Elective	Production and Operational Management	BBA-DSE-801	4	3	1	0	30	70	0	100
Practicum Courses	Management Science	BBA-PC-801	4	3	0	2	30	50	20	100
Minor Subject Core Courses	Business Research Methodology	BBA-CC(M)-801	4	3	1	0	30	70	0	100
Total			24	24	0	0				600

OR

Semester VIII										
Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –H1	Financial Management/ Marketing Management/ Human Resource Management/ Production and Operational Management -Choose one subject from the above mention subjects	BBA-CC(H)-801/ BBA-CC(H)-802/ BBA-CC(H)-803/	4	3	1	0	30	70	0	100
Core Course –H2	Financial Management/ Marketing Management/ Human Resource Management/ Production and Operational Management -Choose one subject from the above mention subjects	BBA-CC(H)-801/ BBA-CC(H)-802/ BBA-CC(H)-803/	4	3	1	0	30	70	0	100
Discipline Specific Elective	-	-	-	-	-	-	-	-	-	-
Practicum Courses	Project Report/ Dissertation	BBA-PC-801	12	0	0	0	50*	150	100	300
Minor Subject Core Courses	Business Research Methodology	BBA-CC(M)-801	4	3	1	0	30	70	0	100
Total			24							600

*The supervisor has to award internal marks out of 50 on the basis of continuous assessment of progress of Project Report/ Dissertation.

4-Year BBA (Honours) or (Honours with Research) will be offered after completion of 3 year BBA programme to those students who have completed at least 60 credits in the concerned discipline. In addition to the above, 4 year BBA (Honours with Research) will be offered only to those students who have obtained CGPA 7.5 or more in the 3 year BBA programme.

4-year BBA (Honours) or (Honours with Research) will be awarded after successful completion of the four year programme securing 180 credits.

Pool of Multidisciplinary Courses (MDC)

Semester I		Semester II		Semester III	
MDC-1		MDC -2		MDC -3	
Course Code	Nomenclature of Course	Course Code	Nomenclature of Course	Course Code	Nomenclature of Course
BBA-MDC-101	Proficiency in Excel	BBA- MDC -201	E-Business and Marketing	BBA- MDC -301	Digital Marketing
BBA- MDC -102	Retail Management	BBA- MDC -201	Managerial Economics	BBA- MDC -302	Organizational Commitment and Engagement
BBA- MDC -103	E-Commerce	BBA- MDC -203	Banking Operations	BBA- MDC -303	Stock Market operations
BBA- MDC -104	Leadership and Team Development	BBA- MDC -204	Personal Selling	BBA- MDC -304	Financial Inclusion

Pool of Skill Enhancement Courses (SEC)

Semester I	
SEC-1	
Course Code	Nomenclature of Course
B23-SEC-101	Office and spreadsheet Tools Learning
B23-SEC-102	Advance Spreadsheet Tools
B23-SEC-103	Basic IT Tools
B23-SEC-104	Essentials of Python
B23-SEC-105	Introductory Course in R
B23-SEC-106	Computer Programming in C

Pool of Value Enhancement Courses (VAC)

Semester I		Semester II		Semester IV	
VAC-1		VAC -2		VAC -IV	
Course Code	Nomenclature of Course	Course Code	Nomenclature of Course	Course Code	Nomenclature of Course
B-21-VAC-101	Human Values and Ethics	B-21-VAC-101	Environmental Studies	BBA-VAC-401	Yoga and Meditation
B21- VAC -201	Environmental Studies	B21- VAC -201	Human Values and Ethics	BBA-VAC-402	Financial Literacy
				BBA-VAC-403	Business Ethics
				BBA-VAC-404	Logistic Management
				BBA-VAC-405	Panchkosha: Holistic Development of Personality
				BBA-VAC-406	National Service Scheme (NSS) Activities and Training
				BBA-VAC-407	National Cadet Crops (NCC) Activities and Training
50% of students of 1st semester of Department/College/Institute will be offered a course on Human Values and Ethics and the remaining 50% will be offered course on Environmental Studies		The students, who have taken Human Values and Ethics course in the Ist Semester, will study a course on Environmental Studies and Vice-Versa.		Students will opt for one VAC course from the pool in this category offered by Department/ College/ Institute. Department/ College/ Institute can offer any other value added course after getting approval from the University.	

Detailed Syllabus

Detailed Syllabus 1st Semester

Management Concept and Principles Pape Code: BBA-CC-101	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: To make the students understand of basic concepts, principles, functions and process of management.	
Course Learning Outcomes: After the successful completion of the course, students will be able to: CLO1: Gain insight about various management styles and apply them in real business conditions and understand their implications. CLO2: Understand the process of planning. Analyze and apply the best management practices in the organization. CLO3: Determine and Construct various controlling measures to solve various problems. CLO4: Gain insight about various leadership and motivational styles and apply them in real business conditions and understand their implications.	
Course Content:	
Unit-I:	Introduction: Nature, Scope and Significance of Management; Process of Management; Role of Managers; Principles of Management; Levels of Management; Evolution of Management Thought: Classical, Neoclassical and Contingency
Unit-II:	Planning: Meaning, Importance, and Process; Effective Planning; Types of Plans; Decision Making: Concept, Nature, Types of Decision, Process, and Techniques; Management by Objectives: Concept & Applications
Unit-III:	Organizing: Nature, Importance, Principles and Process; Departmentalization; Decentralization; Centralization; Delegation; Authority and Responsibility Relationship: Line, Staff and Functional; Formal vs. Informal Organizations
Unit-IV:	Leadership: Meaning and Nature; Motivation: Meaning and Nature; Process and Content Theory of Motivation
Unit-V:	Control: Nature, Process and Significance; Control Methods: Pre-action Control, Steering Control and Post-action Control; Control Techniques
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings: 1. Koontz, H. & Weihrich, H. (2012). <i>Essentials of Management: An International Perspective</i> (8th ed.). McGraw Hill. 2. Robbins S. P., & Coulter, M. (2020). <i>Management</i> (15th ed.). Pearson. 3. Kreitner, R., & Mohapatra, M. (2008). <i>Management</i> . Dreamtech Press. 4. Stoner, J. A. F., Gilbert, D. R., & Freeman, R. E. (2003). <i>Management</i> (6th ed.). Pearson. 5. Rao, V. S. P. (2006). <i>Human Resource Management: Text and Cases</i> . Excel Books.	

Basic Statistics
Paper Code: BBA-CC-102

Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks: 40 (12/I.A. + 28/E.E.)
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Course Objectives: The course aims to familiarize the learners with the basic statistical tools used to summarize and analyse quantitative information for business decision making.

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

- CLO1: Apply a basic knowledge of statistics to business disciplines;
- CLO2: Apply appropriate graphical and numerical descriptive statistics for different types of data
- CLO3: Develop the ability to analyze and summarize the data to provide meaningful information to know about the data;
- CLO4: Use simple regression and correlation models to analyse the underlying relationships between the variables

Course Content:

Unit-I:	Meaning and Scope: Origin and development of Statistics, Importance, scope and limitation of statistics, Concept of Statistical population and sample. Data Classification and Presentation: Classification: rules of classification, bases of classification, frequency distribution, Presentation: Tabular, Diagrammatic and Graphical Difference between diagrams and graphs.
Unit-II:	Measures of Central Tendency: Concept and objectives of an average, Requisites of a measure of central tendency; types of averages, mathematical averages and positional averages applications and limitations.
Unit-III:	Measures of Dispersion, Skewness: Concept and objectives and significance of measuring dispersion, Requisites of a measure of dispersion, absolute and relative measures of dispersion, Types of measures of dispersion- Range, quartile deviation, mean deviation, standard deviation, and their coefficients. Skewness: Meaning and absolute and relative measures of skewness. Concept of Kurtosis.
Unit-IV:	Correlation Analysis: Meaning and types of Correlation; Correlation Vs Causation; Types of correlations, Method of correlation analysis- Scatter diagram, Karl Pearson's, Spearman Rank, and con-current method; Coefficient of determination
Unit-V:	Regression Analysis: Types of regression models; lines of regression; coefficients of regression; methods of determining regression coefficients; Relationships between Correlation and Regression coefficients; Standard Error of Estimate.

Note: The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of four marks each (one part from each unit). Further, two questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

Suggested Readings:

1. Anderson, D. R. (2014). Statistics for learners of Economics and Business. Boston: Cengage Learning.
2. Gupta, S. P., & Gupta, A. (2014). Business Statistics: Statistical Methods. New Delhi: S. Chand Publishing.
3. Gupta, S.C (2022). Fundamental of Statistics. Himalaya publishing House
4. Levin, R., Rubin, D. S., Rastogi, S., & Siddqui, M. H. (2022). Statistics for Management. London: Pearson Education.
5. Sharma, J. K. (2022). Business Statistics, New Delhi: Vikas Publishing House Pvt. Ltd.

Fundamentals of Accounting Paper Code: BBA-CC-103	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: To develop conceptual understanding of the fundamentals of financial accounting process and software.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: Apply the generally accepted accounting principles in recording financial transactions and preparing financial statements. CLO2: Demonstrate accounting process under computerized accounting system. CLO3: Evaluate the importance of depreciation in financial statements. CLO4: Prepare financial statements of corporate business entities.	
Course Content:	
Unit-I:	Accounting: Nature, Scope, Functions and Limitations; Types of Accounting and Accounting System; Accounting Concepts and Conventions; Accounting Equation
Unit-II:	Accounting Process: Journal and Ledger, Trial Balance, Subsidiary Books
Unit-III:	Capital and Revenue; Classification of Income, Expenditure, and Receipts; Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments)
Unit-IV:	Depreciation: Concept, Causes, Features, Objectives, and Methods; Valuation of Stock, Bank Reconciliation Statement; Introduction of IASB & IFRS
Unit-V:	Role of Computer in Accounting; Flow Chart, Software Packages for Accounting, Accounting for Non-Profit Organizations
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Bhattacharya, K., & Dearden J.: <i>Accounting for Management - Text and Cases</i>. Vikas Publishing House 2. Gupta, A. (2004): <i>Financial Accounting for Management</i>. Pearson, Delhi, 2004. 3. Jelsy Joseph Kuppapally, J. J. (2010): <i>Accounting for Managers</i>. Prentice Hall. 4. Narayanaswamy R. (2011): <i>Financial Accounting</i>. Prentice Hall. 5. Maheshwari, S.N., Maheshwari, S.K., Maheshwari, S.K. <i>Financial Accounting</i>. New Delhi: Vikas Publishing House Pvt. Ltd. 	

Computer Applications in Management Paper Code: BBA-CC(M/V)-101	
Credits: 2 Maximum Time: 1½ Hours	Maximum Marks: 50 Internal Assessment (IA) Marks: 15 External Examination (E.E.) Marks: 25 Practical Marks: 10 Minimum Pass Marks: 20 (06/IA.+04(P) + 14/EE.)
Course Objectives: To make the students understand the basics of computer and its applications and inculcate essential computer skills particularly related to MS Office.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: To familiar with Computer and application of computer. CLO2: The field of study will be able to provide basic knowledge of operating system in the form of word processor as well as basic function and commands in MS word and MS PowerPoint. CLO3: To improve presentation skills, communicative skills and language based skills CLO4: They become well versed with the MS Excel.	
Course Content:	
Unit-I:	Introduction to Computer , Characteristics of Computers; Evolution of Computers; Basic Components of a Computer, Their Functions, and Inter-relation; Computer Languages; Types of Computer Systems: Personal-Micro, Mini, Mainframe, and Super Computer.
Unit-II:	Data Storage: Primary Storage, Secondary Storage; Input and Output Devices.
Unit-III:	Operating System: Introduction to Operating System; Types of Operating Systems; Word Processor: Meaning and Applications
Unit-IV:	Communication: Concept of Data Communication and Network Topology
Unit-V:	Basics of MS Office: MS word, MS Excel, MS Powerpoint, Usage and Applications,
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of two mark each (one part from each unit). Further, <i>two</i> questions of <i>three</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Practical: The practical will be based on the applications of MS Office: MSWord, MS Excel & MS PowerPoint	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Sinha, P. K.: <i>Computer Fundamentals</i> (3rd ed.). BPB Publications. 2. Raja, R.: <i>Fundamentals of Computer</i>, Prentice Hall. 3. Dhunna, M., &Dixit J.B.: <i>Information Technology in Business Management</i>, University Science Press New Delhi. 4. Gill N.S.: <i>Computer Network</i>, Krishna Publishing House, New Delhi 5. Douglas, E. Comer: <i>Computer Network and Internet</i>. Pearson. 	

