

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

**Bachelor of Business  
Administration  
(B.B.A.)**

**SCHEME**

**AND**

**SYLLABI**

**2023-24  
onwards**

**Department of Management (DOM)  
Faculty of Commerce and  
Management  
Chaudhary Ranbir Singh University,  
Jind**

**(Established by Government of Haryana Legislature Act No. 28 of**



# **CURRICULUM AND CREDIT FRAMEWORK FOR UNDERGRADUATE PROGRAMMES (CCFUGP)**

**For**

**Bachelor of Business Administration (BBA)**

**(Applicable from the Academic Session 2023-24 onwards)**



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

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

**Bachelor of Business Administration (Honours)**

**Fourth Year: Semester VII**

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 Behavior	BBA-CC-H1-701	4	3	1	0	30	70	0	100
Core Course –H2	Financial Reporting and Analysis	BBA-CC-H2-702	4	3	1	0	30	70	0	100
Core Course –H3	Statistics for Business Decisions	BBA-CC-H3-703	4	3	1	0	30	70	0	100
Discipline Specific Course-DSE-H1	Each student will opt one course from pool of discipline specific elective courses for Semester VII	BBA-DSE-H1-704 OR BBA-DSE-H1-705	4	3	1	0	30	70	0	100
Practicum Courses- H1	Seminar	BBA-PC-H1-706	4	-	-	-	-	-	100*	100
Minor Core Courses- HM1	Economics for Managerial Decisions	BBA-CC-MH1-707	4	3	1	0	30	70	0	100
Total			24							600

\*Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an external expert from panel approved by UGBOS of Department of Management (DOM), Chaudhary Ranbir Singh University, Jind. and Head of Department (or his/her nominee) in concerned college/institute.

**POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII**

Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Discipline Specific Course-DSE-H1	Business Communication for Managers	BBA-DSE-H1-704	4	3	1	0	30	70	0	100
Discipline Specific Course-DSE-H1	Business Eco-System and Environment	BBA-DSE-H1-705	4	3	1	0	30	70	0	100

### Fourth Year: Semester VIII

#### Semester VIII

Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –H4	Advanced Human Resource Management	BBA-CC-H4-801	4	3	1	0	30	70	0	100
Core Course –H5	Comprehensive Viva-Voce	BBA-CC-H5-802	4	-	-	-	-	-	100*	100
Core Course –H6	Advanced Marketing Management	BBA-CC-H6-803	4	3	1	0	30	70	0	100
Discipline Specific Course- DSE-H2	Each student will opt one course from pool of discipline specific elective courses for Semester VIII	BBA-CC-H2-804 OR BBA-DSE-H2-805	4	3	1	0	30	70	0	100
Practicum Courses- H2	Financial Management	BBA-PC-H2-806	4	3	1	0	30	70	0	100
Minor Core Courses- HM2	Optimization Models for Business Decisions	BBA-CC-MH2-807	4	3	1	0	30	70	0	100
Total			24							600

\*Comprehensive viva-voce would be conducted by external expert from panel approved by UGBOS of Department of Management (DOM), Chaudhary Ranbir Singh University, Jind

**Note:** Student completing 180 credits would be eligible to obtain **Bachelor of Business Administration (Honours)**.

#### POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII

Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Discipline Specific Course-DSE-H2	Research Methods for Business	BBA-DSE-H2-804	4	3	1	0	30	70	0	100
Discipline Specific Course-DSE-H2	Production and Operations Management	BBA-DSE-H2-805	4	3	1	0	30	70	0	100

# Bachelor of Business Administration (Honours with Research)

## Fourth Year: Semester VII

### 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 Behavior	BBA-CC-H1-701	4	3	1	0	30	70	0	100
Core Course –H1	Financial Reporting and Analysis	BBA-CC-H2-702	4	3	1	0	30	70	0	100
Core Course –H1	Statistics for Business Decisions	BBA-CC-H3-703	4	3	1	0	30	70	0	100
Discipline Specific Course-DSE-H1	Each student will opt one course from pool of discipline specific elective courses for Semester VII	BBA-DSE-H1-704 OR BBA-DSE-H1-705	4	3	1	0	30	70	0	100
Practicum Courses- H1	Seminar	BBA-PC-H1-706	4	-	-	-	-	-	100*	100
Minor Core Courses-HM1	Economics for Managerial Decisions	BBA-CC-MH1-707	4	3	1	0	30	70	0	100
Total			24							600

\*Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an external expert from panel approved by UGBOS of Department of Management (DOM), Chaudhary Ranbir Singh University, Jind. and Head of Department (or his/her nominee) in concerned college/institute.

### POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII

Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Discipline Specific Course-DSE-H1	Business Communication for Managers	BBA-DSE-H1-704	4	3	1	0	30	70	0	100
Discipline Specific Course-DSE-H1	Business Eco-System and Environment	BBA-DSE-H1-705	4	3	1	0	30	70	0	100

### Fourth Year: Semester VIII

#### Semester VIII

Domain	Course Title	Course Code	Credits	Lecture	Tutorials	Practical	Internal Marks	External marks	Practical/ External Evaluation Marks	Total Marks
Core Course –H4	Advanced Human Resource Management	BBA-CC-H2-801	4	3	1	0	30	70	0	100
Core Course –H5	Comprehensive Viva-Voce	BBA-CC-H2-802	4	-	-	-	0	0	100*	100
Minor Core Courses- HM2	Optimization Models for Business Decisions	BBA-CC-MH2-807	4	3	1	0	30	70	0	100
Project/Dissertation	Research Project	BBA-PC-H2-808	8+4	-	-	-	-	200**	100***	300
Total			26							600

\*Comprehensive viva-voce would be conducted by external expert from panel approved by UGBOS of Department of Management (DOM), Chaudhary Ranbir Singh University, Jind.

\*\*Project Report will be evaluated by external examiner from panel approved by UGBOS of Department of Management (DOM), Chaudhary Ranbir Singh University, Jind.

\*\*\*Viva-Voce on Project Report will be conducted by External Examiner from panel approved by UGBOS of Department of Management (DOM), Chaudhary Ranbir Singh University, Jind.

**Note:** Students completing 180 credits would be eligible to obtain **Bachelor of Business Administration (Honours with Research)**.

**Notes:**

1. A student will opt for Multidisciplinary Course (MDC) from the subject which is different from the discipline of business administration. Students are not allowed to choose or repeat courses already undergone at the higher secondary level (12th class) or opted as major and minor courses 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 the Chaudhary Ranbir Singh University, Jind.
  - iii. MDC can be completed from a cluster college, i.e., from a neighboring college/institute.
2. 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.
3. BBA (Honours) or (Honours with Research) will be awarded after successful completion of the four year programme securing 180 credits.
4. Student opting for Honours with Research will work on a Research Project or do research during the eighth semester. The dissertation work will be of 12 credits. 8 credits will be earmarked for the evaluation report of the dissertation and viva-voce examination will carry weightage of 4 credits.

**Project/Dissertation:** A student of fourth-year Bachelor Degree (Honours with Research) Programme will be required to work on the Research Project or do research during eighth semester. The Project/Dissertation work will be of 12 credits.

- i. A student, who has been admitted in Honours with Research Programme, shall submit a request for allotment of a supervisor mentioning her/his research areas of interest in order of preference to the Chairperson/Principal/Director during seventh semester. The Department/College/Institute will allot a qualified supervisor to guide the student for doing research during Project/Dissertation work. A regular full time teacher of that Department/College/Institute, who has been approved to supervise Ph.D scholars by the university, will be eligible to guide the students of Honours with Research programme of that institution.
- ii. The student will submit the synopsis to the supervisor. In case of University Teaching Department (UTD) the synopsis will be approved by the departmental research advisory committee after recommendation of the supervisor. In other cases, the Principal/Director of College/Institute shall constitute a committee for this purpose at the College/Institute level. External experts may be involved wherever sufficient qualified regular teachers are not available.
- A) The student shall be required to submit three hard copies of her/his dissertation along with soft copy as PDF file to the Department/College/Institute by 30th June of the concerned year. The late submission can be allowed with late fees as decided by the university from time to time. The Anti-plagiarism policy of the university is to be strictly followed by the candidate and the supervisor. Similarity report as per Anti-plagiarism policy of the university is to be annexed with the dissertation, furthermore, prior to submitting their dissertation, students are required to present a paper on their research at a national or international conference/publish their research paper on the topic in a peer-reviewed journal.
- iii. Evaluation of the dissertation shall be done by an external examiner. The dissertation work will be of total 12 credits (300 marks) and evaluation will be done in two components; report of dissertation (8 credits=200 marks) and open viva-voce examination (4 credits=100marks).

