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UNIVERSITY OF MYSORE
Estd. 1916



Vishwavidyanilaya Karyasoudha
Crawford Hall, Mysuru- 570 005

No.AC6/153/2020-21

Dated: 26-10-2021

Notification

Sub:- Syllabus and Examination Pattern of B.B.A Course from the academic year 2021-22 as per NEP-2020.

- Ref:-**
1. BOS in Business Administration meeting held on 7/8-10-2021
 2. Decision of the Faculty meeting held on 16-10-2021.
 3. Decision of the AC meeting held on 22.10.2021.

The Board of studies in Business Administration (UG) which met on 7/8-10-2021 has recommended and approved the syllabus and pattern of Examination of B.B.A Programme from the Academic year 2021-22 as per NEP -2020.

The Faculty of Commerce and Academic Council at their meetings held on 16-10-2021 and 22-10-2021 respectively have also approved the above said proposal and it is hereby notified.

The syllabus and Examination pattern is annexed herewith and the contents may be downloaded from the University Website i.e., www.uni-mysore.ac.in

REGISTRAR
University of Mysore
MYSORE
26/10/2021

To:-

1. All the Principal of affiliated Colleges of University of Mysore, Mysore. Those who are running B.B.A Courses.
2. The Registrar (Evaluation), University of Mysore, Mysuru.
3. The Chairman, BOS/DOS, in Business Administration (BIMS), Manasagangothri, Mysore.
4. The Dean, Faculty of Commerce, DOS in Commerce, Manasagangothri, Mysuru.

5. The Director, Distance Education Programme, Moulya Bhavan, Manasagangothri, Mysuru.
- 6 The Director, PMEB, Manasagangothri, Mysore.
- 7 Director, College Development Council , Manasagangothri, Mysore.
- 8 The Deputy Registrar/Assistant Registrar/Superintendent, Administrative Branch and Examination Branch, University of Mysore, Mysuru.
- 9 The PA to Vice-Chancellor/ Registrar/ Registrar (Evaluation), University of Mysore, Mysuru.
10. Office Copy.

SVN

The Board of Studies in Business Administration (B.A.) which met on 22-10-2021 has recommended and approved the syllabus and pattern of examination of B.A. Programme from the Academic year 2021-22 as per MHR - 2020.

The Faculty of Commerce and Academic Council at their meeting held on 10-10-2021 and 23-10-2021 respectively have also approved the above said proposal and it is hereby notified.

The syllabus and examination pattern is enclosed herewith and the contents may be downloaded from the University Website i.e. www.unimysore.ac.in

REGISTRAR
UNIVERSITY OF MYSORE

- To:-
1. All the Principals of affiliated Colleges of University of Mysore, Mysore. Those who are running B.A. Courses.
 2. The Registrar (Examination), University of Mysore, Mysuru.
 3. The Chairman, BOS(B.A.) in Business Administration (B.A.), Manasagangothri, Mysuru.
 4. The Dean, Faculty of Commerce, DOS in Commerce Administration, Mysuru.



The University of Mysore

UNIVERSITY OF MYSORE

BBA DEGREE SYLLABUS

NEP 2020

***IMPLEMENTED FROM THE
ACADEMIC YEAR 2021-22***

DEPARTMENT OF BUSINESS ADMINISTRATION

Manasa Gangothri, Mysuru – 570 006



UNIVERSITY OF MYSORE

SYLLABUS FOR BBA DEGREE AS PER NEP – 2020 REGULATIONS IMPLEMENTED FROM THE ACADEMIC YEAR 2021-22

I. OBJECTIVES:

1. To develop the skills required for the application of business concepts and techniques learned in the classroom at the workplace.
2. To provide competent and technical skills personnel to the industry in the area of Marketing, Finance, Human Resource, Data Analytics, Retailing and Logistics And Supply Chain Management. To enhance the employability skills of the management students.
3. To enhance the capability of the students improve their decision-making skills.
4. To encourage entrepreneurship among students pursuing education in the field of Business Administration.
5. To empower students for pursuing professional courses like MBA, Chartered Accountancy, Company Secretary, etc.,
6. To ensure holistic development of Business administration students.

II. ELIGIBILITY FOR ADMISSION:

Candidates who have passed Two Year Pre University Course of Karnataka State in any discipline or its equivalent (viz., 10+2 of other states, ITI, Diploma etc.) are eligible for admission into this program.

III. DURATION OF THE PROGRAM:

The program of study is Four years of Eight Semesters. A candidate shall complete his/her degree within eight academic years from the date of his/her admission to the first semester. The NEP 2020 provides multiple exit options for students as specified below:

EXIT OPTION:

- a. The students who successfully complete ONE year/ 2 Semesters and leave the program, will be awarded Certificate in Business Administration.
- b. The students who successfully complete TWO years/ 4 Semesters and leave the program, will be awarded Diploma in Business Administration.
- c. The students who successfully complete THREE years/ 6 Semesters and leave the program, will be awarded Bachelors Degree in Business Administration (BBA)
- d. An option is given to the students to continue their education to the Fourth year and those who successfully complete FOUR years/ 8 Semesters will be awarded Bachelors Degree in Business Administration (Hons). [BBA (Hons)]

IV. MEDIUM OF INSTRUCTION

The medium of instruction shall be English. .

V. ATTENDANCE

- a. For the purpose of calculating attendance, each semester shall be taken as a Unit.

- b. A student shall be considered to have satisfied the requirement of attendance for the semester if he/she has attended not less than 75% in aggregate of the number of working periods in each of the subjects compulsorily.
- c. A student who fails to complete the course in the manner stated above shall not be permitted to take the University Examination.

VI. TEACHING AND EVALUATION

MBA graduates with B.Com, BBM/BBA and BBS as basic degree from a recognized university are only eligible to teach and to evaluate all the Business Administration courses except Languages, Constitution of India, Environmental Studies, Health Wellness/Social and Emotional learning (Sports/NCC/NSS/Other)

VII. SKILL DEVELOPMENT / RECORD MAINTENANCE

- a. Every college is required to establish a dedicated business lab for the purpose of conducting practical/ assignments to be written in the record.
- b. In every semester, the student should maintain a record book in which a minimum of 5 exercise or activities per course are to be recorded.

VIII. SCHEME OF EXAMINATION

- a. There shall be an University examination at the end of each semester. The maximum marks for the university examination in each paper shall be 60 marks for DSC, DSE, Vocational, SEC and OEC.
- b. Internal Assessment 40 marks for DSC, DSE, Vocational, SEC and OEC.

Guidelines for Continuous Internal Evaluation and Semester End Examination:

The CIE and SEE will carry 40% and 60% weightage each, to enable the course to be evaluated at a total of 100 marks, irrespective of its credits. The evaluation system of the course & continuous during the entire period of the Semester. The CIE and SEE evaluation will be on the following parameters:

Sl. No.	Parameters for the Evaluation	Marks
	Continuous Internal Evaluation (CIE)	
1	Continuous & Comprehensive Evaluation (CCE) – (A)	20 Marks
2	Internal Assessment Tests (IAT) – (B)	20 Marks

	Total of CIE (A+B)	40 Marks
3	Semester End Examination (SEE) – (C)	60 Marks
	Total of CIE and SEE (A+B+C)	100 Marks

Continuous Internal Evaluation:

a. Continuous & Comprehensive Evaluation (CCE): The CCE will carry a maximum of 20% weightage (20 marks) of total marks of a course. Before the start of the academic session in each semester, a faculty member should choose for his/her course, minimum of four of the following assessment methods with 5 marks each (4x5=20 marks)

- i. Individual Assignments
- ii. Seminars/Class Room Presentations/Quizzes
- iii. Group Discussions/Class Discussion/Group Assignments
- iv. Case studies/Caselets
- v. Participatory & Industry-Integrated Learning/ n
- vi. Practical activities/Problem Solving Exercises s
- vii. Participation in Seminars/Academic Events/S m
- viii. Mini Projects/Capstone Projects

b. Internal Assessment Tests (IAT): The IAT will carry a maximum of 20% weightage (20 marks) of total marks of a course. Under this component, two tests will have to be conducted in a semester for 30 marks each and the same is to be scaled down to 10 marks each.