Proficiency in Excel Paper Code: BBA-MDC-101	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 25 Practical Marks (P): 25 Minimum Pass Marks: 30 (10/I.A. +10(P)+ 10/E.E.)
Course Objectives: To develop conceptual understanding of the fundamentals of software package (Excel).	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: Understand the basics of MS-Excel and its functions concepts CLO2: Express problem solving skills based on MS Excel application CLO3: Apply logical skills to Software application	
Course Content:	
Unit-I:	Spreadsheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarising data, combining data from multiple sources, creating charts and graphs, protection of worksheet.
Unit-II:	MS excel screen elements: Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.
Unit-III:	MS Excel Tool: Introduction to spreadsheet, Paradigm of some popular spreadsheet packages, Usage of excel application.
Unit-IV:	Application & Advantages of spreadsheet: Formatting categories of all cells, Modifying columns, rows & cells – Formatting of text, table, chart.
Unit-V:	Basic functions, formulas & conditional formatting group: Sorting, Grouping & Filtering of cells – Mathematical Functions : Sum(), Product(), ABS(), Fact(), Int(), Sumif(), Power(), Mod(), Round(), Trunc().
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of two marks each (one part from each unit). Further, <i>two</i> questions of <i>three</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units..	
Practical: The practical will be based on the applications of MS Excel: MS Excel Screen elements, Excel Tools, Basic Functions and Application of spreadsheet.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. https://www.excel-easy.com/data-analysis.html 2. https://excelwithbusiness.com/blog/15-excel-data-analysis-functions-need/ 3. https://www.studyanalytics.in/data-analysis-using-excel 	

Retail Management Paper Code: BBA-MDC-102	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: To develop conceptual understanding of the retail management.	
Course Learning Outcomes: After completing the course, the student will be able to: CO1: Basic knowledge about retail marketing management CO2: Familiarize with the Retail Strategy, Financial Strategy and, Merchandise Management CO3: Evaluate and develop Retail Pricing-Strategies	
Course Content:	
Unit-I:	Retailing: Introduction- Retail Management Decision Process-Types of retailers. Type of merchandise-Variety and assortment-Services offered-Formats-Types of ownership, Multichannel Retailing-Types-Benefits offered-Challenges, Customer buying decision process-Types of buying decisions-Factors affecting buying decision-Market Segmentation, International market attractiveness.
Unit-II:	Retail Strategy: Target market & Retail format-Gaining Competitive Advantage, Growth Strategies, Strategic Retail Planning Process, Retail Locations-Types Evaluation of Site areas-Number of stores-Trade areas-Evaluation of Trade areas, negotiating a lease, Human Resource Management-Issues-Organization Structure of retail firms-Issues in design-Nurturing talent, Customer Relationship Management-Process-Customer databases.
Unit-III:	Financial Strategy: Strategic Profit Model-Asset management path-Profit management path-Financial strength analysis, Information System & Supply Chain Management-Information flow-Merchandise flow-Distribution Centers Issues.
Unit-IV:	Merchandise Management: Merchandise planning process-Forecasting Sales, Develop assortment plan-Set inventory levels-Merchandise allocation, Buying Merchandise-Brand Alternatives-National Brands-Private label brands-Sourcing and Buying, Negotiating with vendors and Issues-Ethical & Social responsibilities,
Unit-V:	Retail Pricing Strategies: Pricing considerations-Setting prices, Pricing techniques- Issues in pricing, Retail Communication-Building Brand Image and Brand Equity-Communication Methods-Planning the Retail communication process
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, <i>two</i> questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Levy, Weitz, Pandit, Retail Management, Tata McGraw-Hill 2. Gilbert, David, Retail Marketing Management, Prentice Hall 3. Vedamani, Gibson, Retail Management, Functional Principles and Practices, Jaico 	

E-Commerce Paper Code: BBA-MDC-103	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: To develop conceptual understanding of the e-commerce.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: Understand the basics of E-commerce, current and emerging business models. CLO2: Familiarize with basic business operations such as sales, marketing, HR etc. on the web. CLO3: Identify the emerging modes of e-payment. CLO4: Understand the importance of security, privacy, ethical and legal issues of e-commerce.	
Course Content:	
Unit-I:	Technology and Infrastructure for E-Commerce: Framework of E-commerce; Network Infrastructure for E-Commerce
Unit-II:	E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing
Unit-III:	Intranets and Manufacturing: Integrated Logistics, Agile Manufacturing, Emerging Business Requirements, Manufacturing Information Systems.
Unit-IV:	Intranet-based Manufacturing, Logistics Management. E-Commerce and Online Publishing.
Unit-V:	E-payment System: E-payment Methods- Debit card, Credit card, Smart cards, E-Money, E-Wallets; Payment gateways; Emerging modes and systems of E-payment (M-Paisa, PayPal and other digital currency). E-payments risks
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, <i>two</i> questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Agarwala, Kamlesh N., Lal, Amit and Agarwala, Deeksha. "Business on the Net: An Introduction to the whats and hows of E-commerce." Macmillan India Ltd. 2. Elias M. Awad "Electronic Commerce from vision to fulfillment" Third Edition PHI publications. 3. Kosiur, David, "Understanding Electronic Commerce" Prentice Hall of India Private Ltd., New Delhi. 4. Kalakota & Whinston, Electronic Commerce: A Manager's Guide, Pearson Education. 5. Greenstien & Vasarhelyi, Electronic Commerce: Security, Risk Management and Control, Tata McGraw Hill. 6. Joseph, E-Commerce: An Indian Perspective, Prentice Hall of India. 	

Leadership and Team Development Paper Code: BBA-MDC-104	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: To develop conceptual understanding of leadership and team development.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: gain theoretical and practical knowledge to evaluate leadership skills, styles and strategies in contemporary world so as to become a successful leader and effective employee in organisation. CLO2: understand the group dynamics and group decision making so as to develop acumen to utilize the leadership and team building concepts, tools and techniques to handle the complex organisational problems at different levels. CLO3: recognize the dynamics of group decision making. CLO4: understand the working of various teams in organisations. CLO5: evaluate the role of women as leader and using various social media platforms as effective means of communication in contemporary world as a leader. Course Contents	
Course Content:	
Unit-I:	Leadership Styles and attributes of Leadership: Transactional and transformational leadership; Ethical leadership, culture and leadership (the emerging trends in leadership are to be discussed with case studies and projects).
Unit-II:	Groups and Group Processes: The nature and types of groups; Group dynamics- group cohesion, group roles and group norms, threat to group effectiveness; Managing group and inter-group dynamics; Managing culturally diverse groups.
Unit-III:	Leaders and Group Decisions: Group decision making; Power and influence in teams; Leadership and team empowerment; Challenges in team decision making.
Unit-IV:	Team Building: Team Building and Team Effectiveness Group vs. team; Evolution of group into teams; Stages of team development (team development case studies)
Unit-V:	Emotionally intelligent teams: Characteristics of effective team; Collaborative communication in teams; Problem solving and conflict resolution in teams.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, <i>two</i> questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Robbins, S. T., Judge, T. A., & Hasham, E. S. (2013). Organisational Behavior. Pearson. 2. Singh, K. (2015). Organisational Behavior: Texts & Cases (3rd Edition ed.). India: Pearson. 3. Griffin, R. W., Phillips, J. M., & Gully, S. M. (2017). Organisational Behavior: Managing People and Organisations. Cengage Learning. 	

VAC
Session: 2023-24

Name of the Course	Human Values and Ethics
Course Code	B-21- VAC-101
Course Type:	VAC
Level of the course (As per Annexure-I)	I/II Semester
Pre-requisite for the course (if any)	N.A.

Course Learning Outcomes (CLO):	After completing this course, the learner will be able to know/understand: the Need, Content and Process for Value Education. the Human Values and Ethics the origin of Integrated Personality and Well-being The Professional Ethics and Global Citizenship		
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	Theory	Practical	Total
Credits	02	00	02
Contact Hours	02	00	02

Max. Marks:- 50 Internal Assessment Marks:- 15 End Term Exam Marks:- 35	Time:- 3hrs.
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Part B-Contents of the Course

Instructions for Paper-Setter

The paper-setter is requested to set **Nine** questions in all i.e., One Compulsory Objective Type Question (7x1) without any choice, equitably distributed over the whole syllabi and Two Questions from Each Unit equitably spread over the concerned unit. The examinees will have to attempt **Five** questions in all, selecting one question from each unit. All questions carry equal marks.

Unit	Topics	Contact Hours
I	<p>Course Introduction- Need, Content and Process for Value Education</p> <p>Understanding the need, content and process for Value Education. (Students should be aware of the difference among skills, values and ethics and their respective needs in life.) Classification of Value Education: understanding Personal Values, Social Values, and Moral Values & Spiritual Values; Understanding the difference between ideology and values. Understanding Harmony with self, Society and Nature. Activity: Debate and discussion on the need and nature of value education; Students should be encouraged to find and analyze suitable case studies to understand various types of values.</p>	8

II	<p>Human Values and Ethics</p> <p>Meaning and nature of human values; Significance of human values in life; Relation between values and ethics. Relevance of Human values: Integrity, Empathy, Loksangrah, Brahmvihara. Theory of Naya (Jainism), Deontology, Virtue Ethics, Utilitarianism</p> <p>Activity: Students should be divided in small groups and should be motivated to reflect upon their values. Teacher should make an environment to make them realize that everyone has a set of values arisen from their family, social, cultural, religious, and political contexts, some of which correspond to more “human” and “universal” frameworks. This exercise is to encourage students to articulate their values and put them into conversation with values from other contexts.</p>	8
III	<p>Integrated Personality and Well-being</p> <p>Understanding the relationship among: Self, Identity and Personality. Understanding Integrated Personality – with the three gunas theory of Sankhya, the four Antah-karanas (inner instruments) in Yoga, and Panchkosha (five sheaths) in Upanishad. Approaching comprehensive understanding of well-being and its relation to Happiness.</p> <p>Activity: Bhramadhyas Dhyana, Chakra Dhyana, Preksha Dhyana, Sakshi Bhava Dhyana, Vipassana, Yog Nidra, Partipakshabhava (yogic way of cognitive restructuring)</p>	7
IV	<p>Professional Ethics and Global Citizenship</p> <p>Nature, characteristics and scope of professional ethics; Types of Professional Ethics; Professional Values: Trusteeship, Inclusiveness, Commitment, Sustainability, Accountability, Transparency, Impartiality. Values for Global Citizenship: Equality, Justice, and Human Dignity. Nature and need of competency based education; Types of Competencies, Core Competencies: communication, teamwork, planning and achieving goals, Functional Competencies: analytical thinking, knowledge sharing and learning, decision making, partnership building.</p>	7

Suggested Evaluation Methods	
<p>Internal Assessment:</p> <p>➤ Theory</p> <ul style="list-style-type: none"> ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 5 ● Mid-Term Exam: 5 <p>➤ Practicum</p> <ul style="list-style-type: none"> ● Class Participation: ● Seminar/Demonstration/Viva-voce/Lab records etc.: ● Mid-Term Exam: 	<p>End Term Examination: 35</p>
Part C- Learning Resources	
<p>Recommended Books/e-resources/LMS:</p> <ol style="list-style-type: none"> 1. R.R. Gaur, R Sangal, G.P. Bagaria (2009): A Foundation Course in Human Values and Professional Ethics, Excel Books. 2. D.R. Kiran (2014) Professional Ethics and Human Values, McGraw Hill Education (India). 3. Happiness and Well-Being, NIOS Module V (Health and well-being) 4. Kiran Kumar, K. Salagame (2016): Meaning and Well-Being: Indian Perspectives, Journal of Constructivist Psychology 5. Dan P. McAdams, Kali Trzesniewski, Jennifer Lilgendahl, Veronica Benet-Martinez, Richard W. Robins (2021) Self and Identity in Personality Psychology, Personality Science, 2021, Vol. 2, Article e6035, https://doi.org/10.5964/ps.603 6. S.K. Kiran Kumar (2003): An Indian conception of wellbeing, in Henry, J. (Ed) European Positive Psychology Proceedings 2002. Leicester, UK: British Psychological Society. 7. Vivian L Vignoles (2017): Identity: Personal and Social, Chapter to appear in Oxford Handbook of Personality and Social Psychology (2nd ed.), edited by Kay Deaux and Mark Snyder. 8. Wong, S.-C. (2020). Competency Definitions, Development and Assessment: A Brief Review. International Journal of Academic Research in Progressive Education and Development, 9(3), 95–114. 	