# Detailed Syllabus



Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Management Process and Organizational Behaviour			
Course Code	BBA-CC-H1-701			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	CC-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Understand evolution and basic concepts of management. CLO2: Understand the behavioral dynamics in an organizational setting. CLO3: Understand individual behaviour like personality, emotions, perception and learning and apply this knowledge in people management at workplace. CLO4: Apply the understanding of group dynamics and its importance in organisational development.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Management: Meaning, Nature, Significance; Evolution of Management Thought; Managerial Processes, Principles, Functions, Roles of Manager; Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence in Contemporary business environment.			15
II	Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures).			15
III	Organisational Behaviour: Concept, nature, conceptual foundations, History of Organisational Behaviour, disciplines that contribute to the field of OB, Contemporary challenges & opportunities for OB.			15
IV	Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power & Politics at work, Organizational Culture; Learning Organizations and Organizational Learning.			15

Suggested Evaluation Methods	
<b>Internal Assessment:</b> ➤ <b>Theory</b> • Class Participation: <b>5</b> • Seminar/presentation/assignment/quiz/class test etc.: <b>10</b> • Mid-Term Exam: <b>15</b>	End Term Examination: <b>70</b>
Part C-Learning Resources	
<b>Recommended Books/e-resources/LMS:</b> 1. Robbins, S.P. Management Concepts, Pearson Education India, New Delhi. 2. Koontz, Weilhrich, Management: A Global and Entrepreneurial Perspective, McGraw Hill. 3. Jones and George, Contemporary Mangement , McGraw Hill.	

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Financial Reporting and Analysis			
Course Code	BBA-CC-H2-702			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	CC-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Understand principles and techniques of accounting. CLO2: Understand the steps involved in preparation and analysis of financial statements. CLO3: Understand the concept of marginal costing budgets. CLO4: Know the responsibility accounting and HR accounting.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<b><u>Instructions for Paper- Setter</u></b> The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Accounting: meaning, branches, principles, concepts and conventions, accounting process; Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting Standards.			15
II	Financial statements: elements, preparation of financial statements; Financial Reporting: reporting practices, IFRS; Financial statement analysis: meaning, significance, and the analytical tools: Ratio analysis, Du Pont analysis, Cash flow analysis.			15
III	Marginal costing: Cost Volume Profit and Break-even analysis, contribution margin, profit volume graph; Budgeting: conceptual framework, types of budget: Master budget, fixed and flexible budgets, Zero-base budgeting, and Performance budgeting.			15

IV	Responsibility accounting and segmental analysis: meaning, types; Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting and the Life Cycle Costing.	15
<b>Suggested Evaluation Methods</b>		
<b>Internal Assessment:</b> > <b>Theory</b> • Class Participation: <b>5</b> • Seminar/presentation/assignment/quiz/class test etc.: <b>10</b> • Mid-Term Exam: <b>15</b>		End Term Examination: <b>70</b>
<b>Part C-Learning Resources</b>		
<b>Recommended Books/e-resources/LMS:</b> <ol style="list-style-type: none"> <li>1. Anthony, R. N., Hawkins, D.F., &amp; Merchant, K. A. (2006). Accounting: Text and Cases. McGraw Hill.</li> <li>2. Albrecht, W.S., Stice, J.D., Stice, E.K., &amp; Swain, M.R. (2010). Accounting: Concepts and applications. Cengage Learning.</li> <li>3. Needles, B.E., &amp; Powers, M. (2010). Principles of Financial Accounting. South Western Publication.</li> <li>4. Garrison, R.H., &amp; Noreen, E.W. (2007). Managerial accounting. McGraw Hill.</li> </ol>		