Internal Assessment Test

Course Code:

Name of the Course:

Duration: 1 Hour

Total Marks: 30

PART-A

Answer any one of the following questions (5 marks)

1.

2.

PART-B

Answer any one of the following questions (10 marks)

3.

4.

SECTION-C

Answer any one of the following questions (5x15=75) marks

5.

6.

SEMESTER END EXAMINATION (SEE):

The Semester End Examination for all the courses for which in these semesters shall be conducted. SEE of the courses shall in a minimum attendance requirement as per the University has prepared the SEE framework and the questions presented below for 60 marks.

PATTERN OF QUESTION PAPER

TIME : 3 HOURS

MARKS: 60

PART – A

Answer any FIVE of the following questions. Each question carries 2 marks.

(5x2= 10)

1.
2.
3.
4.
5.
6.
7.

PART – B

Answer any TWO of the following questions. Each question carries 10 Marks.

(2x10 =20)

8.
9.
10.
11.

PART – C

Answer any TWO of the following questions. Each question carries 15 Marks

(2x15=30)

12.
13.
14.
15.

Minimum Marks for a Pass:

Candidates who have obtained a minimum of 35% marks out of 60 marks of theory examination and 40% marks of Semester End Examination marks and Continuous

BBA PROGRAM

Proposed Scheme of Teaching & Evaluation for BBA (Basic/Hons) with Business Administration as Core subject

Semester I								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language - I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language - II	AECC	3+1+0	60	40	100	3
3	BBA.1.1	Management Principles & Practice	DSC	3+2+0	60	40	100	4
4	BBA.1.2	Fundamentals of Business Accounting	DSC	3+2+0	60	40	100	4
5	BBA.1.3	Marketing Management	DSC	3+2+0	60	40	100	4
6	BBA.1.4	Digital Fluency	SEC-SB	1+0+2	25	25	50	2
7	BBA.1.5	Business Organization / Office Organization and Management	OEC	3+0+0	60	40	100	3
Sub–Total (A)					385	265	650	23

Semester II								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
8	Lang.2.1	Language - I	AECC	3+1+0	60	40	100	3
9	Lang.2.2	Language - II	AECC	3+1+0	60	40	100	3

10	BBA.2.1	Financial Accounting and Reporting	DSC	3+2+0	60	40	100	4
11	BBA.2.2	Human Resource Management	DSC	3+2+0	60	40	100	4
12	BBA.2.3	Business Environment/ Business Mathematics	DSC	3+2+0	60	40	100	4
13	BBA.2.4	Health & Wellness/ Social & Emotional Learning	SEC-VB	1+0+2	25	25	50	2
14	BBA.2.5	Environmental Studies	AECC	2+0+0	30	20	50	2
15	BBA.2.6	People Management /Retail Management	OEC	3+0+0	60	40	100	3
Sub–Total (B)					415	285	700	25

EXIT OPTION WITH CERTIFICATION with ability to solve well defined problem

Semester III

Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
16	Lang.1.1	Language - I	AECC	3+1+0	60	40	100	3
17	Lang.1.2	Language - II	AECC	3+1+0	60	40	100	3
18	BBA.3.1	Cost Accounting	DSC	3+2+0	60	40	100	4
19	BBA.3.2	Organizational Behavior	DSC	3+2+0	60	40	100	4
20	BBA.3.3	Statistics for Business Decisions	DSC	3+2+0	60	40	100	4
21	BBA.3.4	Artificial Intelligence/Critical thinking & Problem Solving	SEC	1+0+2	25	25	50	2
22	BBA.3.5	Social Media Marketing/ Rural Marketing	OEC	3+0+0	60	40	100	3
Sub–Total (C)					385	265	650	23

Semester IV

Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
23	Lang.1.1	Language - I	AECC	3+1+0	60	40	100	3
24	Lang.1.2	Language - II	AECC	3+1+0	60	40	100	3
25	BBA.4.1	Management Accounting	DSC	3+2+0	60	40	100	4
26	BBA.4.2	Business Analytics / Financial Markets & Services	DSC	3+2+0	60	40	100	4
27	BBA.4.3	Financial Management	DSC	3+2+0	60	40	100	4
28	BBA.4.4	Constitution of India	AECC	2+0+0	30	20	50	2
29	BBA.4.5	Sports/NCC/NSS/YOGA	SEC-VB	1+0+2	25	25	50	2
40	BBA.4.6	Business Leadership Skills/Personal Wealth Management	OEC	3+0+0	60	40	100	3
Sub–Total (D)					415	285	700	25

EXIT OPTION WITH DIPLOMA to solve broadly defined problems

Semester V								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
31	BBA.5.1	Production And Operations Management/ International Business	DSC	3+2+0	60	40	100	4
32	BBA.5.2	Income Tax	DSC	3+2+0	60	40	100	4
33	BBA.5.3 Elective	Elective-1(PAPER 1)	DSE	3+2+0	60	40	100	4
34	BBA.5.4 Elective	Elective-2 (PAPER1)	DSE	3+2+0	60	40	100	4
35	BBA.5.5	Information Technology for Managers	Vocational - 1	3+0+2	50	50	100	4
36	BBA.5.6	Cyber Security/Ethics & Self-Awareness	SEC - VB	1+0+2	25	25	50	2
Sub–Total (E)					315	235	550	22

Semester VI								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
37	BBA.6.1	Business Laws	DSC	4+0+0	60	40	100	4
38	BBA.6.2	Entrepreneurship & Startup Management	DSC	3+2+0	60	40	100	4
39	BBA Elective	Elective-1(PAPER2)	DSE	3+2+0	60	40	100	4
40	BBA.6.4 Elective	Elective-2(PAPER2)	DSE	3+2+0	60	40	100	4
41	BBA.6.5	Goods & Services Tax(GST)	Vocational	24+0+0	60	40	100	4
42	BBA.6.6	Professional Communication	SEC - SB	2+0+0	30	20	50	2
Sub–Total (F)					330	220	550	22
							Total	140

Students have to select dual electives out of the list of electives given in Fifth and Sixth Semester. Electives selected in the fifth semester should be continued in the sixth semester. However they can change the electives in the seventh semester. The electives selected in the seventh semester will continue in the eighth semester.

EXIT OPTION WITH BACHELOR DEGREE -Ability to solve complex problems that are ill-structured requiring multi-disciplinary skills to solve them.

Semester VII								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
44	BBA.7	Business Ethics & Corporate Governance	DSC	4+0+0	60	40	100	4
45	BBA.7.2	E Commerce	DSC	4+0+0	60	40	100	4
46	BBA.7.3	Advance Statistics for Business Research	DSC	3+2+0	60	40	100	4
47	BBA.7.4	One Course from the Selected Elective Group	DSE	3+2+0	60	40	100	4
48	BBA.7.5	Application of Statistical Software (Any one Statistical Software)	Vocational	2+0+2	50	50	100	3
49	BBA.7.6	Research Methodology	DSC	3+0+0	60	40	100	3
Sub–Total (G)					350	250	600	22

Semester VIII								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
50	BBA.8.1	Strategic Management	DSC	4+0+0	60	40	100	4
51	BBA.8.2	Operations Research and Quantitative Techniques	DSC	4+0+0	60	40	100	4
52	BBA.8.3	Project Management	DSC	4+0+0	60	40	100	4
53	BBA.8.5	Digital Marketing	Vocational	1-2+0+2	50	50	100	3
54	BBA.8.5	Research Projects/Internship with Viva – voce	DSC	-	100+20(viva)	80	200	6
		OR Elective Paper (Courses from the Selected Elective Group)	DSE	3+2+0	60*	40*	100*	3*
			DSE	3+2+0	60*	40*	100*	3*
Sub–Total (H)					350	250	600	21
Grand Total Honors					3440	1520	4950	183

* Students who do not opt for Research Project / Internship shall take two elective courses.