Detailed Syllabus 2nd Semester

Organizational Behaviour BBA-CC-201	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: To make the understand behavior at individual, group and organizational levels.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: To understand the conceptual framework of the discipline of OB and its practical applications in the organizational set up CLO2: To deeply understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently. CLO3: To accept and embrace in working with different people from different cultural and diverse background in the workplace.	
Course Content:	
Unit-I:	Organizational Behavior (OB): Meaning, Need, and Scope; Contributing Disciplines to the OB field; Challenges and Opportunities for OB
Unit-II:	Understanding Individual Behavior: Attitudes and Job Satisfaction, Emotions and Moods, Emotional Labor, Emotional Intelligence, Personality and Values
Unit-III:	Perception and Individual Decision-making: Motivation Concepts and Applications
Unit-IV:	Foundations of Group Behavior: Meaning and Nature, Stages of Group Development, Types of Groups, Group properties; Work Teams
Unit-V:	Power and Politics: Conflict and Negotiation; Organizational Culture; Organizational Change and Development
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Ivanchevich, J. M., Konopaske, R., & Matteson, M. T. (2008). <i>Organizational Behavior and Management</i>(1st reprint). Tata McGraw-Hill. 2. Kreitner, R, &Kinicki, A. (2008). <i>Organizational Behavior</i> (8th ed.). McGraw Hill 3. Luthans, F. (2011). <i>Organizational Behavior: An Evidence-Based Approach</i> (12th ed.) McGraw-Hill/Irwin. 4. Newstrom, J. W. (2017), <i>Organizational Behavior: Human Behavior at Work</i> (12th ed.). McGraw Hill. 5. Parikh, M., & Gupta, R. (2010). <i>Organizational Behaviour</i>. McGraw Hill. 6. Robbins, S. P., & Judge, T. A. (2013). <i>Organizational Behavior</i> (15th ed.). Pearson. 7. Morgan, C. T. and King, Introduction to Psychology, McGraw Hill, New Delhi. 8. Parsad L. M., Organizational Behaviour, Sultan Chand and Sons, New Delhi. 	

Principles of Marketing
BBA-CC-202

Credits: 4	Maximum Marks: 100
Time: 3 Hours	Internal Assessment (I.A.) Marks: 30
	External Examination (E.E.) Marks: 70
	Minimum Pass Marks:40 (12/I.A. + 28/E.E.)

Course Objectives: This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing.

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

- CLO1: Understand the concept of marketing and related concepts.
- CLO2: An in-depth understanding to various elements marketing mix for effective functioning of an organization.
- CLO3: Learn some of the tools and techniques of marketing with focus on Indian experiences, approaches and cases.

Course Content:

Unit-I:	Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation – Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context).
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Unit-II:	Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets. Market Targeting, Product positioning concept and Tools
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Unit-III:	Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling.
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Unit-IV:	Marketing Mix: Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price. Promotion Decisions: Factors determining promotion mix, Promotional Tools –Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers
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Unit-V:	Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps
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Note: The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, two questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

Suggested Readings:

1. Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 17e.Pearson Education,2018.
2. Rosalind Masterson, Nichola Phillips, David Pickton, Marketing An Introduction, 5 e, SAGE South Asia edition, 2021
3. Ramaswamy Namakumari, Marketing Management-Indian Context, Global Perspective,6e. Sage Texts, 2018.
4. K.S. Chandrashekar, Market Management-Text & Cases, Tata Mc Graw Hill,2010.
5. Paul Baines, Chris Fill, Sara Rosengren, and Paolo Antonetti, Marketing Oxford University Press, 2020.

Corporate Accounting
BBA-CC-203

Credits: 4	Maximum Marks: 100
Time: 3 Hours	Internal Assessment (I.A.) Marks: 30
	External Examination (E.E.) Marks: 70
	Minimum Pass Marks:40 (12/I.A. + 28/E.E.)

Course Objectives: This course enables the students to develop awareness about corporate accounting in conformity with the provisions of companies Act.

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

CLO1: Understand the features and accounting treatment of Shares and Debentures.

CLO2: Know the procedure of redemption of Preference Shares and Debentures

CLO3: Know the procedure of valuation of goodwill and shares.

CLO4: Prepare of Company's Final Accounts.

Course Content:

Unit-I:	Issue of Shares and Debentures: Issue, Forfeiture and re-issue of shares, Redemption of preference shares; Issue and redemption of debentures
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Unit-II:	Accounting for special issue: Bonus issue, Employee's stock option plan, Buy back of shares.
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Unit-III:	Valuation of goodwill and shares, Underwriting of shares
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Unit-IV:	Final accounts: As per latest format Prescribed under companies Act, 2013.
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Unit-V:	Consolidated balance sheet of holding companies with one subsidiary only.
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Note: The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, two questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

Suggested Readings:

1. Groves, R.E.V., Pendlebury, M., Company Accounts: Analysis, Interpretation and Understanding, Van Nostrand Reinhold publisher.
2. Maheshwari, S.N., Corporate Accounting, Vikas Publishing House, New Delhi
3. Shukla, M.C., Grewal, T.S. and Gupta, S.C., Advanced Accounts, S. Chand & Co., New Delhi
4. Moore, C.L. and Jaedicke, R : K.K. Managerial Accounting, South-western Publishing Company.

Business Mathematics Paper Code: BBA-CC(M/V)-201	
Credits: 2 Maximum Time: 1½ Hours	Maximum Marks: 50 Internal Assessment (IA) Marks: 15 External Examination (E.E.) Marks: 35 Minimum Pass Marks: 20 (06/Int. + 14/Ext.)
Course Objectives: To make the students understand the basics of mathematics and its applications to business.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: The application of equations to solve business problems. CLO2: The calculation of simple, compound interest and discounting of Bills of Exchange. CLO3: The use of matrices in business. CLO4: The Application of ratios and proportions to business.	
Course Content:	
Unit-I:	Number System and Indices: Number System: Meaning– Natural numbers, Even numbers, Odd numbers, Integers, Prime numbers, Rational & Irrational numbers, Real numbers, HCF & LCM (Simple problems). Indices- Meaning-Basic laws of indices and their application for simplification (Simple Problems)
Unit-II:	Theory of Equations: Meaning - Types of Equations – Simple or Linear Equations and Simultaneous Equations (only two variables), Elimination and Substitution Methods only. Quadratic Equation - Factorization and Formula Method ($ax^2+ bx +c=0$ formonly). Simple problems-Application of equations to business
Unit-III:	Progressions: Meaning-Types of Progression-Arithmetic Progression – Finding the 'nth' term of AP and Sum to 'nth' term of AP. Insertion of Arithmetic Mean. Geometric Progression – Finding the 'nth' term of GP and sum to 'nth' term of GP and insertion of Geometric Mean-problems
Unit-IV:	Financial Mathematics: Simple Interest, Compound Interest including yearly and half yearly calculations, Annuities, Percentages, Bills Discounting-problems. Ratios and Proportions Duplicate-triplicate and sub-duplicate of a ratio. Proportions: third, fourth and inverse proportion – problems.
Unit-V:	Probability Theorems: Addition and Multiplication (Proof not required). Conditional probability and Bayes' Theorem (Proof not required). Expectation and variance of a random variable. Business Applications.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of two mark each (one part from each unit). Further, <i>two</i> questions of <i>five</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	

Suggested Readings:
<ol style="list-style-type: none">1. Azharuddin: Business Mathematics, Vikas Publishers.2. Khan, S.M. (2012). <i>A Textbook of Business Mathematics</i>. Viva Books.3. Raghavachari, M. (2008). <i>Mathematics for Management: An Introduction</i> (33rd reprint). Tata McGraw Hills.4. Rangaraj, G., Mallieswari, R., & Rema, V. (2020). <i>Business Mathematics</i>. Cengage.5. Sancheti, D.C., & Kapoor, V.K. (2015). <i>Business Mathematics</i> (11th ed.). Sultan Chand & Sons.

E-Business and Marketing Paper Code: BBA-MDC-201	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: To develop conceptual understanding of the e-business and marketing.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: To apply the e-business technologies in business. CLO2: To understand the technologies applied in online business. CLO3: To manage the business and operations through electronically. CLO4: To analyse the various e-payments for better financial decision making. CLO5: To market the product/service on the e-platform.	
Course Content:	
Unit-I:	Introduction: Concept of e-business; Nature, scope, and impact of e-business technologies; Difference between ebusiness and e-commerce; History and development of e-business; Advantages of e-business; Business model for e-products and e-services; Contribution of e-business technologies to economic growth, market, competitiveness, and productivity.
Unit-II:	Technologies in e-business: Introduction; e-business technologies - hardware, e-business software applications, internet and World Wide Web; Database management system; e-business security; Online payment technology; IT/IS evaluation and e-business; Social consequences of e-business technologies.
Unit-III:	E-Business and Operations Management: Difference between purchase and procurement; Market solutions - sell-side, buy-side, and market place; Integration of product catalogue; Procurement service providing. Online Distribution Components of a distribution system; Characterization of online distribution; hybrid distribution networks; Model for electronic software distribution.
Unit-IV:	E-Payments: E-payment systems – An overview. B to C payments, B to B payments. Types of E- payment system – Credit card payment, debit cards, accumulating balance, online stored value payment systems, digital cash, digital (electronic) wallets, agile wallet, smart cards and digital cheques. Secure Electronic Transaction (SET) protocol. RFID Concepts.
Unit-V:	E-Business Marketing Technologies: E-Commerce and marketing B to B and B to C marketing and branding strategies. Web transaction logs, cookies, shopping cart database, DBMS, SQL, data mining, CRM (customer relationship Management) system – permission marketing, affiliate marketing, viral marketing
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, <i>two</i> questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	

Suggested Readings:

1. Murthy CSV: “E. Commerce – concepts, models and strategies” Himalaya Publishing House Pvt. Ltd, 2015.
2. Reynolds, E-Business A management perspective, Oxford University Press, New Delhi, 2010.
3. Chan, H., Lee, R. Dillon, T., and Chang, E. E-Commerce: Fundamentals and Applications, John Wiley & Sons, New Delhi, 2001.
4. Kenneth C. Laudon, Carol Guercio Traver, E-Commerce 2020-2021: Business, Technology and Society, Global Edition, Pearson Education, 2020.
5. Colin Combe, Introduction to E-Business, Taylor & Francis, 2012
6. O’Brien, J. A., Marakas, G. M., and Behl, R. Management Information Systems. Tata McGraw Hill, New Delhi, 2002.