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Statistics for Business Decisions			
Course Code	BBA-CC-H3-703			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	CC-H3			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO 1: Understand the measures of central tendency and dispersion. CLO 2: Understand the significance of sampling in the statistical data collection and applications in business decision-making. CLO 3: Understand the application of correlation and regression analysis in business decision-making. CLO 4: Understand the application of statistical tests for decision-making.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Statistics-Meaning, reasons for learning statistics, types of statistical methods; Sources of data - Primary data sources and secondary data sources; Classification, Tabulation and Presentation of Data. Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Quartiles and Percentiles; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variation.			15
II	Correlation Analysis: Concepts, Scatter Diagram, Coefficient of Correlation -Karl Pearson’s and Spearman’s Rank Correlation; Regression Analysis - Assumptions for regression models, regression lines and regression coefficient.			15
III	Business Forecasting: Methods of Forecasting, Time Series Analysis, and Components of Time Series; Applications using Microsoft Excel and SPSS.			15
IV	Statistical Inference: Hypothesis testing using parametric and non-parametric tests, analysis of variance and chi-square test; Application using Microsoft Excel and the SPSS.			15

Suggested Evaluation Methods	
<b>Internal Assessment:</b> <ul style="list-style-type: none"><li>➤ <b>Theory</b></li><li>• Class Participation: <b>5</b></li><li>• Seminar/presentation/assignment/quiz/class test etc.: <b>10</b></li><li>• Mid-Term Exam: <b>15</b></li></ul>	End Term Examination: <b>70</b>
Part C-Learning Resources	
<b>Recommended Books/e-resources/LMS:</b> <ol style="list-style-type: none"><li>1. D. N Elhance, Veena Elhance &amp; BM Aggarwal. Fundamentals of Statistics. Kitab Mahal.</li><li>2. T.N Srivastava and Shailaja Rego. Statistics for Management. McGraw Hill.</li><li>3. J. K. Sharma. Fundamentals Business Statistics. Pearson Publication</li></ol>	

Part A – Introduction					
Subject		Business Administration			
Semester		VII			
Name of the Course		Business Communication for Managers			
Course Code		BBA-DSE-H1-704			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)		DSE-H1			
Level of the course (As per Annexure-I)		400-499			
Pre-requisite for the course (if any)		None			
Course Learning Outcomes (CLO):		After completing this course, the learner will be able to: CLO 1: Enhance their communication and presentation skills. CLO 2: Get insights into body language and mannerisms CLO 3: Improve their writing skills and Write effective professional documents CLO 4: Present and share your ideas with confidence in a professional setting.			
Credits		Theory	Tutorial	Practical	Total
		3	1	0	4
Contact Hours/Week		3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours		
Part B- Contents of the Course					
Instructions for Paper- Setter					
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.					
Unit	Topics				Contact Hours
I	Business Communication: Understanding communication process, communication channels, communication barriers, The importance of effective communication at workplaces, and communication networks in organizations.				15
II	Non-Verbal Communication - Personal Appearance, Gestures, Postures, Facial Expression Eye Contacts ,Tips for Improving Non-Verbal Communication				15
III	Written Business Communication: Writing Reports, Proposals, Emails, press notes, Summaries, Presentation feedback, and Writing Resumes. Writing job application letters,				15
IV	Presentation skills, Difference between Group Discussion, Panel Discussion, and Debate, Group Discussion, Interview Skills,				15

### Suggested Evaluation Methods

#### Internal Assessment:

##### ➤ Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination:  
**70**

### Part C-Learning Resources

#### Recommended Books/e-resources/LMS:

1. G.S. Chauhan, & Sharma, S. (2015). Soft Skills: An Integrated Approach to Maximize Personality. Wiley India.
2. Mitra, B.K. (2023). Personality Development and Soft Skills. Oxford Press.
3. Kalia, S., & Agrawal, S. (2015). Business Communication. Wiley India.
4. Rao, M.S. (2013). Soft Skills- Enhancing Employability. I. K. International.



Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Business Eco-System and Environment			
Course Code	BBA-DSE-H1-705			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: To understand various environmental factors influencing business. CLO2: Understand comprehend business ecosystem. CLO3: To understand current dynamics and future outlook of Indian business environment. CLO4: To understand how domestic and global policies are shaping up environment for business.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business environment- Nature, Scope and Components. Global and Indian macro environmental forces influencing Indian business environment at this juncture. Entrepreneurship and start-up drive in India-Issues and challenges. Creation of Innovation culture for businesses in India. A brief overview of business regulations and facilitation in India.			15
II	Current business fundamentals in India. Indian GDP- constituents and its growth rate at various stages with special emphasis on recent trends. Indian trade-direction and balance of trade since independence with special emphasis on recent trends. FDI inflows in India - prominent sectors and recent trends. Inflation- trends and impact on Indian business in recent times.			15
III	Indian policy framework and Indian businesses. Recent initiatives in industrialization like Make in India and Atamanirbhar Bharat. Policy framework for PSUs and SSIs in India. Fiscal and monetary policies.			15
IV	Global scenario and Indian business. Impact of recent global happenings such as wars, global economic scenario etc. on Indian business. Impact of other international organizations like WTO, IMF, IFC, UNIDO and World Bank on Indian businesses. Regional economic groupings like BRICS, SAARC, EU and their influence on Indian business.			15

Suggested Evaluation Methods	
<b>Internal Assessment:</b> ➤ <b>Theory</b> <ul style="list-style-type: none"><li>• Class Participation: <b>5</b></li><li>• Seminar/presentation/assignment/quiz/class test etc.: <b>10</b></li><li>• Mid-Term Exam: <b>15</b></li></ul>	End Term Examination: <b>70</b>
Part C-Learning Resources	
<b>Recommended Books/e-resources/LMS:</b> <ol style="list-style-type: none"><li>1. Datt, G. &amp; Nag, B. (2024). Datt &amp; Sundharam's Indian Economy. S.Chand.</li><li>2. Puri, V.K., Misra, S.K., &amp; Garg, B. (2023). Indian Economy. Himalaya Publication.</li><li>3. Economic Survey, The Government of India Publication.</li></ol>	

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Seminar			
Course Code	BBA-PC-H1-706			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	PC-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the functioning of a particular industry, business etc. 2. Understand recent trends of a particular industry etc. 3. Understand relationship between government policies, economic growth etc. 4. Understand how can present a project, assignment etc. impressively to its clients, customer, policy makers etc.			
Credits	Theory	Tutorial	Practical	Total
	4	0	0	4
Contact Hours/Week	4	0	0	4
Max. Marks: 100 Practical/Viva-Voce Marks/: 100 End Term Exam Marks: 0		Time: 3 Hours		
Part B- Contents of the Course				
<u>Evaluation of Seminar</u> Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of Department of Management, CRSU, Jind and Head of Department (or his/her nominee) in concerned college/institute.				
Topics The concerned college/institute/department will assign a relevant topic related to a company/industry/business organization/firm/banks/credit rating agency/NBFC/financial etc. to every student. The concerned college/institute/department will allot a teacher to a group of minimum of twenty students, who will supervise the student to prepare the presentation on assigned topic.				
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory • Class Participation: 0 • Seminar/presentation/assignment/quiz/class test etc.: 0 • Mid-Term Exam: 0			End Term Examination: 0	
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Economics for Managerial Decisions			
Course Code	BBA-CC-MH1-707			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	CC-HM1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Understand the nature of managerial decision making and objectives of a firm. CLO2: Consumer Equilibrium. CLO3: Understand the theory of production. CLO4: Understand market structures.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: <b>100</b> Internal Assessment Marks: <b>30</b> End Term Exam Marks: <b>70</b>		Time: <b>3 Hours</b>		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature and Scope of Managerial Economics. Marginal and Incremental analysis. Understanding demand and demand function: Law of demand, Elasticity of demand and its significance in Managerial decision-making.			15
II	Consumer Equilibrium- Cardinal utility analysis; Law of diminishing marginal utility and equi-marginal utility. Indifference curve approach; Price, income and substitution effects; Essentials of demand estimation and forecasting.			15
III	Theory of Production: Production function, Law of diminishing returns, increasing returns, variable proportions and their applicability. Cost Analysis: Types of cost, short run and long run cost curves, economics and diseconomies of scale.			15
IV	Market structures: Types of market structures and their features, Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly. Pricing strategies and tactics. Inflation— types, measurement and control.			15