BACHELOR DEGREE WITH HONORS Presence of workplace problem solving in the form of research experience preparing for higher education or entrepreneurship experience.

Notes:

- One Hour of Lecture is equal to 1 Credit.
- Two Hours of Tutorial is equal to 1 Credit (Except Languages).
- Two Hours of Tutorial is equal to 2 Hours of Teaching
- Two Hours of Practical is equal to 1 Credit.
- Two Hours of Practical is equal to 1 Hour of Teaching
- Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room

depending on therequirement. One batch of students should not exceed half (i.e., 30 or less than 30 students) of the number of students ineach class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for theentireclass(i.e., morethan30students)2HoursofPractical Classisequal to2HoursofTeaching.

Acronyms Expanded

- AECC : Ability Enhancement Compulsory Course
- DSC© : Discipline Specific Core(Course)
- SEC-SB/VB : Skill Enhancement Course-Skill Based/Value Based
- OEC : Open Elective Course
- DSE : Discipline Specific Elective
- SEE : Semester End Examination
- CIE : Continuous Internal Evaluation
- L+T+P : Lecture+Tutorial+Practical(s)

ELECTIVE GROUPS AND COURSES:

Discipline Specific Ele-V Semes

Sl. No	Finance	Marketing	Human Resource Management	Data Analytics	Retailing	Logistics And Supply Chain Management
Paper-1	Advanced Corporate Financial Management	Consumer Behavior	Compensation and Performance Management	Financial Analytics	Retail Operations Management	Freight Transport Management

Discipline Specific Ele-VI Semes

Sl. No	Finance	Marketing	Human Resource Management	Data Analytics	Retailing	Logistics And Supply Chain Management
Paper-2	Security Analysis and Portfolio Management	Advertising Management & Sales promotion	Employee Welfare & Social Security	Marketing Analytics	Strategic Brand Management	Sourcing for Logistics and SCM

Discipline Specific Ele-VII Semes

Sl. No	Finance	Marketing	Human Resource Management	Data Analytics	Retailing	Logistics And Supply Chain Management
Paper-3	Strategic Financial Management	Brand Management / Rural Marketing	Labor Laws & IR	HR Analytics	Merchandising Planning and Buying	Managing Procurement contract and relationship

Discipline Specific Ele-VIII Seme

Sl. No	Finance	Marketing	Human Resource Management	Data Analytics	Retailing	Logistics And Supply Chain Management
Paper-4	Derivatives and Risk Management	B to B Marketing (Industrial Marketing)	HRD	Web and Social Intelligence	IT applications in Retail Business	Global Environment for Supply chain Management

Paper-5	International Financial Management	Sales & Distribution Management	International HRM	Machine Learning in Business	Visual Merchandisin g	International Supply Chain
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NOTE: Student shall continue with the same elective group in V and VI semesters, however, he/she may change the elective group in VII semester, but shall continue in the same group in VIII semester.

The regulations of the University of Mysore is applicable wherever required.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 1.1

Name of the Course: Management Principles & Practice

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	5 Hrs	70 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the Students will demonstrate

- a) The ability to understand concepts of business management, principles and function of management.
- b) The ability to explain the process of planning and decision making.
- c) The ability to create organization structures based on authority, task and responsibilities.
- d) The ability to explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles.
- e) The ability to understand the requirement of good control system and control techniques.

Syllabus:	Hours
Module No. 1: INTRODUCTION TO MANAGEMENT	14

Introduction –Meaning, Evolution of management thought, Pre-Scientific Management Era, Classical Management Era, Neo-Classical Management Era, Modern Management Era; Nature and Characteristics of Management - Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.

Module No. 2: PLANNING AND DECISION MAKING	12
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Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- Importance and steps; MBO and MBE (Meaning only)

Module No. 3: ORGANIZING AND STAFFING	14
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Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing

Module No. 4: DIRECTING AND COMMUNICATING	16
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Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Communication Process, Barriers to Communication, Steps to overcome Communication Barriers, Types of Communication; Motivation theories – Maslow’s Need Hierarchy Theory, Herzberg’s Two Factor Theory, Mc.Gregor’s X and Y theory. Leadership – Meaning, Formal and Informal Leadership, Characteristics of Leadership; Leadership Styles – Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style.

Module No. 5: COORDINATING AND CONTROLLING	16
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Coordination–Meaning, Importance and Principles. Controlling–Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control (in brief).

Business Social Responsibility - Meaning, Arguments for and against Business Social Responsibility; Green management - Meaning, Green Management Actions; Managerial Ethics – Meaning - Importance of Ethics in Business, Factors that determine Ethical or Unethical behavior.

Skill Developments Activities:

1. Two cases on the above syllabus should be analyzed by the teacher in the classroom and the same needs to be recorded by the student in the Skill Development Book.
2. Draft different types of Organization structure.
3. Draft Control charts.

Text Books:

1. Stephen P. Robbins, Management, Pearson
2. Koontz and O'Donnell, Management, McGraw Hill.
3. L M Prasad, Principles of management, Sultan Chand and Sons
4. V.S.P Rao/Bajaj, Management process and organization, Excel Books.GH25
5. T. Ramaswamy : Principles of Management, HPH.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 1.2

Name of the Course: Fundamentals of Business Accounting

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
5 Credits	5 Hrs	70 Hrs

Pedagogy: Classrooms lecture, tutorials, and problem solving.

Course Outcomes: On successful completion of the course, the Students will demonstrate

- a) Understand the framework of accounting as well accounting standards.
- b) The Ability to pass journal entries and prepare ledger accounts
- c) The Ability to prepare subsidiaries books
- d) The Ability to prepare trial balance and final accounts of proprietary concern.
- e) Construct final accounts through application of tally.

Syllabus:

Hours

Module No. 1: INTRODUCTION TO FINANCIAL ACCOUNTING **12**

Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting – Users of Accounting Information – Limitations of Accounting – Accounting Cycle - Accounting Principles – Accounting Concepts and Accounting Conventions. Accounting Standards – objectives- significance of accounting standards. List of Indian Accounting Standards.

Module No. 2: ACCOUNTING PROCESS **14**

Meaning of Double entry system – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance – Problems on Journal, Ledger Posting and Preparation of Trial Balance.

Module No. 3: SUBSIDIARY BOOKS **16**

Meaning – Significance – Types of Subsidiary Books –Preparation of Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book , Double Column Cash Book , Three Column Cash Book and Petty Cash Book(Problems only on Three Column Cash Book and Petty Cash Book), Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement (Problems on BRS)

Module No. 4:FINAL ACCOUNTS OF PROPRIETARY CONCERN **16**

Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding and prepaid expenses, outstanding and received in advance of incomes, provision for doubtful debts, drawings and interest on capital.

Module No. 5: ACCOUNTING SOFTWARE **22**

Introduction-meaning of accounting software, types accounting software-accounting software Tally-Meaning of Tally software – Features – Advantages, Creating a New Company, Basic Currency information, other information, Company features and Inventory features. Configuring Tally - General Configuration, Numerical symbols, accounts/inventory info – master configuration -voucher entry configuration. Working in Tally: Groups, Ledgers, writing voucher, different types of voucher, voucher entry Problem on Voucher entry - Generating Basic Reports in Tally-Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts, and Balance Sheet.

Skill Developments Activities:

1. List out the accounting concepts and conventions.
2. Prepare a Bank Reconciliation Statement with imaginary figures
3. Collect the financial statement of a proprietary concern and record it.
4. Prepare a financial statement of an imaginary company using tally software.

Text Books:

1. Hanif and Mukherjee, Financial Accounting, Mc Graw Hill Publishers
2. Arulanandam & Raman; Advanced Accountancy, Himalaya Publishing House
3. S.Anil Kumar,V.Rajesh Kumar and B.Mariyappa–Fundamentals of Accounting, Himalaya Publishing House.
4. Dr. S.N. Maheswari, Financial Accounting, Vikas Publication
5. S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication
6. Radhaswamy and R.L. Gupta, Advanced Accounting , Sultan Chand
7. M.C. Shukla and Goyel, Advaced Accounting , S Chand.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 1.3

Name of the Course: Marketing Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	5 Hrs	70 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the Students will demonstrate

- a) Understand the concepts and functions of marketing.
- b) Analyse marketing environment impacting the business.
- c) Segment the market and understand the consumer behaviour
- d) Describe the 4 p's of marketing and also strategize marketing mix
- e) Describe 7 p's of service marketing mix.