Managerial Economics Paper Code: BBA-MDC-202	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: This course is meant to acquaint the student with the principles of managerial economics as are applicable in business.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: Apply the knowledge of the mechanics of economics to business. CLO2: Define key characteristics and consequences of different forms of markets.	
Course Content:	
Unit-I:	Managerial economics: meaning nature and scope. Objectives of firm, equilibrium, utility, opportunity cost, marginal and incremental principles. Elasticity of demand : Concept and measurement of elasticity of demand; Price, Income and cross Elasticities; Average revenue, Marginal revenue, And elasticity of Demand; Determinants of elasticity of demand; Importance of elasticity of demand
Unit-II:	Market structure: Market structure and business decisions; Objectives of a business firm a perfect competition; Profit maximization and equilibrium of firm and in short run and long run supply curves; Price and output determination practical applications.
Unit-III:	Monopoly: Determination of price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical application
Unit-IV:	Monopolistic competition: Meaning and characteristic; Price and output Determination under monopolistic competition; Product differentiation; selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition
Unit-V:	Oligopoly: Characteristics indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, <i>two</i> questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Gupta, Managerial Economics, Tata McGraw Hills 2. Geetika, Managerial Economics, Tata McGraw Hills 3. D.N.Dwivedi, Managerial Economic, Vikas Publications 4. Koutsoyiannis, A Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi. 5. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi. 6. G.S Gupta, Managerial Economics, Tata McGraw Hill. 7. RL Varsheny and K L Maheshwari, Managerial Economics - Sultan Chand Publications - New Delhi. 8. Joel Dean, Managerial Economics - Prentice Hall of India Pvt. Ltd.,- NewDelhi. 	

Banking Operations Paper Code: BBA-MDC-203	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: This course is meant to acquaint the student with the principles of banking operations as are applicable in business.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: Investigate the wider role of the financial services retail environment in terms of customer demands and competition CLO2: Identify the components of customer relationship management to develop and increase customer loyalty CLO3: Understand the role of corporate communication and how it is interpreted and delivered at a branch level.	
Course Content:	
Unit-I:	Introduction: History and definition, role within the bank operations, Applicability of retailing concepts distinction between Retail and Corporate/ Wholesale Banking.
Unit-II:	Retail Products Overview: Customer requirements, Products development process, Liabilities and Assets Products/ Description of Liability products, Description of Asset Products, Approval process for retail loans, Home Loans; Auto/ Vehicle Loans; Educational Loans Credit/ Debit Cards. Other Products/ Remittances/ Funds Transfer.
Unit-III:	Marketing/ Selling of retail products: MIS and Accounting Retail Strategies; Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans, with OEMs/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans Delivery Channels - Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking.
Unit-IV:	Technology for Retail Banking: Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies.
Unit-V:	Transaction information from disbursement till final settlement of the loan amount. Analytics/ Alerts. Accounting entries - Loan process and the relevant accounting including EMI Computation.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, <i>two</i> questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai. 2. Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai 3. Uppal, RK, Banking Services and IT, New Century Publications, New Delhi 4. Guruswamy,S., Banking in the New Millenium, New Century Publications, New Delhi 5. Indian Institute of Banking & Finance, Retail Banking, Mumbai 	

Personal Selling Paper Code: BBA-MDC-204	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: This course is meant to acquaint the student with the principles of personal selling.	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: understand the personal selling. CLO2: comprehend the importance and role of personal selling. CLO3: understand the process of personal selling	
Course Content:	
Unit-I:	Concept of Personal Selling and Salesmanship: Qualities of a good salesperson; Types of salespersons; Role of Personal Selling in CRM; AIDAS model of selling. Buying Motives.
Unit-II:	Prospecting: Pre Approach; Approach; Presentation and Demonstration; Handling of Objections; Closing the Sale; Follow-Up; Sales Reports and Sales Audit
Unit-III:	Sales Force Management: Organization, sales force planning, profiling, recruiting, training, motivation and compensation
Unit-IV:	Sales Administration & Control: Sales Analysis, Sales quotas, sales budget, sales territory average, sales audit.
Unit-V:	Physical Distribution: Nature and scope of physical distribution, order processing, distribution strategies, warehousing and transportation – types and selection
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, <i>two</i> questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Belch, G. E., M. A. Belch and Purani K. (2009), Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill Education. 2. Buskirk, R. A. B. D. Buskirk, F. A. Russell (1988), Selling: Principles and Practices, McGraw-Hill. 3. Gupta, Ruchi (2017), Advertising. Scholar Tech Press. 4. Futrell, Charles (2013), Fundamentals of Selling, McGraw Hill Education. 5. Kapoor, Neeru. Advertising and Personal Selling. Pinnacle Learning 6. Sharma, Kavita (2018), Advertising: Planning and Decision Making, Taxmann Publication Pvt. Ltd. 	

VAC 2
B21-VAC-201

Session: 2023-24			
Part A - Introduction			
Semester	I/II		
Name of the Course	Environmental Studies		
Course Code	B23-VAC-201		
CourseType: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VA C)	VAC		
Level of the course (As per Annexure-I)	100-199		
Pre-requisite for the course (if any)	NA		
Course Learning Outcomes(CLO):	<p>After completing this course, the learner will be able to:</p> <ol style="list-style-type: none"> 1.Understand the concept of environmental studies, sustainable development and ecosystem. 2.Learn about the various natural resources andabout biodiversity andits conservation. 3.Know about the types of pollution, solid waste management, global environmental issues and environmental laws. 4.Understand the concept of population growth and its impacts on environment and disaster management. 5. Get knowledge about the environment, its problems, impacts and solutions. 		
Credits	Theory	Practical	Total
	2	NA	2
Contact Hours	2	NA	2
Max. Marks:50 Internal Assessment Marks:15 End Term Exam Marks:35		Time:2 hours	

Part B- Contents of the Course

Instructions for Paper- Setter

Total number of questions set will be nine. Questions no. 1 is compulsory covering the entire syllabus. Two questions will be set from each unit. Students have to attempt five questions in all, selecting one question from each unit including the compulsory question. Each question is of 7 marks. All questions carry equal marks. Final theory exam time allowed will be of 3 hours.

Unit	Topics	Contact Hours
I	<p>Introduction to environmental studies: Multidisciplinary nature of environmental studies; Scope and importance; Concept of sustainability and sustainable development.</p> <p>Ecosystems: Definition, structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs, Major ecosystems types: Forest ecosystem, Grassland ecosystem, Desert ecosystem and Aquatic ecosystem (lakes, rivers, oceans).</p>	02 hours/week
II	<p>Natural resources: Renewable and Non- renewable Resources Land resources: Land degradation and soil erosion. Forest resources: Importance of forests, deforestation: causes and impacts on environment. Water resources: Use and over- exploitation of surface and ground water. Energy resources: Renewable and non- renewable energy sources.</p> <p>Biodiversity and Conservation: Definition and its types, Endangered and endemic species of India. Threats to biodiversity: Habitat loss, poaching of wildlife, man- wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex- situ conservation of biodiversity. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and informational values.</p>	
III	<p>Environmental pollution Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution. Solid waste management: Sources, methods of disposal: Landfill, incineration and composting. Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture.</p> <p>Environmental Policies & Practices Environmental laws: Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981, Water (Prevention and control of Pollution) Act, 1974.</p>	

IV	<p>Human Communities and the Environment: Human population growth: Impacts on environment, human health and welfare. Resettlement and rehabilitation of project affected person. Disaster management: floods, earthquake, cyclones, landslides and drought. Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.</p>
Suggested Evaluation Methods	
<p>Internal Assessment: 15 marks > Theory</p> <ul style="list-style-type: none"> • Class Participation: 4 marks • Seminar/presentation/assignment/quiz/class test etc.: 4marks • Mid-Term Exam: 7 marks 	<p>End Term Examination: Theory: 35 marks (Written exam)</p>
Part C-Learning Resources	
<p>Recommended Books/e-resources/LMS:</p> <ol style="list-style-type: none"> 1. Kaushik, A & Kaushik, C.P. 2022. Perspectives in Environmental Studies. New Age International Pvt Ltd, New Delhi. 2. Bharucha, E.2021. A Textbook of Environmental Studies for Undergraduate Courses, Orient Blackswan Pvt Ltd. 3. Goswami, P., Mandal, J. & Singh, S. 2022. A Textbook on Environmental Studies, Ashok book stall, Assam. 4. Joshi, P.C.& Joshi, N.2009. A Text Book of Environmental Science. APH Publishing Corporation. 5. Basu, M. & Xavier Savarimuthu, S.J.2017. Fundamentals of Environmental Studies. Cambridge University Press. 6. Singh, R.P. & Islam, Z.2012. Environmental Studies. Concept Publishing Company. 	

Detailed Syllabus

3rd Semester

Personnel Management BBA-CC-301	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: The objective of this course is to help the students to develop an understanding of the concept & and essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Understand basic nature and importance of personnel management. CLO2: Analyze the current theory and practice of recruitment and selection. CLO3: Realize the importance of performance management system in enhancing employee performance. CLO4: Recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the workforce, and comply with the legal framework.	
Course Content:	
Unit-I:	Personnel Management: Concept, Nature, Scope and Significance of Personnel Function in Modern Organization, Evaluation and Philosophy of Management of Human Resource, Dimensions of Human Resource, Management Policies, Present Status of Human Resource Management In India.
Unit-II:	Planning and Staffing Policy: Job Evaluation, Job Analysis, Job Description, Manpower Planning.
Unit-III:	Action Areas: Selection, recruitment, placement, performance appraisal, transfer, promotion, demotion and discharge
Unit-IV:	Development of Human Resources - HRD Philosophy and Process, Nature, Objectives, Scope of Training, Development and Performance Appraisal.
Unit-V:	Compensation: Need for National Wage Policy, Job Evaluation, Wage Structure, Fringe Benefits, Financial and Non-Financial Benefits, Personnel Control Research and Audit.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Dessler, Gary, “Human Resource Management”, New Delhi, Pearson Education Asia. 2. Durai, Pravin, “Human Resource Management,” New Delhi, Pearson. 3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “Human Resource Management: Gaining a Competitive Advantage,” New Delhi, McGraw-Hill. 4. Mathis, Robert L. and Jackson, John H., “Human Resource Management,” New Delhi, Thomson. 5. Aswathappa, K., “Human Resource Management”, Text and Cases. New Delhi, Tata McGraw – Hill. 	