### Suggested Evaluation Methods

#### Internal Assessment:

##### ➤ Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination:  
**70**

### Part C-Learning Resources

#### Recommended Books/e-resources/LMS:

1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi.
2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay.
3. EF. Brigham And J.L. Pappas, Managerial Economics, Dryden Press, illinois.
4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Advanced Human Resource Management			
Course Code	BBA-CC-H4-801			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	CC-H4			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Understand the evolution, fundamental concepts and functions of HRM CLO2: Understand the interlinkages among the pivotal functions concerning procurement of human resources. CLO3: Get the knowledge of different aspects concerning work motivation, training and development, performance management and compensation management in an organization. CLO4: Gain knowledge of emerging HR issues concerning employee engagement, unions and their role in management of industrial relations and grievance management.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM, HR Philosophy, HR Models HR Policies; HR Challenges in a changing business environment , HRIS.			15
II	Job Design & Job Analysis; Recruitment, Selection and Retention of human resources;			15

	Placement, Induction and Socialization; Learning, Training and Development.	
II	Appraising and Managing Performance, Potential Appraisal; Career Planning and Development; Succession Planning; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices.	15
IV	Industrial Relations and Trade Unions; Industrial Dispute & Its Settlement, Grievance Management; Occupational Safety and Health and HR Ethics. Recent Trends in HRM: Employee Engagement; Social Media & HR; HR Analytics; Talent Management; Digital Transformations in HR; Artificial Intelligence & Machine Learning in HR.	15
<b>Suggested Evaluation Methods</b>		
<b>Internal Assessment:</b> > <b>Theory</b> • Class Participation: <b>5</b> • Seminar/presentation/assignment/quiz/class test etc.: <b>10</b> • Mid-Term Exam: <b>15</b>		End Term Examination: <b>70</b>
<b>Part C-Learning Resources</b>		
<b>Recommended Books/e-resources/LMS:</b> 1. Dessler, G., & Varakkey, B. (2023). Human Resource Management. Pearson Education. 2. Aswathapa, K., & Dash, S. (2023). Human Resource Management: Text and Cases. McGraw Hill. 3. Sanghi, S. (2017). Human Resource Management. Vikas Publishing House.		

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Advanced Marketing Management			
Course Code	BBA-CC-H6-803			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	CC-H6			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Understand the dynamics of a prominent functional area of marketing management. CLO2: Understand the significance of market research, insight of consumer behavior. CLO3: Understand how the companies get an edge over their competitors through its marketing practices. CLO4: Get insights on promotion, distribution and the emerging trends.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Marketing: Evolution and Importance. Modern concept of marketing. Holistic Marketing, Ethics in marketing. Role of Information Technology in marketing, Marketing Environment.			15
II	Marketing Mix and STP (Segmentation, Targeting and Positioning), Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour.			15
III	Product and Brand decisions: concept, classification, product-line decisions, new product development process, product life cycle, brand names, packaging and labelling. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing			15



IV	Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channel selection. Recent developments in marketing.	15
<b>Suggested Evaluation Methods</b>		
<b>Internal Assessment:</b> > <b>Theory</b> • Class Participation: <b>5</b> • Seminar/presentation/assignment/quiz/class test etc.: <b>10</b> • Mid-Term Exam: <b>15</b>		End Term Examination: <b>70</b>
<b>Part C-Learning Resources</b>		
<b>Recommended Books/e-resources/LMS:</b> 1. Kotler, P., & Keller, K. L. (2016). Marketing management. Pearson Education. 2. Ramaswamy, V. S., & Namakumari, S. (2018). Marketing management. Sage Publications. 3. Walker, B. J., Etzel, M. J., & Stanton, W. J. (2004). Marketing: Concepts and cases, Tata McGraw-Hill Education.		