Syllabus:

Module No. 1: INTRODUCTION TO MARKETING **Hours**
14

Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. **Recent trends in Marketing**-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, social media marketing and E-tailing (Meaning only).

Module No. 2: MARKETING ENVIRONMENT **Hours**
14

Micro Environment – The company, suppliers, marketing intermediaries competitors, public and customers; **Macro Environment**- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.

Module No. 3: MARKET SEGMENTATION AND CONSUMER BEHAVIOUR **Hours**
12

Meaning and Definition, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behavior-Factors influencing Consumer Behavior; Buying Decision Process.

Module No. 4:MARKETING MIX **Hours**
20

Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion. Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling, Pricing – Objectives, Factors influencing Pricing Policy, Methods of Pricing; Physical Distribution–Meaning, Factors affecting Channel Selection, Types of Marketing Channels. Promotion – Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning Only)

Module No. 5: SERVICES MARKETING **Hours**
12

Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).

Skill Developments Activities:

1. Two cases on the above syllabus should be analyzed and recorded in the skill development
2. Design a logo and tagline for a product of your choice
3. Develop an advertisement copy for a product.
4. Prepare a chart for distribution network for different products.

Text Books:

1. Philip Kotler, Marketing Management, Prentice Hall.

2. Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI
3. William J. Stanton, Michael J. Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill Education.
4. Bose Biplab, Marketing Management, Himalaya Publishers.
5. J.C. Gandhi, Marketing Management, Tata McGraw Hill.
6. Ramesh and Jayanti Prasad: Marketing Management, I.K. International
7. Sontakki, Marketing Management, Kalyani Publishers.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 1.5 (OEC)

Name of the Course: Business Organization

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the Students will demonstrate:

- a) An understanding of the nature, objectives and social responsibilities of business
- b) An ability to describe the different forms of organisations
- c) An understanding of the basic concepts of management
- d) An understanding of functions of management.
- e) An understanding of different types of business combinations

Syllabus:

Module No. 1: INTRODUCTION TO BUSINESS **Hours** **10**

Business: Meaning, Nature, Scope and Social responsibility of Business, Objectives, Essentials of successful business; Functional areas of business. Concept of Business Organisation.

Module No. 2: FORMS OF BUSINESS ORGANIZATION: **Hours** **12**

Sole proprietorship: Definitions, Features, Merits and Demerits.
Partnership: Definitions, partnership deed, Features, Merits and Demerits.
Joint Stock Company: Definitions, Features, Merits and Demerits.
Co-operatives: Definitions, Features, Merits and Demerits.

Module No. 3: PUBLIC ENTERPRISES **Hours** **08**

Departmental Undertaking: Definitions, Features, Merits and Demerits.
Public Corporations: Definitions, Features, Merits and Demerits.
Government Companies: Definitions, Features, Merits and Demerits

Module No. 4: BUSINESS COMBINATIONS **Hours** **08**

Meaning Definitions, Causes, Types, Forms, merits and demerits of Business Combinations, Recent Trends in Business Combinations.

Module No 5: MANAGEMENT OF ORGANIZATIONS **Hours** **07**

Management-Meaning, Definitions, Difference between Management and Administration, Levels of Management, Objectives of Management, Functions of management- planning, organizing, staffing, directing, coordinating, controlling, Principles of Management.

Skill Developments Activities:

1. Preparation of partnership deed
2. Draw a business tree
3. Make a list of 10 PSUs
4. Prepare a list of different types of business combinations

Text Books:

1. C B. Guptha - Business Organisation and Management, Sultan Chand & Sons.
2. Dr. S. C. Saxena - Business Administration & Management, Sahitya Bhawan.
3. M. C. Shukla - Business Organisation and Management. S Chand & Company Pvt. Ltd.
4. S.A Sherlekar - Business Organization, Himalaya Publishing House.
5. Y.K. Bhushan. Fundamentals of Business Organisation and Management, Sultan Chand & Sons.
6. R.K. Sharma, Business Organisation & Management Kalyani Publishers
7. Dr. I.M. Sahai, Dr. Padmakar Asthana, '**Business Organisation & Administration**', Sahitya Bhawan Publications Agra.

<p align="center">Name of the Program: Bachelor of Business Administration (BBA) Course Code:BBA 1.5 Name of the Course: Office Organization and Management (OEC)</p>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs
<p>Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,</p>		
<p>Course Outcomes: On successful completion of the course, the Students will demonstrate</p> <ol style="list-style-type: none"> a) An understanding of basic knowledge of office organisation and management b) Demonstrate skills in effective office organisation c) Ability to maintain office records d) Ability to maintain digital record. e) Understanding of different types of organisation structures and responsibilities as future office managers. 		
Syllabus:		Hours
Module No. 1: FUNDAMENTALS OF OFFICE MANAGEMENT		08
<p>Introduction: Meaning, importance and functions of modern office Modern Office Organisation: Meaning; Steps in office organisation; Principles of Office organisation, Organisation structure types, Nature of office services: Types of services in a modern office, decentralisation and centralisation of office services, Departmentation of Office Office management: Meaning, Elements and major processes of Office management Office Manager: Functions and qualifications of Office manager.</p>		
Module No. 2: ADMINISTRATIVE ARRANGEMENT AND FACILITIES		07
<p>Office Accommodation and its Importance: Location of Office, Choice of Location: Urban vs Suburban, Factors to be Considered in Selecting the Site, Securing Office Space, Office Lay-out: Objectives of Office Lay-out, Principles of Office Lay-out, Steps in Lay-out Planning, Advantages of a Good Lay-out. Types of offices: Open Office and Private Office- advantages and disadvantages.</p>		
Module No. 3: OFFICE ENVIRONMENT:		10
<p>Meaning and Components of Office Environment Interior Decoration: Colour Conditioning, Floor Coverings, Furnishings, Furniture and Fixtures: Types of Furniture, Choice between Wooden and Steel Furniture, Principles Governing Selection of Furniture Lighting and Ventilation, Noise: Internal Noise, External Noise Cleanliness, Sanitation and Health Safety and Security</p>		
Module No. 4:RECORDS MANAGEMENT		10
<p>Introduction to records: Importance of Records, types of office records, Records Management: Meaning, Principles of Record Keeping, Functions of 'Records Management' Filing: Elements of Filing and Filing Functions, Objectives and Importance of Filing, Advantages of Filing, Essentials of a Good Filing System, Classification of Files, Filing Procedure or Routine.</p>		

Filing Methods: Horizontal Filing -meaning, types and advantages, Vertical Filing-meaning, equipment used, advantage and disadvantages.

Centralisation and Decentralisation of Filing- Centralised filing and Decentralised Filing

Office manual: contents, Importance, types of office manuals.

Indexing: Meaning, importance, advantages and essentials of good indexing, type of index

Retention and disposal of files: Meaning and benefits of record retention, need for disposal of files, life-cycle stages of files.

Module No. 5: OFFICE MECHANISATION AND DATA PROCESSING

10

Meaning, Importance and Objectives of Office Mechanisation, Advantages and disadvantages of Office Mechanisation, Factors Determining Office Mechanisation

Kinds of Office Machines: Duplicating Machines and Photocopying Machines, Accounting, tabulating and computing machines, communication machines

Introduction to Data and Information: Distinction between Data and Information, Importance of Data and Information, Classification of Data, Classification of Information, Data Lifecycle (chart), **Data Collection Methods-** Primary and secondary data collection methods

Data presentation Methods of Presentation of Data

Data processing using computers: Components of Computers, Input and Output Devices, Software used in Computers (names and uses only), Computer Applications in Office' Management, Advantages and Limitations of Computerisation

Skill Developments Activities:

1. Visit an office and enlist the different types of machines used in the office
2. Identify the different types of stationery used in offices today
3. Draw a data life cycle chart
4. Draw charts indicating different types of office layouts.