Managerial Economics BBA-CC-302	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks: 40 (12/I.A. + 28/E.E.)
Course Objectives: To familiarize the students about basic concepts and theories of business economics.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Define the basic elements of business economic aspects of firm. CLO2: Forecast demand for a product. CLO3: Know what to produce, where to, when to, how to, for whom to produce. CLO4: Gain insight about concepts of Revenue, National Income, Consumption function and Investment analysis and apply them in real business conditions and understand their implications.	
Course Content:	
Unit-I:	Economics: Meaning, Nature and Scope; Micro & Macro Economics; Central Problems of an Economy, Economic Systems: Types and Features
Unit-II:	Business Economics: Nature and Scope; Basic Tools in Economic Analysis; Objectives of a Firm; Theory of Demand: Meaning, Types of Demand, Law of Demand, Factors Affecting Demand; Marginal Utility Analysis and Consumer Behaviour Analysis: Cardinal and Ordinal Utility Approach
Unit-III:	Elasticity of Demand; Measurement, Implications for Decision Making; Demand Forecasting: Meaning, Types, and Methods; Production and Cost Analysis: Production Function, Least Cost Combination of Inputs; Factor Productivity and Returns to Scale.
Unit-IV:	Cost Concepts; Traditional and Modern Theory of Cost; Economies of Scale, Market Structures and Firm's Equilibrium.
Unit-V:	Concepts of Revenue; National Income, Consumption Function, Multiplier & Investment Analysis; Keynesian Approach
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Jole, D, <i>Managerial Economics</i>, PrenticeHall. 2. V. Mote, Paul, S., &G. Gupta (2017), <i>Managerial Economics: Concepts and Cases</i>. McGraw Hill. 3. Truett, C. J.,& D. B. Truett(1984): <i>Managerial Economics</i> (2nd ed.). Cincinnati, South Western Publication. 4. Dwivedi, D. N. (2015): <i>Managerial Economics</i> (8th ed.). Vikas Publication 5. Koutsoyiannis, A. (2003): <i>Modern Microeconomics</i> (Indian 2nd ed.).Palgrave Macmillan 	

Fundamentals of Financial Management BBA-CC-303	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: To acquaint students with the techniques of financial management and their applications for business decision making.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: To understand the basis and goals of an organisation. CLO2: Evaluate the time value of money estimation of cash flows. CLO3: To apply capital budgeting tools in the business. CLO4: To evaluate the various sources of finance available in the market. CLO5: To know the performance of current assets and current liabilities in business.	
Course Content:	
Unit-I:	Introduction to Financial Management: Introduction, Meaning, Definition and types of finance, Scope and objectives of Financial Management, Profit Maximization and wealth Maximization, area of finance, finance within an organization, finance vs economics vs accounting.
Unit-II:	Time value of money: Introduction, need of time value of money, future value-of a single cash flow, annuity, sinking fund, Present value-single cash flow and annuity, perpetuity, uneven cash flows, growing annuity, growing perpetuity, value of an annuity due.
Unit-III:	Financial Planning and Strategy: Introduction, Strategic Decision making and planning, Interface between Financial planning and strategic management, financial forecasting, basics of capital budgeting, capital budgeting decisions Payback period, Accounting Rate of Return and Net Present Value
Unit-IV:	Sources of Financing: Introduction, Role of Financial Markets, Financial Markets: Segments, Product and Services, Long Term Source of finance-Equity, Domestic Capital Markets, Global Depository Receipts, Exist Options, Long Term Source of Finance, internal finance and loan financing
Unit-V:	Working Capital Management: Introduction, Meaning of Working Capital, concept of working capital, nature of working capital, planning of working capital, principles of working capital management, factors affecting working capital management, working capital and operating cycle, net working capital and gross working capital.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. C. Paramasivan, T. Subramanian, Financial Management, New age international (p) limited,2009. 2. I M Pandey, Financial Management, 12 e, Pearson Publications, 2021. 3. M.Y Khan, P K Jain, Financial Management-Text and Problems, 8e, Mc Graw Hill,2019. 4. Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019. 5. Arindam Banerjee, Financial Management, Oxford Publications, 2016. 	

Statistics for Managers BBA-CC(M/V)-301	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt to various managerial situations.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Learn the various types of data for statistical inferences CLO2: Analyze the data using index numbers CLO3: Analyze trend and seasonality in a time series data CLO4: Apply statistical methods for statistical quality control CLO5: Apply statistics to different managerial decision making situations	
Course Content:	
Unit-I:	Data: Quantitative and qualitative, attributes, variables, Scales of measurement: nominal, ordinal, interval and ratio, Types and sources of data, Univariate, bivariate and multivariate data; time-series, cross-sectional data and panel data.
Unit-II:	Time Series Analysis: Meaning and significance, Utility, Components of time series, Models (Additive and Multiplicative); Measurement of trend: Graphic and free hand fitting method, method of semi-average, and Method of least squares; Measurement of seasonal, cyclical, and irregular variations.
Unit-III:	Index Numbers: Meaning, use and significance, problems in construction of index numbers, Methods of constructing index numbers-weighted and unweighted, Construction of index numbers of prices and quantities, Consumer price index number, Introduction to stock market index.
Unit-IV:	Statistical Quality Control: quality and quality control; cost of quality control; Techniques of statistical quality control; control charts: Control chary for variable, Mean chart, R-chart, choice and interpretation of mean and R chart; control chart for attributes, C-chart, <i>p</i> -chart and <i>np</i> -chart; acceptance sampling.
Unit-V:	Statistical Decision Theory: decision alternatives, state of nature, payoff; steps in decision theory approach; types of decision making environments, decision-making under uncertainty: criterion of optimism, criterion of pessimism, equally likely decision criterion, criterion of realism and criterion of regret; decision –making under risk, expected monetary value, expected opportunity loss, and expected value of perfect information; posterior probabilities and Bayesian analysis.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	

Suggested Readings:
<ol style="list-style-type: none">1. Gupta, S.C (2022). Fundamental of Statistics. Himalaya publishing House2. S.P. Gupta, Statistical Methods, Sultan Chand & Sons.3. Stine and Foster, Statistics for Business (Decision making and Analysis), Pearson4. Keller, G, Statistics for Management and Economics, Cengage Learning.5. Levin and Rubin, Statistics for Management, Pearson.6. Sharma, J. K. (2022). Business Statistics, New Delhi: Vikas Publishing House Pvt. Ltd.

Digital marketing BBA-MDC-301	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: To familiarize the students with various concepts of digital marketing.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1. Understand the conceptual framework of Digital Marketing and its strategies to make use of various web presence options CLO2: Recognize different social media platforms and Develop profile on various social media platforms for campaigning CLO3: Analyze and Apply diverse tools for digital marketing so as to make presence in the market. CLO4. To understand the challenges and practices in Digital Marketing with practical applications of social media strategy to solve business problems.	
Course Content:	
Unit-I:	Introduction to digital marketing: Digital Marketing - Overview, Conceptual framework, Digital Marketing Platforms, Digital Marketing & Marketing Strategy, Goals of Digital Marketing, Digital Marketing Strategies
Unit-II:	Customer Engagement in Digital Marketing: Identifying target Audience, Big Data in target Audience, Practices of audience engagement, Social Media Platform and networking websites
Unit-III:	Tools for Digital Marketing: Search Engine Optimization, Concept, Growth traffic Management through SEO, OPO, Conceptual framework
Unit-IV:	Google Webmaster Tools: Site Map Creators, Browser based analysis tools, Page Rank tools, Pinging & indexing tools, Dead links identification tools, Open site explorer, Domain information/who is tools Quick sprout
Unit-V:	Challenges and Practices in Digital Marketing: Threats in Digital Marketing, Cyber security tools and Practices; Adoption in Digital Marketing. Case Studies
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Digital Marketing: Strategy, Implementation and Practice by Dave Chaffey & Fiona Ellis-Chadwick 2. E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013 	

Organizational Commitment and Engagement BBA-MDC-302	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: To familiarize the students with various concepts of organizational commitment and engagement that can be used for effective decision making.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Distinguish human resource development from personnel management CLO2: Differentiate Training needs analysis and training effectiveness CLO3: Describe Employee engagement, burnout and disengagement	
Course Content:	
Unit-I:	Employee Engagement: Definition – Engagement vs. Satisfaction – Engagement Drivers and Models – Work Engagement, Job Engagement and Organisational Engagement – Gender Issues in Engagement – Creating and Executing an Engagement Campaign – Burnout and Disengagement - Engagement and Attrition.
Unit-II:	Development Human Capacity: Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development.
Unit-III:	Training and Development: Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training, Training effectiveness.
Unit-IV:	Learning Organisation: Organisational Learning, Importance of Experiential Learning, Learning Organisation.
Unit-V:	Knowledge Management, Achieving Organisational Effectiveness and Excellence.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Albrecht, S., Handbook of Employee Engagement: Perspectives, Issues, Research and Practice, Edward Elgar Publishing Ltd., 2010. 2. Carbonnara, S., Manager’s Guide to Employee Engagement, McGraw-Hill, 2012. 3. Cook, S., The Essential Guide to Employee Engagement, Kogan Page Ltd., 2009. 4. Federman, B., Employee Engagement: A Roadmap for Creating Profits, Optimizing Performance and Increasing Loyalty, Pfeiffer and Company, 2009. 5. Haldar, U.K., Human Resource Development, Oxford University Press India, 2009. 6. Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A., Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, John Wiley and Sons, 2009. 	

Stock Market Operations BBA-MDC-303	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: To familiarize the students with various concepts of stock market operations that can be used for effective decision making.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO 1: Explain the concepts of investment and understand the Indian securities market environment. CLO 2: Understand the modus operandi of Stock market and regulatory framework of SEBI.	
Course Content:	
Unit-I:	Capital Markets in India - An overview of Indian Securities Market, Meaning, Functions, Intermediaries, Role of Primary Market – Methods of floatation of capital – Problems of New Issues Market – IPO’s – Investor protection in primary market – Recent trends in primary market – SEBI measures for primary market
Unit-II:	Stock exchanges and its Functions : Meaning, Nature, Functions of Secondary Market – Organisation and Regulatory framework for stock exchanges in India – SEBI : functions and measures for secondary market – Overview of major stock exchanges in India - Listing of Securities: Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting
Unit-III:	Trading , settlement and Surveillance System In Stock Exchanges : Different trading systems – BSE - BOLT System – Different types of settlements - Pay-in and Pay-out – Bad Delivery – Short delivery – Auction – NSE – NEAT system options – Market types, Order types and books – De-mat settlement – Physical settlement – Institutional segment – Funds settlement – Valuation debit – Valuation price – Bad and short delivery Risk management system in BSE & NSE – Margins – Exposure limits – Surveillance system in BSE & NSE – Circuit breakers
Unit-IV:	Stock Market Indices : Meaning, Purpose, and Construction in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria –Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview).
Unit-V:	Commodity and Currency Markets: Commodity exchanges : evolution and history – role in globalizing economy – governing regulations – price –risk management – commodity exposure – hedge accounting – currency futures – managing exchange rate – carbon markets – weather derivatives – ETFs – Purpose,

	Importance, types , construction
<p>Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.</p>	
<p>Suggested Readings:</p>	
<ol style="list-style-type: none"> 1. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House Pvt. Ltd. 2. Prasanna Chandra, “Investment Analysis and Portfolio management”, Tata McGraw Hill, 3rd Edn., 2008 3. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House. 4. Sanjeev Agarwal, A Guide to Indian Capital Market, Bharat Publishers 5. Ravi Puliani and Mahesh Puliani, Manual of SEBI, Bharat Publication 	

Financial Inclusion BBA-MDC-304	
Credits: 3 Time: 3 Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 External Examination (E.E.) Marks: 50 Minimum Pass Marks: 30 (10/I.A. + 20/E.E.)
Course Objectives: To familiarize the students with various concepts of finance inclusion.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1 Understand concept of financial inclusion and understand its crucial relationship with development indicators. CLO2. Learn about the emerging trends of micro finance and micro insurance and how the benefit of financial services can be extended to poor. CLO3. Learn about vital concept such as Banks, Client, Business Correspondent and Facilitator involved in smooth functioning of Banking and Finance sector.	
Course Content:	
Unit-I:	Financial Inclusion: Meaning and Definition, Problems of Financial Inclusion, Factors Affecting Access to Financial Services, Financial Exclusion-Meaning, Nature, Participants Causes and Consequences. Benefits Of Inclusive Financial Growth, Relationship between Financial Inclusion and Development Indicators
Unit-II:	Initiatives of Financial Inclusion In India: Cooperative Societies Act, Rural Credit Survey Committee, Nationalization of banks, Introduction of Lead Bank Scheme, Setting up of Regional Rural banks, Introduction of Kisan Credit Card Genesis and Evolution of Microfinance-different models of microfinance operating in India
Unit-III:	Emerging Trends in Microfinance: Micro-insurance- Concept, Practices and Innovations, Understanding Rural Debt, Safe Remittances for the Poor; SHG: Study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India. Extending Financial Services to Poor- Linkages between Formal and Informal Financial Institutions.
Unit-IV:	Financial Service: Financial Service to Poor People, Efforts in reducing Transaction Costs for Banks and Their Clients, Business Correspondent and Business Facilitator, Outreach Model for Banks, The Post Office model.
Unit-V:	Financial Literacy: Financial Literacy and Counseling of Rural People. Challenges for the Future-Inclusive Growth through Rural Employment, the Micro-enterprises Model.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>six</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. K G Karmarkar, G D Banerjee, N P Mohapatra: Towards Financial Inclusion In India, Sage Publication 2. Basu Priy : Improving Access to Finance for India’s Rural Poor, World Bank Publications 3. Bhatnagar Amitabh : Rural Micro finance & Microenterprise, Concept Publishing 4. Sujatha B : Financial Inclusion: Concepts and Strategies, ICFAI 5. Ravichandran Krishnamurthy : Financial Inclusion, VDM Verlag 	