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Research Methods for Business			
Course Code	BBA-DSE-H2-804			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Appreciate the value of research as an empowering tool for business decision-making. CLO2: Develop an understanding of various major research designs. CLO3: Design data collection tools. CLO4: Enable familiarity with advanced analysis techniques with practical application in software like SPSS.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<b><u>Instructions for Paper- Setter</u></b> The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Research Methodology: Research- Meaning, Nature, and Types of research: Research Process. Research Applications in Business Decision, Formulation of the Research Problem and Development of the Research Hypothesis, Hypothesis testing Procedure.			15
II	Research Design- Meaning and Process of formulating a Research Design. Types of Research Design- Exploratory, Descriptive, Experimental, Diagnostic and Correlational research. Applications of these Research Design in business. Specifying data and Acquisition Methods. Data types and data sources- Primary and Secondary data and their types. Comparison between various data. Actualization Method.			15
III	Measurement and Scaling Fundamentals and types. Commonly used scales in business research. Reliability and validity of scales. Questionnaire designing using scaling. Sampling Design- Sampling techniques, Sample Size determinations, Sampling Errors and Control.			15

IV	Data Editing, Coding and Tabulation; SPSS: Meaning, Frequency Distribution and Cross-Tabulation using SPSS, Advance Techniques of Data Analysis through SPSS: Factor analysis, Cluster Analysis, Conjoint Analysis; Report Writing and Presentation of Results.	15
<b>Suggested Evaluation Methods</b>		
<b>Internal Assessment:</b> > <b>Theory</b> • Class Participation: <b>5</b> • Seminar/presentation/assignment/quiz/class test etc.: <b>10</b> • Mid-Term Exam: <b>15</b>		End Term Examination: <b>70</b>
<b>Part C-Learning Resources</b>		
<b>Recommended Books/e-resources/LMS:</b> 1. Malhotra, N. K., & Dash, S. (2019). Marketing research: An applied orientation. Pearson. 2. Chawla, D., & Sondhi, N. (2015). Research methodology: Concepts and cases. Vikas Publishing House. 3. Cooper, D., & Schindler, P. (2010). Business research methods. McGraw Hill Education.		

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Production and Operations Management			
Course Code	BBA-DSE-H2-805			
Course Type: CC/MCC/MDC/CCM/DSEC/VOC/ DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Understand the production systems, facility location and facility location. CLO2: Understand capacity planning, product planning and process planning etc. CLO3: Understand the maintenance management and work study. CLO4: Understand the inventory control techniques.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature and Scope of Production and Operations Management; Types of production systems: Product, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout - Objectives, Advantages, Basic Types of Layouts.			15
II	Material Handling: Principles and Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning. Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling.			15
III	Maintenance Management; Work Study: Method Study and Work Measurement. Material Management: An Overview of Material Management.			15
IV	Inventory Management - objectives, factors, process and inventory control techniques. Just-in Time (JIT); Purchase Management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.			15

Suggested Evaluation Methods	
<b>Internal Assessment:</b> ➤ <b>Theory</b> <ul style="list-style-type: none"><li>• Class Participation: <b>5</b></li><li>• Seminar/presentation/assignment/quiz/class test etc.: <b>10</b></li><li>• Mid-Term Exam: <b>15</b></li></ul>	End Term Examination: <b>70</b>
Part C-Learning Resources	
<b>Recommended Books/e-resources/LMS:</b> <ol style="list-style-type: none"><li>1. Chary, S.N: Production and Operations Management, New Delhi, Tata McGraw Hill, 2nd Edition.</li><li>2. Ashwathapa: Production and Operations Management, Himalaya Publishing House.</li><li>3. R. Panneerselvam: Production and Operations Management, 3rd Edition, PHI</li></ol>	