Text Books:

1. S.P Arora, Office Organisation and Management, Vikas Publishing House Pvt Ltd
2. M.E Thakuram Rao, Office organisation and Management, Atlantic
3. Judith Read, Mary Lea Ginn, Record Management, 10th Edition, Cengage Learning.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 2.1

Name of the Course:Financial Accounting and Reporting

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	5 Hrs	70 Hrs

Pedagogy: Classrooms lecture, tutorials, and Problem Solving.

Course Outcomes: On successful completion of the course, the Students will demonstrate

- a) The ability to prepare final accounts of partnership firms
- b) The ability to understand the process of public issue of shares and accounting for the same
- c) The ability to prepare final accounts of joint stock companies.
- d) The ability to prepare and evaluate vertical and horizontal analysis of financial statements
- e) The ability to understand company's annual reports.

Syllabus:	Hours
Module No. 1: FINAL ACCOUNTS OF PARTNERSHIP FIRM	14
Meaning of Partnership Firm, Partnership deed-clauses in partnership deed, Preparation of Final accounts of partnership firm-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partners capital account and Balance sheet. Goodwill-Nature, Factors influencing goodwill and methods of valuation of goodwill (Average and super profit methods)	
Module No. 2: ISSUE OF SHARES	12
Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form (Practical Problems).	
Module No. 3: FINAL ACCOUNTS OF JOINT STOCK COMPANIES	14
Statutory Provisions regarding preparation of Company Final Accounts – Treatment of Special Items, Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Profit and Loss Account and Balance Sheet (Vertical Form Schedule -III) (Practical Problems).	
Module No. 4: FINANCIAL STATEMENTS ANALYSIS	16
Comparative Statements - Comparative Income Statement, Comparative Balance Sheet; Common size Statements – Common Size Income Statement, Common Size Balance Sheet – Trend Percentages. (Analysis and Interpretation)	
Module No. 5: CORPORATE FINANCIAL REPORTING PRACTICES	14
Corporate Financial Reporting - meaning, types, characteristics of Corporate financial report, users of corporate financial report; Components corporate financial report– general corporate information, financial highlights, letter to the shareholders from the CEO, management's discussion and analysis; Financial Statements-balance sheet, income statement, cash flow statement, and notes to the financial statements; Auditor's report; Significant Accounting Policies; Corporate Governance Report; Corporate Social Responsibility Report (Discuss only Role and Significance of above components of	

corporate financial report).

Skill Developments Activities:

1. Collect financial statement of a company for five years and analyse the same using trend analysis.
2. Refer annual reports of two companies and list out the components.
3. Draft a partnership deed as per Partnership Act.
4. List out the accounting policies in annual report of the company

Text Books:

1. B S Raman, Financial Accounting, HPH.
2. RL GUPTHA & Radha swamy M. , Advanced Accounting. S Chand and co., NewDelhi
3. C Shukla and T S Grewal, Advanced accounting, S Chand and co., NewDelhi
4. S P Jain and Narang K L, Financial Accounting, Tenth Edition, Kalyani Publishers, New. Delhi.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 2.2

Name of the Course:Human Resource Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	5 Hrs	70 Hrs

Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the students will be able to demonstrate

- a) Ability to describe the role and responsibility of Human resources management functions on business
- b) Ability to describe HRP, Recruitment and Selection process
- c) Ability to describe to induction, training, and compensation aspects.
- d) Ability to explain performance appraisal and its process.
- e) Ability to demonstrate Employee Engagement and Psychological Contract.

Syllabus:

	Hours
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Module No. 1: Introduction to Human Resource Management	14
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Meaning and Definition of HRM – Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager, Trends influencing HR practices

Module No. 2: Human Resource Planning, Recruitment & Selection	16
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Human Resource Planning: Meaning and Importance of Human Resource Planning, Process of HRP

Demand Forecasting- Meaning and Techniques (Meanings Only) and HR supply forecasting.

Succession Planning – Meaning and Features

Job Analysis: Meaning and Uses of Job Analysis, Process of Job Analysis – Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only)

Recruitment – Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of

Recruitment

lection – Meaning, Steps in Selection Process, Psychometric tests for Selection, Barriers to effective Selection, Making Selection effective; Placement, Gamification – Meaning and Features

Module No. 3: Induction, Training and Compensation

14

Induction: Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning.

aining: Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development.

mpensation: Direct and Indirect forms of Compensation (Meaning Only), Compensation Structure.

Module No. 4: Performance Appraisal, Promotion & Transfers

16

rformance appraisal: Meaning and Definition, Objectives and Methods of Performance Appraisal – Uses and Limitations of Performance Appraisal, Process of Performance Appraisal

omotion: Meaning and Definition of Promotion, Purpose of Promotion, Basis of promotion

Transfer: Meaning of Transfer, Reasons for Transfer, Types of Transfer, Right Sizing of Work Force, Need for Right Sizing

Module No. 5: Employee Engagement and Psychological Contract

10

mployee Engagement (EE): Meaning and Types of EE, Drivers of Engagement - Measurement of EE, Benefits of EE.

ychological contract: Meaning and features

Skill Developments Activities:

1. Preparation of Job Descriptions and Job specifications for a Job profile
2. Choose any MNC and present your observations on training program
3. Develop a format for performance appraisal of an employee.
4. Discussion of any two Employee Engagement models.
5. Analysis of components of pay structure based on the CTC sent by the Corporate to the institute for the various jobs of different sectors.

Textbooks:

Aswathappa, Human Resource Management, McGraw Hill

Edwin Flippo, Personnel Management, McGraw Hill

C.B.Mamoria, Personnel Management, HPH

Subba Rao, Personnel and Human Resources Management, HPH

Madhurimalal, Human Resource Management, HPH

Rajkumar: Human Resource Management I.K. Intl

Michael Porter, HRM and Human Relations, Juta & Co.Ltd.

K. Venkataramana, Human Resource Management, SHBP

Chartered Accountants of India, New Delhi.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 2.3

Name of the Course:BUSINESS ENVIRONMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	5 Hrs	70 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion Student will demonstrate

- An Understanding of components of business environment.
- Ability to analyse the environmental factors influencing business organisation.
- Ability to demonstrate Competitive structure analysis for select industry.
- Ability to explain the impact of fiscal policy and monetary policy on business.
- Ability to analyse the impact of economic environmental factors on business.

Syllabus:	Hours
Module No. 1: INTRODUCTION BUSINESS ENVIRONMENT	14
Meaning of business, scope and objectives Business, business environment, Micro and Macro-environment of business (social, cultural, economic, political, legal technological and natural) Impact of these factors on decision making in business, Environmental analysis, and Competitive structure analysis of Business.	
Module No. 2: GOVERNMENT AND LEGAL ENVIRONMENT	18
Government Functions of the State, Economic role of government, State intervention in business- reasons for and types of state intervention in business. Impact of Monetary policy, Fiscal policy, Exim policy and industrial policy on business.	
Legal environment - Various laws affecting Indian businesses	

Module No. 3: ECONOMIC ENVIRONMENT AND GLOBAL ENVIRONMENT	16
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An overview of economic environment, nature of the economy, structure of economy, factors affecting economic environment.

Globalisation of business; meaning and dimensions, stages, essential conditions of globalisation, foreign market entry strategies, merits and demerits of globalisation of business, Impact of Globalisation on Indian businesses, Forms of globalisation of businesses - MNCs, TNCs etc..

Module No. 4: TECHNOLOGICAL ENVIRONMENT	14
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Meaning and features; types of innovation, Impact of Technological changes on business, Technology and Society, Technological Acquisition modes, IT revolution and business, Management of Technology.

Module No. 5: NATURAL ENVIRONMENT	08
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Meaning and nature of physical environment. Impact of Natural environment on business.

Skill Developments Activities:

- a) List out key features of recent Monetary policy published by RBI impacting businesses.
- b) Give your observation as to how technology has helped society.
- c) Draft Five Forces Model for Imaginary business.
- d) Identify the benefits of Digital transformation in India.