Communicative English-II Paper Code: BBA-AECC-301	
Credits: 2 Maximum Time: 3 Hours	Maximum Marks: 50 Internal Marks: 15 External Marks: 35 Minimum Pass Marks: 20 (06/Int. + 14/Ext.)
Course Objectives: The objective of the course is make the students aware about the basics of English language and make them proficient in reading, writing, comprehension and speaking skills.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Recall the basics of grammar without error. The students will list the usage of parts of speech and avoid the common errors in spoken and written communication. CLO2: Recognize and apply the basic patterns in English vocabulary CLO3: To help the students become the independent users of English language. CLO4: Read and elicit data, information, inferences and interpretations based on a given material in English	
Course Content:	
Unit-I:	Basic Grammar: Spotting the errors pertaining to Articles, Nouns, Pronouns, Adjectives, Adverbs, Subject Verb Concord, Active & Passive voice, Reporting Speech
Unit-II:	Reading and Writing Skills: Paragraph Writing, Outline Development, Slogan Writing, Dialogue Writing, Comprehension Passage
Unit-III:	Vocabulary, Antonyms, Synonyms, Idioms and Phrases, Words often Confused, One Word Substitution, Homonyms and Formation of words (Suffixes, Prefixes and Derivatives)
Unit-IV:	Introduction to Principal Components of Spoken English: Transcription, Word Accent and Intonations
Unit-V	Techniques of Developing Proficiency in English Language: Newspaper, Magazine Reading, Reviewing, and Rewriting; Audio Visual Aids for Language Skill Enhancement; Book Review Writing; Writing for Media and Advertising; Group Discussion; Problem Solving Exercise & Visual Interpretation
Note: The examiner is required to set <i>nine</i> questions in all. The question number one will be compulsory, and would contain <i>five</i> parts of two mark each (one part from each unit). Further, two questions are to be set from each unit of the syllabus. The students will be required to attempt <i>five</i> questions—the compulsory question, and one question from each of the four units. Each question shall carry <i>Five</i> Marks.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Wren and Martin: High School Grammar & Composition: Sultan Chand & Sons, New Delhi 2. S.D.Sharma, Communication Skill in English:, Natraj Publishing House 3. Anjana Neira Dev, Anuradha Marwah& Swati Pal, Creative writing – A Beginner’s Manual, Pearson Publishing India. 2009. 4. T Balasubramanian, A Textbook of English Phonetics: For Indian Students, Macmillan Publishers India. 5. Balasubramanian, English Phonetics for Indian Students: A Workbook by, Macmillan India Pvt. Ltd 	

Business Analytics BBA-SEC-301	
Credits: 3 Time: 1½ Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 Practical (P) Marks: 25 External Examination (E.E.) Marks: 25 Minimum Pass Marks: 30 (10/I.A. +10/P+ 10/E.E.)
Course Objectives: The course aims to familiarize the learners with the basic concept of Business Analyst.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Demonstrate the concept of Analytics Lifecycle & Process in Big Data Analysis. CLO2: Apply the different tools used for analytics to enhance the functionality of a Business and decide the complexities associated with Business analytics CLO3: Analysed descriptive, Predictive and Prescriptive analytics while identifying and resolving problems. CLO4: Integrate business Analytics that is useful to make data-driven decision in corporate	
Course Content:	
Unit-I:	Overview of Business Analytics , What is analytics, Analytics Lifecycle & Process, Data cleaning, handling missing data, outliers.
Unit-II:	Descriptive Analytics , Data Visualization & Data exploration, Regression Analysis (Simple & Multiple) Linear & Non-Linear
Unit-III:	Predictive Analytics , Time Series Analysis and Forecasting, Data Mining
Unit-IV:	Prescriptive Analytics , Optimization Models: Linear & Non-Linear, Simulation
Unit-V:	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>two</i> marks each (one part from each unit). Further, two questions of three marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Practical: The entire syllabus is based on practical exercise i.e. learning through doing. The exam will also have weightage for practical with evaluation through external expert.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Guide to Learn And Master Data Analysis. ... “Too Big To Ignore: The Business Case For Big Data” by Phil Simon. 2. “Business Intelligence for Dummies” by Swain Scheps. 3. “Successful Business Intelligence, Second Edition: Unlock the Value Of BI & Big Data” by Cindi Howson 	

GST Return Filing BBA-SEC-302	
Credits: 3 Time: 1½ Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 Practical (P) Marks: 25 External Examination (E.E.) Marks: 25 Minimum Pass Marks: 30 (10/I.A. +10/P+ 10/E.E.)
Course Objectives: The course aims to familiarize the learners with the basic concept of GST Return Filing.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Evaluate the necessary adjustments for Goods and Service Tax (GST) while recording business transactions.	
Course Content:	
Unit-I:	Levy of GST: Levy of CGST & IGST (Levy residing in two statues – CGST and SGST and working simultaneously (replace SGST with UTGST to show parallel)) - Section 9 of CGST & Section 5 of IGST Act
Unit-II:	Composition levy: Meaning and Applicability-Provisions relating to eligibility limits for composition scheme
Unit-III:	GST Rate slab- Input Tax credit: Eligibility , Conditions and Provisions for availing ITC Documents for claiming – Apportionment of credit and Blocked credits- Non availability of ITC
Unit-IV:	Job work: Matching, Reversal and reclaim of ITC- Export and Import of Goods-Zero rated supply
Unit-V:	Brief of GST Filing Portal: Brief of GST Return filing Dashboard; Brief of GST Registration in GST Portal; Challan Payments in GST Portal; Brief of GSTR-1 and GSTR-3B return filing in GST Portal; Brief of GSTR-4 & CMP-08 and GSTR-7 return filing in GSTPortal.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>two</i> marks each (one part from each unit). Further, two questions of three marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Practical: The entire syllabus is based on practical exercise i.e. learning through doing. The exam will also have weightage for practical with evaluation through external expert.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. S.S. Gupta, Taxmann’s GST New Returns How to meet your obligations – A practical guide for filing of new GST Returns, Taxmann. 2. Dr. H.C Mehrotra and Dr. S.P. Goyal, Income Tax Law and Practice, Sahitya Bhawan Publications, 2020 	

Business Communication BBA-SEC-303	
Credits: 3 Time: 1½ Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 Practical (P) Marks: 25 External Examination (E.E.) Marks: 25 Minimum Pass Marks: 30 (10/I.A. +10/P+ 10/E.E.)
Course Objectives: The course is aimed at equipping the students with the necessary skills to help them in communicating effectively for handling inter as well as intra organizational issues.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Develop competence in oral, written, and visual communication. CLO2: Capable to develop communication theories. CLO3: Proficient in understanding of opportunities in the field of communication. CLO4: Capable to respond effectively to cultural communication differences.	
Course Content:	
Unit-I:	Communication: Meaning, Process, Need, Objectives and Importance; Types of Communication; Barriers in Communication; Guidelines for Effective Communication; Modern forms of Communication, Ethics in Communication.
Unit-II:	Non-verbal Aspect of Communication: Kinesics, Proxemics and Para-Language; Writing Skills; Listening Skills; Presentation Skills; Audience Analysis.
Unit-III:	Communication within the Organization: Preparation of Memo, Notice, Circular and Order; Agenda and Minutes of the Meeting.
Unit-IV:	Report-Writing: Communication outside the Organization: Meaning and importance of Business Correspondence; Layout and essential features of Business letter.
Unit-V:	Employment Oriented Communication: Preparing Resume and Application; Tips for Interview and Group Discussion.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>two</i> marks each (one part from each unit). Further, two questions of three marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Practical: The entire syllabus is based on practical exercise i.e. learning through doing. The exam will also have weightage for practical with evaluation through external expert.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Bhatia, R. C., Business Communication, Ane Books India, New Delhi. 2. Chaturvedi, P. D and Chaturvedi, Mukesh, Business Communication, Pearson Education, New Delhi. 3. Kapoor, A. N., Business Correspondence and Communication Skills, S. Chand & Company, New Delhi 4. Pal, Rajender and Korahalli, J.S., Essentials of Business Communication, Sultan Chand and Sons, New Delhi. 	

Communication in Personal Life Paper Code: BBA-SEC-305	
Credits: 3 Time: 1½ Hours	Maximum Marks: 75 Internal Assessment (I.A.) Marks: 25 Practical (P) Marks: 25 External Examination (E.E.) Marks: 25 Minimum Pass Marks: 30 (10/I.A. + 10/E.E.+ 10/P)
Course Objectives: To develop an awareness about the complexity of communication in a dynamic business environment	
Course Learning Outcomes: After completing the course, the student will be able to: CLO1: After successful completion of the course, the learner should have enhanced Listening, CLO2: Speaking, Reading and Writing skills and should be prepared to meet the challenges of Communication in the business world	
Course Content:	
Unit-I:	The Concept of Communication Models of Communication: Linear / Interactive / Transactional / Shannon And Weaver (To be discussed, but not to be assessed) Meaning and Definition of Communication Process of Communication – Traditional Model of Communication i.e. SMCR (Sender, Medium, Channel, Receiver) Need of Communication Feedback Emergence of Communication as a Key Concept in the Corporate and Global World
Unit-II:	Impact of Technology Enabled Communication Types: Internet, Blogs, E-mail, Moodle, Social Media - Facebook, Twitter and What's App -Advantages & Disadvantages
Unit-III:	Theory of Business Letter: Writing Principles of Effective Letter Writing - 'You' Attitude, Jargon, Four C's of Communication – Correctness, Completeness, Conciseness, Courtesy Parts of a Business Letter Full Block Layout of a Business Letter Principles of Effective E-mail Writing
Unit-IV:	Personnel Correspondence: Statement of Purpose Letter of Recommendation Job Application Letter and Résumé Letter of Appointment Letter of Acceptance of Job Offer Letter of Appreciation Letter of Resignation
Unit-V:	Paragraph Writing: Developing an idea, using appropriate linking devices, Cohesion and Coherence, self editing etc.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of two marks each (one part from each unit). Further, <i>two</i> questions of <i>three</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Practical: The entire syllabus is based on practical exercise i.e. learning through doing. The exam will also have weightage for practical with evaluation through external expert.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Agarwal, Anju D. (1989) A Practical Handbook for Consumers, India Book House, Mumbai. Ashley, 2. A. (1992) A Handbook Of Commercial Correspondence, Oxford University Press, New Delhi. 3. Aswalthapa, K. (1991) Organisational Behaviour, Himalayan Publications, Mumbai. 4. Atreya, N. and Guha (1994) Effective Credit Management, MMC School of Management, Mumbai. 	