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Financial Management			
Course Code	BBA-PC-H2-806			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	PC-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Familiarize with the principles and techniques of corporate finance. CLO2: Develop and sharpen analytical abilities for financial decision making using cost of capital and capital structure concepts. CLO3: Extrapolate how companies make financial decisions by applying financial modelling techniques. CLO4: Understand management of working capital and estimate the same for an organization.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u> The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature, Scope and objectives of Corporate Finance, Time value of money, Investment decisions: Importance, Difficulties in determining cash flows, Methods of capital budgeting and Risk analysis.			15
II	Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital. Capital Structure decisions; Theories of capital structure, Factors determining capital structure.			15
III	Internal Financing and Dividend Policy, Sources of Finance: Short term and Long term.			15

	Financial Modelling: Essentials and financial modelling framework.	
IV	Management of working capital – Cash management, models of cash management, Receivables Management and Inventory Management. Financing of working capital.	15
<b>Suggested Evaluation Methods</b>		
<b>Internal Assessment:</b> > <b>Theory</b> • Class Participation: <b>5</b> • Seminar/presentation/assignment/quiz/class test etc.: <b>10</b> • Mid-Term Exam: <b>15</b>		End Term Examination: <b>70</b>
<b>Part C-Learning Resources</b>		
<b>Recommended Books/e-resources/LMS:</b> <ol style="list-style-type: none"> <li>1. Pandey, IM. : Financial Management, Vikas Publication House, 2000.</li> <li>2. Khan, M.Y. and Jam, P.K.: Financial Management, McGraw Hill, 2001.</li> <li>3. Chandra, Financial Management 9th edn. McGraw Hill Education.</li> <li>4. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.</li> </ol>		

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Optimization Models for Business Decisions			
Course Code	BBA-CC-MH2-807			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/ VAC)	CC-HM2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: CLO1: Understand linear programming problems and its solutions. CLO2: Understand the application of transportation, assignment and queuing models in business world. CLO3: Understand the techniques of Project Management. CLO4: Understand decision making under certainty, uncertainty and risk.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. <b>Part ‘A’</b> shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. <b>Part ‘B’</b> shall comprise <i>eight</i> questions ( <i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Operations Research: History, meaning, features, models, scope and applications in business organisations. Linear programming: Meaning, structure, scope and application areas. Linear programming: Formulation of industrial and business problem as linear programming problems and solution by graphical and simplex methods. Duality and sensitivity analysis in linear programming problems.			15
II	Transportation problem: Initial feasible solution by North-West Corner, Least Cost Method and Vogel’s Approximation Method, and test for optimality by Modified-Distribution Method and Stepping-Stone Method. Solution of assignment problems by Hungarian method.			15
III	Project Management: Using a network to visually display a project, scheduling a project with PERT/CPM and considering time-cost trade-offs. Deterministic and probabilistic inventory control models.			15
IV	Waiting line models: Introduction to theory of queues, standard terminologies, pure birth-and-death model, M/M/1 and M/M/c models. Theory of games: Games with pure strategies			15



	and mixed strategies. Rule of dominance and solution of games without saddle point. Simulation: Meaning, process, types, advantages, limitations and applications.	
<b>Suggested Evaluation Methods</b>		
<b>Internal Assessment:</b> > <b>Theory</b> • Class Participation: <b>5</b> • Seminar/presentation/assignment/quiz/class test etc.: <b>10</b> • Mid-Term Exam: <b>15</b>		End Term Examination: <b>70</b>
<b>Part C-Learning Resources</b>		
<b>Recommended Books/e-resources/LMS:</b> 1. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley. 2. Sharma, J. K. (2009). Operations research: Theory and applications. Macmillan Publishers India Ltd. 3. Vohra, N. D. (2017). Quantitative techniques in management. Tata McGraw-Hill Education.		