Text Books:

1. Dr. K Ashwatappa: Essentials Of Business Environment
2. Sundaram & Black: The International Business Environment; Prentice Hall
3. Chidambaram: Business Environment; Vikas Publishing
4. Upadhyay, S: Business Environment, Asia Books
5. Chopra, BK: Business Environment in India, Everest Publishing
6. Suresh Bedi: Business Environment, Excel Books
7. Economic Environment of Business by M. Ashikary.
8. Business Environment by Francis Cherrinulam

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 2.3

Name of the Course: Business Mathematics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	5 Hrs	70 Hrs

Pedagogy: Classroom's lecture, tutorials, Problem solving.

Course Outcomes: On successful completion of the course, the students will demonstrate

- The Understanding of the basic concepts of business maths and apply them to create solve and interpret application problems in business
- Ability to solve problems on various types of equation.
- Ability to solve problems on Matrices and execute the laws of indices, law of logarithm and evaluate them.
- Ability to apply the concept of simple interest and compound interest bills discounted etc. and apply them in day-to-day life.
- Ability to solve problems on Arithmetic progression, Geometric progression and construct logical application of these concepts.

Syllabus:	Hours
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Module No. 1: NUMBER SYSTEM	06
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roduction – Natural Numbers - Even Numbers – Odd Numbers – Integers – Prime Numbers – Rational and Irrational numbers, Real Numbers, HCF and LCM (Simple problems).

Module No. 2: THEORY OF EQUATIONS	14
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Introduction – Meaning - Types of Equations – Simple/ Linear Equations and Simultaneous Equations (only two variables), Elimination and Substitution Methods only. Quadratic Equation - Factorization and Formula Method ($ax^2 + bx + c = 0$ form only). Simple problems.

Module No.3: INDICIES, MATRICES AND LOGARITHMS	18
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eaning – types – operation on matrices – additions – subtractions and multiplication of two matrices – transpose – determinants – minor of an element – co-factor of an element –inverse – crammers rule in two variables – problems.

Indices and Logarithms: Meaning- Basic Laws of Indices and their application for simplification. Laws of Logarithms –Common Logarithm, Application of Log Table for Simplification.

Module No. 4:COMMERCIAL ARITHMETIC	18
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Simple Interest, Compound Interest including yearly and half yearly calculations, Annuities, Percentages, Bills Discounting, Ratios and proportions, duplicate-triplicate and sub-duplicate of a ratio. Proportions: third, fourth and inverse proportion - problems.

Module No. 5: PROGRESSIONS	14
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ROGRESSIONS: 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.

Skill Developments Activities:

- Develop an Amortization Table for Loan Amount – EMI Calculation.
- Secondary overhead distribution summary using Simultaneous Equations

Method.

3. Application of Matrix In Business Problems

Text Books:

1. Saha: Mathematics for Cost Accountants, Central Publishers
2. R.G. Saha and Others – Methods and Techniques for Business Decisions, VBH
3. Dr. Sancheti and Kapoor: Business Mathematics and Statistics, Sultan Chand
4. Zamarudeen: Business Mathematics, Vikas
5. R.S Bhardwaj :Mathematics for Economics and Business
6. Madappa, mahadi Hassan, M. Iqbal Taiyab – Business Mathematics, Subhash
7. G.R. Veena and Seema : Business Mathematics and Statistics I.K. Intl Publishers

Name of the Program: Bachelor Business Administration (BBA)

Course Code:BBA.2.6 (OEC)

Name of the Course: People Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs

Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.

Course outcome: On successful completion of the course, student will demonstrate:

1. Ability to examine the difference between People Management with Human resource Management
2. Ability to explain the need for and importance of People Management.
3. Ability to explain role of manager in different stages of performance management process
4. Ability to list modern methods of performance and task assessment.
5. Ability to analyse the factors influencing the work life balance of an working individual.

Syllabus:

Module No. 1: Introduction to People Management **Hours**
06

Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and

organizational factors on people management.

Module No. 2: Getting Work Done and Assessment and Evaluation	12
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Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members.

Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.

Module No. 3: Building Peer Networks and Essentials of Communication	12
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Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace.

Essentials of Communication: Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication.

Module No. 4: Motivation	08
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Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation

Module No. 5: Managing Self	07
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Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.

Skill Developments Activities:

1. Analyse two cases on any of the above content indicated above.
2. List out the modern tools to performance assessment and evaluation.
3. Conduct a survey of work life balance of working individuals
4. Draft a Career development of working individual in the middle level management.

Text Books:

1. McShane, Steven L. and Mary Ann Von Glinow, Organizational Behavior: Emerging Knowledge and Practice for the Real World. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.
2. Bernardin, H. John and Joyce E. A. Russell. Human Resource Management: An Experiential Approach. McGraw-Hill, 6/e. ISBN: 0078029163
3. Argyris, C. (1974). Personality vs. Organization. Organizational Dynamics. Vol. 3. No. 2, Autumn.
4. Blume, B. Baldwin, T. and Ryan, K. (2013). Communication Apprehension. A barrier to students leadership, adaptability and multicultural appreciation. Academy of Management Learning & Education, Jun, Vol. 12 Issue 2, p158-172.
5. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition). New York: McGraw-Hill.
6. Goleman, D. (1998). Working with Emotional Intelligence. Bantam Books,

Name of the Program: Bachelor of Business Administration (BBA)

Course Code:BBA 2.6 (OEC)

Name of the Course:RETAIL MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs

Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion Student will demonstrate ;

- a) An understanding of the types and forms of Retail business.
- b) Ability to examine Consumer Behaviour in various environment.
- c) Ability to analyse various Retail operations and evaluate them.
- d) Ability to analyse various marketing mix elements in retail operations.
- e) An understanding of Information Technology in retail business.

Syllabus:

Module No. 1: INTRODUCTION TO RETAIL BUSINESS **Hours** **08**

Definition – functions of retailing - types of retailing – forms of retail business ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retail business in India: Influencing factors – present Indian retail scenario.

Module No. 2: CONSUMER BEHAVIOUR IN RETAIL BUSINESS **Hours** **08**

Buying decision process and its implication on retailing – Influence of group and individual factors, Customer shopping behaviour, Customer service and customer satisfaction.

Module No. 3: RETAIL OPERATIONS **Hours** **08**

Factors influencing location of Store - Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Stores Layout and visual merchandising, Stores designing, Space planning, Inventory management, Merchandise Management, Category Management.

Module No. 4: RETAIL MARKETING MIX **Hours** **14**

Introduction -Product : Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service. Pricing : Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place : Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Promotion : Setting objectives – communication effects - promotional mix.

Module No. 5: INFORMATION TECHNOLOGY IN RETAILING **Hours** **07**

Non store retailing (e-retailing) - The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system.

Skill Developments Activities:

1. Draw a retail life cycle chart and list the stages
2. Draw a chart showing a store operations
3. List out the major functions of a store manager diagrammatically

4. List out the current trends in e-retailing
5. List out the Factors Influencing in the location of a New Retail outlet

Text Books:

1. Suja Nair; Retail Management, HPH
2. Karthic – Retail Management, HPH
3. S.K. Poddar& others – Retail Management, VBH.
4. R.S Tiwari ; Retail Management, HPH

**Curriculum as per
National Educational Policy (NEP 2020)**

**BACHELOR OF BUSINESS ADMINISTRATION
(BBA)
III and IV Semester Syllabus.**

Semester III								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
16	Lang.1.1	Language - I	AECC	3+1+0	70	30	100	3
17	Lang.1.2	Language - II	AECC	3+1+0	70	30	100	3
18	BBA.3.1	Cost Accounting	DSC	3+0+2	70	30	100	4
19	BBA.3.2	Organizational Behavior	DSC	4+0+0	70	30	100	4
20	BBA.3.3	Statistics for Business Decisions	DSC	3+0+2	70	30	100	4
21	BBA.3.4	Artificial Intelligence	SEC	1+0+2	50	50	100	2
22	BBA.3.5	Social Media Marketing/ Rural Marketing	OEC	3+0+0	50	50	100	3
Sub -Total (C)					450	250	700	23

Semester IV								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
23	Lang.1.1	Language - I	AECC	3+1+0	70	30	100	3
24	Lang.1.2	Language - II	AECC	3+1+0	70	30	100	3
25	BBA.4.1	Management Accounting	DSC	3+0+2	70	30	100	4
26	BBA.4.2	Business Analytics / Financial Markets & Services	DSC	4+0+0	70	30	100	4
27	BBA.4.3	Financial Management	DSC	3+0+2	70	30	100	4
28	BBA.4.4	Constitution of India	AECC	2+0+0	50	50	100	2
29	BBA.4.5	Sports/NCC/NSS/others (if any)	SEC-VB	1+0+2	-	100	100	2
30	BBA.4.6	Business Leadership Skills/Personal Wealth Management	OEC	3+0+0	50	50	100	3
Sub -Total (D)					450	350	800	25

EXIT OPTION WITH DIPLOMA – Ability to solve broadly defined problems.