5. Bahl , J. C. and Nagamia S. M. (1974) Modern Business Correspondence and Minute Writing, N. M. Tripathi Pvt. Ltd .New Delhi.
6. Balan, K.R. and Rayudu, C. S. (1996) Effective Communication, Beacon Books, New Delhi.
7. Bangh, L. Sue, Fryar, Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group USA

IIT Kanpur Video Lectures

1.<http://nptel.ac.in/courses/109104031/>

2.<http://nptel.ac.in/courses/109104030/>

Detailed Syllabus 4th Semester

Business Research Methods BBA-CC-401	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: The objective of this course is to provide the general understanding of Business research. The course will impart learning about how to collect, analyze, present and interpret data	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: To analyze different perspectives of research in business areas. CLO2: Able to identify, define and develop the research problem of the business. CLO3: Adopt the good sampling design for better data collection. CLO4: To frame the proper hypotheses and statistical test for problem solving. CLO5: To write the technical and business reports on the basis of data analysis and interpretation.	
Course Content:	
Unit-I:	Introduction To Business Research: Business Research- Meaning and definition – Different perspectives of Research –Nature and scope & Objectives of Research, - Motivation of Research, -Types of Research, - Significance of Research, - Application of research in Business Areas: -Personal & HRM, Marketing functions, financial functions, Production and operation management, Cross – functional Research- Limitations of Research.
Unit-II:	Fundamental of Research Frame Work: The Research Process-Management of Dilemma-Understanding conceptual background of Research- Literature survey. Identifying the research GAPS – Research Problem- Select the research Problem – Necessity of defining the Research Problem – Scope and Limitations-Identification of Research Variables –Formulating the research Hypotheses-Developing Research Proposal-Data analysis and interpretation of Results.
Unit-III:	Sampling Techniques: Sampling Design -Census and Sample Survey – Implications of a Sample Design -Steps in Sampling Design – Criteria of Selecting a Sample – Sampling Procedure – Characteristics of a Good Sample Design –Universe, Population, Sample units, Sample, Sample size, Sampling Error – Different Types of Sampling Techniques – Probability Sampling-Non-Probability sampling.
Unit-IV:	Hypothesis Testing: Hypotheses -Testing of Hypotheses- Null Hypothesis and Alternative Hypothesis – (Type –I and Type- II Error) of Testing of Hypotheses – Procedure for Hypothesis Testing: – Setting up of a hypothesis, setting up suitable significance level, Determination of test of Statistical tools, Determination of critical region, computing the value of test-statistics, Criteria for accepting and Rejecting Null Hypothesis.
Unit-V:	Report Writing: Significance of Report Writing- Different Steps in writing Report - Layout of the Research Report – Types of Research Reports: - Brief reports, Detailed Report, Technical Report, Business Reports – Report preparation and presentation- Report structure: - Preliminary section, Main Report, Interpretation of Results and suggested recommendations-Limitation of the study-End note and Precautions for Writing good Research Reports

<p>Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.</p>
<p>Suggested Readings:</p>
<ol style="list-style-type: none">1. Donald R Cooper, Pamela S Schindler, J K Sharma, Business Research Methods, 11e, Tata Mc Graw Hill Education , 2019.2. William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research Methods, Cengage Learning India Pvt Ltd, 2016.3. Deepak Chawla, Research methodology concept and cases, second edition Vikas publications -2016.4. Uwe Flick, An Introduction to Qualitative Research 5e Sage/text -20145. Naval Bajpai, Business Research Methods, Pearson Publications, 2e 2017.6. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.

Marketing of Services BBA-CC-402	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: The objective of this course is to provide the general understanding of marketing services.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Describe the fundamentals of services marketing CLO2: Explain the strategic and tactical aspects of services marketing	
Course Content:	
Unit-I:	Services – Meaning, Characteristics & Nature. Growth in Service Sector, Growth in Services Sector, Marketing of Services-Conceptual Framework, Marketing Mix in Services, Services Marketing Environment, Services Triangle
Unit-II:	Services Consumer Behaviour: Designing Service Marketing Strategy, STP (Segmenting, Targeting and Positioning)-Approach in Service Sector, New Service Design and Development
Unit-III:	Service Demand Management: Role of Customers in Services, Role of Employees in Services, Service Quality, Gap Analysis, SERVQUAL, Customer Satisfaction and Relationship Marketing in Services
Unit-IV:	Services Pricing: Objectives & Approaches, Managing Physical Evidence, Integrated Marketing Communication in Services. Relationship Marketing in Services
Unit-V:	Delivery & Distribution of Services: Global Strategies in Services Management, Service Failure and Recovery, Role of Technology in Services, Recent Trends in Services
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee; Services Marketing: People, Technology, Strategy; Pearson 2017 / Edition 8th . 2. Valeire Zeithnal, Mary Jo Bitner, Dwayne D. Gremier, Ajay Pandit; Services Marketing: Integrating Customer Focus Across the Firm; McGraw Hill 2017 / Edition 6th 3. K. Rama Mohan Rao; Services Marketing; Pearson 2011 / Edition 2nd 4. Rajendra Nargundkar; Services Marketing; McGraw Hill 2010 / Edition 3rd 5. Priyanka B. Joshi; Services Marketing; Everest 2015 / Edition 1st 6. R. Srinivasan; Services Marketing: The Indian Context; PHI 2014 / Edition 4th 	

Cost and Management Accounting BBA-CC-403	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 External Examination (E.E.) Marks: 70 Minimum Pass Marks:40 (12/I.A. + 28/E.E.)
Course Objectives: This paper will acquaint the students with cost and management accounting concepts and its applications for decision making, planning and control.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Understand the basis of conventional and contemporary costing systems CLO2: Determine the costs of products and services CLO3: Critically analyse relevant costs and provide recommendations for decision making CLO4: Prepare plans and budgets and analyse variances from standard cost to pinpoint areas that need control	
Course Content:	
Unit-I:	Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Cost concepts: , Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi- variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost.
Unit-II:	Cost Ascertainment: Cost Unit and Cost Center. Overhead allocation, Overhead Apportionment, (Simultaneous Equation, Repeated Distribution methods) and Overhead Absorption.
Unit-III:	Cost-Volume-Profit Analysis: Marginal cost, Contribution per unit and Total contribution. Profit- Volume Ratio, Break-even Analysis : Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Margin of safety. Relevant Costs and Decision Making such as : Key Factor, Pricing, Product Profitability, Dropping a product line, Make or Buy, Export Order, Sell or Process Further, Shut down vs. Continue operations.
Unit-IV:	Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase Budget, Overhead Budgets, Cash Budget, and Master Budget. Zero based budgeting.
Unit-V:	Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material Cost Variance, Price and Usage Variance and Mix and yield Variance; Labor Cost Variance, Rate and Usage Variance, Idle time, Mix and Yield variance

<p>Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>four</i> marks each (one part from each unit). Further, two questions of <i>ten</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.</p>	

<p>Suggested Readings:</p>	
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| <ol style="list-style-type: none">1. Jain S.P., Narang K.L Cost and Management Accounting BBA . 1st 2010 Rept. 2012, Kalyani Publishers2. BBM Sharma R.K., Gupta Shashi Cost & Management Accounting, 1st 2010 Rept. 2012 , Kalyani Publishers3. S.N.Maheswari - Cost and Management Accounting – Sultan Chand Publications4. Earl K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7th Ed. South western, Cengage Learning.5. Shashi K Gupta and Sharma, Management Accounting – Kalyani Publishers | |
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Data Analysis BBA-CC(M/V)-401	
Credits: 4 Time: 3 Hours	Maximum Marks: 100 Internal Assessment (I.A.) Marks: 30 Practical (P) Marks: 20 External Examination (E.E.) Marks: 50 Minimum Pass Marks:40 (12/I.A. +08/P+ 20/E.E.)
Course Objectives:	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Understand concept of random sample from a distribution, sampling distribution of a statistic, standard error of important estimates such as mean and proportions, CLO2: understand about important inferential aspects such as point estimation, test of hypotheses and associated concepts,	
Course Content:	
Unit-I:	Sampling and Sampling Distribution: sampling and sampling methods- probability and non-probability sampling methods, choice of sampling methods; Sampling distribution and its features, law of large number, sampling distribution of sample mean, difference between two sample mean, sample proportion, and difference between two sample proportion.
Unit-II:	Estimation and Confidence Intervals: point estimation properties and draw back; Confidence interval estimation: interval estimation of population mean, difference between two population means, population proportion, and difference between two population proportions; estimating sample size.
Unit-III:	Hypothesis Testing: Hypothesis and hypothesis testing; general procedure of hypothesis; sample tests- large and small tests- z, t, and F-test
Unit-IV:	Analysis of Variance: Analysis of Variance Approach, ; One way classification, steps for testing null hypothesis, inferences about population means; two-way classification.
Unit-V:	Non-parametric Tests: Chi-square test and its applications; Sign test for large, small and paired data, run test for randomness; Wilcoxon Signed rank test; Mann-Whitney test; Kruskal- Wallis test.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of two marks each (one part from each unit). Further, two questions of <i>eight</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Practical: The entire syllabus is based on practical exercise i.e. learning through doing. The exam will also have weightage for practical with evaluation through external expert.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Gupta, S.C (2022). Fundamental of Statistics. Himalaya publishing House 2. S.P. Gupta, Statistical Methods, Sultan Chand & Sons. 3. Stine and Foster, Statistics for Business (Decision making and Analysis), Pearson 4. Keller, G, Statistics for Management and Economics, Cengage Learning. 5. Levin and Rubin, Statistics for Management, Pearson. 6. Sharma, J. K. (2022). Business Statistics, New Delhi: Vikas Publishing House Pvt. Ltd. 	

Communication and Soft Skills Paper Code: BBA-AECC-401	
Credits: 2 Maximum Time: 3 Hours	Maximum Marks: 50 Internal Marks: 15 External Marks: 35 Minimum Pass Marks: 20 (06/Int. + 14/Ext.)
Course Objectives: To develop basic skills among students to independently handle a wide range of employee performance and counselling	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Demonstrate the process of counselling CLO2: Understand about personality aspects for positive development. CLO3: Apply language and communication skills for improvement of self.	
Course Content:	
Unit-I:	Introduction: Need for and scope of soft skills for a successful career. Need of soft skills at different levels: individual, team and organizational level. Soft Skills for individual Level: language Skills (including grammar & vocabulary).
Unit-II:	Communication skills: Communication skills including verbal, written and body language skills; discipline, concentration, time management, active listening, empathy, perseverance, stress management, critical thinking, creativity, etiquettes etc. skill based questionnaire administration for select soft skills.
Unit-III:	Introduction to Counseling: Emergence, Growth, Definition, Need, Goal, Role and Characteristics of Counselor and Counselee
Unit-IV:	Communication Modalities: Verbal and Non-verbal Communication Modalities, Listening Skills, Listening Barriers and Strategies to Overcome Listening Barriers
Unit-V:	Organizational Applications of Personality: Identifying Problems and Coping Strategies with regard to Occupational Personality and Performance Management
Note: The examiner is required to set <i>nine</i> questions in all. The question number one will be compulsory, and would contain <i>five</i> parts of two mark each (one part from each unit). Further, two questions are to be set from each unit of the syllabus. The students will be required to attempt <i>five</i> questions—the compulsory question, and one question from each of the four units. Each question shall carry <i>Five</i> Marks.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Munro, C A, Counseling: A Skills Approach, Methuen. 2. Reddy, Michael, Counseling at Work, British Psychological Society and Methuen. 3. Rao, S. Narayana, Counselling and Guidance, Tata McGraw Hill. 4. Gladding, S. T, Counseling- A Comprehensive Profession, Pearson. 5. Dr. Alex, Soft skills Know Yourself And Know The World, S.Chand, 2014 6. Jeff Butterfield, Soft skills for everyone, Cengage Learning, 2010 7. Alka Wadkar, Life Skills for Success, Sage, 2016 	