Name of the Program: BBA		
Course Code: BBA 3.1		
Name of the Course: COST ACCOUNTING		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate.		
<ul style="list-style-type: none"> • Understand the elements of costing and preparation of cost sheet. • The ability to prepare material requisitions and management of store. • The ability to compare and contrast labour cost techniques. • Ability to differentiate kinds of overhead costing. • Ability to reconcile the cost. 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO COST ACCOUNTING		12
Introduction: Meaning, Objectives, Importance and Uses of Cost Accounting, Functions of Cost Accounting Department in an Organization, Difference between Cost Accounting and Financial Accounting; Various elements of Cost and Classification of Cost; Cost Object, Cost Unit; Cost Reduction and Cost Control; Limitations of Cost Accounting; Cost Sheet: Meaning and Cost Heads in a Cost Sheet, Presentation of Cost information in Cost Sheet/Statement- Problems on Cost Sheet, Tenders and Quotations.		
Module No. 2: MATERIALS COST		12
Materials: Meaning, Importance and Types of Materials - Direct and Indirect Material.		
Materials Procurement: Procedure for procurement of materials and documentation involved in procurement of materials- (Bill of materials, Material requisition note, Purchase requisition note,, Purchase order, Goods received note); Material Storage and Records: Duties of Store keeper, Store records- (Bin cards, Stores Ledger, Stock Control Cards); Material Issues and Valuation: Procedure for material issues, Documents used in material issues- (Material Requisition Note, Material Transfer Note, Materials Return		

Note); Valuation of material issues- preparation of Stores Ledger/ Account - FIFO, LIFO, - problems.

Inventory Control: Inventory control techniques and determination of various stock levels- Problems on Level Setting and Computation of EOQ; ABC Analysis, FSN Inventory, VED Inventory, HML Inventory, (Concepts only).

Module No. 3: EMPLOYEE COST

10

Employee Cost: Meaning, Components, Classification and Importance of Employee (Labour) Cost in Organisations; Attendance Procedure- Time keeping and Time Booking, Idle Time- Causes and treatment of Normal and Abnormal Idle Time, Overtime- Causes and treatment (Theory only);

Methods of Remuneration (Payment of Wages and Incentives) Problems on calculation of earnings under Time Rate (Straight time rate, Halsey and Rowan Methods) and Piece rate systems (Straight piece rate and Taylor's differential piece rate); Employee Turnover- Meaning, Reasons and Effects of LTO/ETO.

Module No. 4: OVERHEADS

12

Overheads: Meaning and Classification of Overheads; Accounting and Control of Manufacturing Overheads: Estimation and Collection, Cost allocation, Apportionment, Re-apportionment and Absorption of Manufacturing Overheads; Problems on Primary and Secondary distribution and Secondary distribution using Reciprocal Service Methods only; Absorption of overheads: Meaning and Methods of Absorption of overheads; Problems on Machine hour rate

Module No. 5: RECONCILIATION OF COST AND FINANCIAL ACCOUNTS

10

Reasons for differences in Profits under Financial and Cost Accounts; Procedure for Reconciliation –Ascertainment of Profits as per Financial Accounts and Cost Accounts and Reconciliation of Profits of both sets of Accounts – Preparation of Reconciliation Statement – Problems.

Skill Developments Activities:

- Prepare a Cost Sheet with imaginary figures.
- List the documents required in Inventory Management.
- Demonstrate the valuation of inventory using any one method of pricing material issues.
- Calculate the amount of Wages under Halsey / Rowan Plans, using imaginary data.

Text Books:

1. Jain and Narang, Cost Accounting, Kalyani Publication House.
2. N.K. Prasad, Cost Accounting, Books Syndicate Pvt. Ltd.
3. P C Tulsian, Cost Accounting, MHE India
4. Nigam & Sharma, Cost Accounting, HPH
5. Dr. B. Mariyappa, Cost Accounting, HPH
6. Khanna, Ahuja & Pandey, Practical Costing, S Chand & Co. Ltd.
7. B.S. Raman, Cost Accounting, United Publisher

Name of the Program: BBA Course Code: BBA 3.2 Name of the Course: ORGANIZATIONAL BEHAVIOR		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate: <ul style="list-style-type: none"> • To recall role of OB in business organization. • Able to understand group dynamics in an organization. • Able to understand the change management. • Able to construct the process of organizational development. • Ability to understand the kinds of Interventions in OB. 		
Syllabus:		Hours
Module No. 1: ORGANIZATIONAL BEHAVIOUR AND FOUNDATIONS OF INDIVIDUAL BEHAVIOUR		10
Organization Behavior– Meaning, Definition of OB, Importance of OB, Foundations of OB. Individual Behavior - Personal Factors, Environmental Factors, organization systems and resources Personality-Meaning, Nature, Determinants and Traits of Personality Perception- Meaning, Factors influencing perception, Perceptual Process, Perceptual Errors, Managing Perceptions.		
Module No. 2: GROUP AND TEAM DYNAMICS		8
Group Dynamics-meaning, Types of Group, Development of Groups- Stages of Group Development, Determinants of Group Behavior, Team Dynamics- meaning, Types of Teams: Conflict-sources of conflict and ways of resolving conflict, managing interpersonal relationships		
Module No. 3: CHANGE MANAGEMENT		10
Introduction to Change Management: OD and Change, Importance and Nature of Planned Change; Theories of Planned Change - Action Research Model, Kurt Lewin’s Change Model Introducing Change Effectively: Basic steps, Factors Influencing Change - Resistance to Change, Overcoming Resistance to Change; Empowering People to Manage Change, Activities Contributing to Effective Change Management		

Module No. 4: ORGANIZATIONAL DEVELOPMENT	12
OD: Meaning and Nature of Organizational Development (OD), Competencies of an OD Practitioner, Ethical Guidelines for OD Practitioners Process of Organizational Development: Overview of Entering and Contracting Diagnosing: Meaning of Diagnosing, Comprehensive Model for Diagnosing Organizational Systems (Organizational Level, Group Level and Individual Level)	
Module No. 5: OD INTERVENTIONS	16
Designing Effective OD Interventions: How to Design Effective Interventions, Overview of OD interventions - Human Process Interventions, Techno Structural Interventions, HRM Interventions and Strategic Change Interventions, Conditions for optimal success of OD	
<p>(a) Human Process Interventions</p> <p>T-Groups, Process Consultation, Third-party Intervention; Team building; Organization Confrontation Meeting, Inter-group relation Intervention: Microcosm Group; Large Group Intervention: Open -Systems Method, and Open-Space Method(in brief)</p>	
<p>(b) Techno Structural Interventions</p> <p>Restructuring Organization: Structural Design: Functional structures, Divisional structure - Product structure, Geographic and Market structure, Metrics structure, Network structure, Boundary less organization; (in brief)</p>	
<p>(c) Human Resource Management Interventions</p> <p>Overview of Performance Management Interventions: Performance Management Model, Goal Setting, Performance Appraisal Process, Reward Systems. (in brief)</p>	
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Two cases on the above syllabus should be analyzed and record in the skill development • Draw Blake and Mouton managerial grid • List the determinants of personality 	

Text Books:

1. Fred Luthans, Organizational Behaviour. McGraw Hill
2. Robbins, Organizational Behaviour, International Book House.
3. K. Aswathappa, Organizational Behaviour, HPH.
4. Appanniah and, Management and Behavioural Process, HPH
5. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.