Yoga and Meditation Paper Code: BBA-VAC-401	
Credits: 2 Maximum Time: 3 Hours	Maximum Marks: 50 Internal Assessment (IA) Marks: 15 External Examination (E.E) Marks: 35 Minimum Pass Marks: 20 (06/P. + 14/E.E.)
Course Objectives: Students will get information about the origin, history and development of Yoga. Along with this, they will get information about yoga introduction and different streams of yoga, literature and meditation	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: To make aware of the definition, history and nature of yoga. CLO2. Telling information about different school of yoga. CLO3. Giving information about cleansing technique and yogic diet. CLO4. Explaining the importance of health. CLO5. Yogic management of various diseases and the utility of meditation.	
Course Content:	
Unit-I:	Meaning, definition, aims and objectives of Yoga, personality of Yogi, misconceptions related to Yoga. योग का अर्थ, परिभाषा, लक्ष्य और उद्देश्य, योगी का व्यक्तित्व, योग से सम्बन्धित भ्रामक धारणाएं।
Unit-II:	Yoga practices: Raja Yoga (AshtangaYoga), GyanYoga, Bhakti Yoga, Karma Yoga, Hatha Yoga. योगपद्धतियां : राजयोग(अष्टांगयोग) ज्ञानयोग, भक्तियोग, कर्मयोग, , हठयोग।
Unit-III:	Introduction to cleansing technique: Meaning, Definition, Objectives and Classification. Yogic diet: Diet, Anti-diet, Balanced diet. शुद्धि क्रियाओं का परिचय : अर्थ ,परिभाषा ,उद्देश और वर्गीकरण यौगिक आहार :मिताहार ,विरुद्ध आहार,संतुलित आहार।
Unit-IV:	Health: Meaning, definition, yogic lifestyle, importance of yoga in health protection, measures to increase immunity. स्वास्थ्य : अर्थ ,परिभाषा , यौगिक जीवन पद्धति ,स्वास्थ्य संरक्षण में योग का महत्व ,रोग प्रतिरोधक क्षमता बढ़ाने के उपाय।
Unit-V	Yogic management in health problems: cervical, back pain, diabetes and stress. Meditation: Meaning, types, importance, general instructions and suggestions for meditation, physical, mental and spiritual effects of meditation. स्वास्थ्य समस्याओं में यौगिक प्रबंधन: सर्वाङ्कल ,कमर दर्द, मधुमेह एवं तनाव ध्यान : अर्थ ,प्रकार ,महत्व ,ध्यान के लिए सामान्य निर्देश एवं सुझाव , ध्यान का शारीरिक ,मानसिक एवं अध्यात्मिक प्रभाव।
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of two mark each (one part from each unit). Further, <i>two</i> questions of <i>five</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. आसन प्राणायाम मुद्रा एवं बंध -योगपब्लिकेशन ट्रस्ट मुंगेर बिहार 2. योगरहस्य – डॉ कामाख्या कुमार 3. षट्कर्म - आई. वाई. बासवारेड्डी एवं अन्य 4. योग मनोविज्ञान-शान्ति प्रकाशयत्रे 5. Yoga & yogic chikitsa - Singh Prof. Ramharsh ,Chaukhamba Sanskrit pratishthan, Edition 2011 	

6. Swami Vivekananda: Jnana Yoga, Bhakti Yoga, Karma Yoga, Raja Yoga, Advaita Ashrama, Calcutta, 2000.

Financial Literacy
Paper Code: BBA-VAC-402

Credits: 2

Maximum Marks: 50

Maximum Time: 3 Hours

Internal Assessment (IA) Marks: 15

External Examination (E.E) Marks: 35

Minimum Pass Marks: 20 (06/P. + 14/E.E.)

Course Objectives: To understand the conceptual knowledge of financial literacy and apply the knowledge to make their financial plans.

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

CLO1: Develop proficiency for personal and family financial planning

CLO2: Apply the concept of investment planning

CLO3: Ability to analyse banking and insurance products

CLO4: Personal tax planning.

Course Content:

Unit-I:	<p>Financial Planning and Financial Products.</p> <ul style="list-style-type: none"> • Introduction to Saving • Time value of money • Management of spending and financial discipline
Unit-II:	<p>Banking and Digital Payment</p> <ul style="list-style-type: none"> • Banking products and services • Digitisation of financial transactions: Debit Cards {ATM Cards} and Credit Cards, Net banking and UPI, digital wallets • Security and precautions against Ponzi schemes and online frauds
Unit-III:	<p>Investment Planning and Management</p> <ul style="list-style-type: none"> • Investment opportunity and financial products • Insurance Planning: Life and non-life including medical insurance schemes.
Unit-IV:	<p>Personal Tax</p> <ul style="list-style-type: none"> • Introduction to basic Tax Structure in India for personal taxation • Aspects of Personal tax planning • Exemptions and deductions for individuals • e-filing Note: Some of the theoretical concepts would be dealt with during practice hours.
Unit-V	<p>GST In India A Synopsis, Background, Concept of GST, Definitions and related terminologies.</p>

Note: The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of two mark each (one part from each unit). Further, *two* questions of *five* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

Suggested Readings:

1. Introduction to Financial Planning (4th Edition 2017)- Indian Institute of Banking & Finance.
2. Sinha, Madhu. Financial Planning: A Ready Reckoner July 2017, McGraw Hill. Suggested readings

3. Pandit, Amar The Only Financial Planning Book that You Will Ever Need, Network 18 Publications Ltd.

Business Ethics BBA-VAC-403	
Credits: 2 Time: 3 Hours	Maximum Marks: 50 Internal Assessment (I.A.) Marks: 15 External Examination (E.E.) Marks: 35 Minimum Pass Marks: 20 (06/I.A. + 14/E.E.)
Course Objectives: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: understand the issues of values and ethics in management so that decision making and decision execution are undertaken in a human manner, as this will add to the flexibility and dynamism of the corporate culture.	
Course Content:	
Unit-I:	Introduction to Business Ethics: Introduction, Ethics and Morals, Business Ethics, Need for Business Ethics, Benefits of Business Ethics, Principles of Business Ethics, Factors affecting Business Ethics, The three components of business-Economics, Legal and Ethical
Unit-II:	Organisational Ethics: Introduction, Ethical Corporate Behaviour, Development of ethical Corporate behaviour, Ethical Leadership, Ethical Decision Making, Ethical Dilemmas in Organisation, Social Responsibility of Business
Unit-III:	Workplace Ethics: Introduction, Factors Influencing Ethical Behavior at work Ethical Issue: Business Relationships, Conflicts of Interest, Fairness and Honesty, Communications, Discrimination, Harassment, Importance of ethical Behavior at workplace
Unit-IV:	Ethical Issues in the Functional Area: Introduction, Ethics in functional area, Ethics in Marketing, Ethics in Finance, HR, Production and Information Technology: Introduction, Potential Conflicts, Creating ethical Environmental Ethics, Gender Ethics
Unit-V:	Corporate social responsibility: Introduction, Strategic components, Different approaches to CSR, Globalization, Sustainability, CSR standards, Best practices
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>two</i> marks each (one part from each unit). Further, two questions of <i>five</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Management by Values; Chakraborty S.K.; Oxford University Press, Kolkata 2005. 2. “Business Ethics”: A.C. Fernando. Person. 3. Professional Ethics by R. Subramanian, Second Edition, OXFORD 4. Theory and Practice of Managerial Ethics; Jayashree S. Sadri S. and Dastoor D.S.; Jaico, Mumbai. 5. New Mantras in Corporate Corridors, Sharma Subash New age International Publishers, New Delhi 2007. 	

6. Business Ethics and Corporate Governance (towards excellence and sustainability); Sadri S., Jayashree. Himalaya Publishing Co. Mumbai 2011.

Logistic Management BBA-VAC-404	
Credits: 2 Time: 3 Hours	Maximum Marks: 50 Internal Assessment (I.A.) Marks: 15 External Examination (E.E.) Marks: 35 Minimum Pass Marks: 20 (06/I.A. + 14/E.E.)
Course Objectives:	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: understand fundamentals of logistics. CLO2: learn the importance on logistic in the current business Scenario CLO3: identify various dimensions of logistics management.	
Course Content:	
Unit-I:	Logistics: Definition - History and Evolution- Objectives – Elements- Activities Importance- The work of logistics-Logistics interface with marketing- Retails logistics-Emerging concept in logistics.
Unit-II:	Logistics Management: Definition and Evolution -Achievement of competitive advantage through logistics Framework-Role of Logistics management-Integrated Logistics Management - Model – Flow of process activities (in brief).
Unit-III:	Outsourcing logistics: Reasons: Third party logistics provider-Fourth party Logistics providers (4 pl) Stages-Role of logistics providers.
Unit-IV:	Logistics Strategy: Strategic role of logistics – Definition-role of logistics managers in strategic decisions: Strategy options, Lean Strategy, Agile Strategies & Other strategies :Designing & Implementing logistical strategy.
Unit-V:	Quality customer service & integrated logistics: Customer service-importance elements- the order cycle system-distribution channels-Functions performed-Types designing- Logistical packaging.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of <i>two</i> marks each (one part from each unit). Further, two questions of <i>five</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Logistics Management for International Business: Text and Cases, Sudalaimuthu & Anthony Raj, PHI Learning, First Edition, 2009. 2. Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-hill/Irwin, First Edition, 1998. 3. Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R.Stock, Lisa M. Ellram, McGraw Hill Higher Education, 1997. 	

Panchkosha: Holistic Development of Personality Paper Code: BBA-VAC-404	
Credits: 2 Maximum Time: 3 Hours	Maximum Marks: 50 Internal Assessment (IA) Marks: 15 External Examination (E.E) Marks: 35 Minimum Pass Marks: 20 (06/P. + 14/E.E.)
Course Objectives: To introduce Five Koshas – five levels of mind-body complex – Annamaya, Pranayama, Manomaya, Vigyanamaya and Anandamaya Kosha; for a holistic development of personality.	
Course Learning Outcomes: After successful completion of the course, the students will be able to: CLO1: Coping with peer pressures and stress. CLO2: Improved concentration leading to better overall performance. CLO2: Gain an in-depth understanding of different aspects of distribution channels. CLO3: Manage life situations through a balanced and mature approach.	
Course Content:	
Unit-I:	Elements of Personality- PanchKosha: Introduction; Five aspects of Human Personality: Annamaya Kasha (Physical body), Pranamaya Kosha (Vital life force energy), Manomaya Kosha (Psychological wellness), Vijnanamaya Kosha (Intellect), Anandamaya Kosha (Happiness and Blissfulness); Health: Mental and Physical
Unit-II:	Annamaya Kosha and Pranamaya Kosha: Human Body and Pancha Karmendriyas, Annamaya Kosha: Balanced diet and exercise for healthy body, Pranamaya Kosha: Development of life force, Pranayam, Charucharya: Social Etiquettes.
Unit-III:	Manomaya Kosha and Vijnanamaya Kosha: Antahkarana and its functions, Pancha Gyanendriyas, Manomaya Kosha : Controlling the Mana (mind), Vijnanamaya Kasha: Ability of discretion and decision making.
Unit-IV:	Anandamaya Kosha and Beyond-,Anandamaya Kosha: Experience of happiness .and bliss; Self-realisation,
Unit-V	Nature of Consciousness: Sat-Chit-Ananda.
Note: The examiner will set <i>eleven</i> questions in all. Question number one will be compulsory, and would contain <i>five</i> parts of two mark each (one part from each unit). Further, <i>two</i> questions of <i>five</i> marks each are to be set from each of the five units. The students will be required to attempt <i>six</i> questions—the compulsory question, and one question from each of the five units.	
Suggested Readings:	
<ol style="list-style-type: none"> 1. Swami Nishchalanand, PanchaKosha: The five sheaths of the human being, Kindle edition. 2. G. S. Sadhale (Compiled by). Chowkhamba Vidyabhawan, Varanasi, 2014, Upanisadvakya Mahakosa. (An Upanishadic Concordance, taken from 239 Upanishads, 	