Name of the Program: BBA		
Course Code: BBA 3.3		
Name of the Course: Statistics for Business Decisions		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate		
<ul style="list-style-type: none"> • To understand the requirements of statistical framework • To construct and visualize the data. • To determine the data adequacy for analysis. • To Review the data by using various tools. • To understand and analyze the impact of probability. 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO STATISTICS		12
Introduction – Meaning, Functions and Uses of Statistics; Collection of Data - Techniques of Data Collection – Census Technique and Sampling Technique (Concepts). Classification: Meaning, and Methods of Classification of Data, Tabulation: Meaning, Parts of a Table – Simple problems on Tabulation; Diagrammatic Presentation: Bar Diagrams – Simple Bars, Multiple Bars, Percentage Sub-divided Bar Diagram; Two Dimensional Diagrams – Pie Diagram.		
Module No. 2: MEASURES OF CENTRAL TENDENCY AND DISPERSION		14
Measures of Central Tendency: Calculation of Arithmetic Mean, Median and Mode for Individual, Discrete and Continuous Series – Problems; Empirical relation between Mean, Median and Mode.		
Measures of Dispersion: Absolute and Relative measures of Range, Quartile deviation, Standard Deviation in Individual, Discrete and Continuous Series – Problems		
Measures of Skewness: Calculation of Karl Pearson’s (Uni-modal) and Bowley’s Co-efficient of Skewness		
Module No. 3: CORRELATION AND REGRESSION ANALYSIS		10

Correlation Analysis - Meaning, Types of Correlation, Calculation of Karl Pearson's Coefficient of Correlation, Computation of Probable Error, Spearman's Rank Coefficient of correlation-problems. Regression Analysis – Concept of Regression, Regression equations- Problems.

TIME SERIES ANALYSIS: Meaning, Components, fitting a straight-line trend using Least Square Method (Problems where $\Sigma X=0$ only), calculation and estimation of trend values.

Module No. 4: TIME SERIES ANALYSIS

10

Meaning, Components, fitting a straight-line trend using Least Square Method (Problems where $\Sigma X=0$ only), calculation and estimation of trend values.

Module No. 5: INDEX NUMBERS

10

Index number, Construction of Index number, Methods of Index number - simple aggregate method, Weighted method (Laspeyres, Paashes, Marshal - Edgeworth and Fishers Ideal Index number). Tests of Adequacy (Unit test, TRT, FRT, Circular test). Consumer Price Index number

Skill Developments Activities:

- a) Data Visualization practical session Using Tableau/Power BI.
- b) Execute Average, Variance, Standard Deviation, CV, Covariance using Excel.
- c) Execute and Analyse Regression Model using Excel,
- d) Practical session on Time series models using GRETL
- e) Collect past years' Indian consumer price index data (as of the current base year) and analyse its impact on any macroeconomic indicator.

Text Books:

1. S P Gupta: Statistical Methods- Sultan Chand
2. Dr. B N Gupta: Statistics, Sahithya Bhavan
3. S.C Gupta: Business Statistics, HPH
4. Elhance: Statistical Methods, Kitab Mahal
5. Chikoddi & Satya Prasad: Quantitative Analysis for Business Decision, HPH
6. Sanchethi and Kapoor: Business Mathematics, Sultan Chand

Name of the Program: BBA		
Course Code: BBA 3.5		
Name of the Course: Social Media Marketing (OEC)		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate:		
<ul style="list-style-type: none"> • Define social media marketing goal setting for successful online campaigns. • Analyze the effective social media marketing strategies for various types of industries and businesses. • Design social media content and create strategies to optimize the content's reach to the target audience. • Appraise the reach and track progress in achieving social media objectives with a variety of measurement tools and metrics. • Design a suitable social media campaign for the business goals. 		
Syllabus:		Hours
Module No. 1: Social Media Introduction		08
Introduction to social media, how to build a successful Social Media Strategy, Goal setting, Overview of Global E-Marketing Issues, Country and Market Opportunity Analysis, User engagement on social networks; Social advertising; Social, media analytics; Impact of online reputation; Social Technology and its marketing influence in India.		
Module No. 2: Facebook -Instagram marketing		10
Exploring the use of a Facebook page, Facebook Ad campaign, Facebook groups, Hashtags, Instagram, Creating automation for Instagram, Audience Insights, page Insights, exploring the various IG content types, Setting a theme and flow on Instagram, and generating Leads.		
Module No. 3: Twitter Marketing		08
Creating a Twitter account, optimizing a page, content types, posting contents, Integrating a personal brand on Twitter, Twitter Analytics & Ads, post assistants and automation for Twitter.		
Module No. 4: YouTube marketing		08

Youtube marketing, creating a youtube channel, posting content, youtube analytics, Google Pages for YouTube Channels, Video Flow, Verify Channel, Webmaster Tool – Adding Asset.

Module No. 5: Search Engine Optimization-Recent trends and challenges

08

Search Engine Optimisation (SEO) Introduction, Understanding SEO, User Insights, Benefits and Challenges, Content Marketing, Traditional Media vs Social Media, recent trends and challenges in Social Media marketing.

Skill Developments Activities:

- a) Prepare Facebook Page in your name.
- b) Open a YouTube channel.
- c) Create a blog and write an article on Climate change.
- d) Create a search engine optimization (SEO) dashboard.

Text Books:

1. Annmarie Hanlon (2022), Digital Marketing Strategic Planning & Integration, 2nd Edition, SAGE Publications Ltd.
2. Matt Golden (2022), Social Media Marketing, 1st Edition, Bravex Publications.
3. Simon Kingsnorth (2022), The Digital Marketing Handbook: Deliver Powerful Digital Campaigns, 1st Edition, Kogan Page.
4. Melissa Barker, Donald I. Barker, Nicholas F. Bormann and Debra Zahay (2016), Social Media Marketing: A Strategic Approach, 2nd Edition, Cengage Learning.
5. Tracy L. Tuten and Michael R. Solomon, (2016), Social Media Marketing, 2nd Edition, Sage Publications India Private Limited.

Name of the Program: BBA		
Course Code: BBA 3.5		
Name of the Course: Rural Marketing (OEC)		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate		
<ul style="list-style-type: none"> • Describe the importance and application of various concepts of rural marketing. • demonstrate the appropriate selection of the segmentation, targeting and positioning strategies along with the environmental factors that influence rural consumers' buying behavior. • Design a Pricing Strategy that suits the characteristics of rural products and the stage in the product life cycle. • Formulate the appropriate marketing communication and rural distribution channel plans to promote and deliver the rural products. • Appraise the recent trends in Rural marketing and the application of digital technology in rural marketing. 		
Syllabus:		Hours
Module No. 1: Introduction to Rural Marketing		08
Nature and scope of rural marketing, rural vs urban markets, concepts and classification of rural markets, rural marketing environment: rural population, occupation pattern, income generation, location of the rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities.		
Module No. 2: Rural Consumer Behavior		08
Consumer buying behavior in rural markets, factors affecting consumer behaviour, rural consumer buying process, the rise of rural consumerism. Market segmentation – Bases for segmenting rural consumer markets.		
Module No. 3: Rural Product and Pricing Strategy		08
Rural product, Rural product classification, product life cycle, Product Life Cycle strategies in rural markets, New Product Development in rural markets, Branding for rural markets. Pricing for rural markets – Factors and strategies.		

Module No. 4: Rural Distribution and Communication Strategy	08
<p>Wholesaling and retailing in the rural market, rural mobile traders, rural distribution models- FMCG companies, durable companies, Service organizations, emerging distribution models.</p> <p>Rural communication strategy, challenges in rural Communication, creating promotion mix for rural audiences: advertisement, sales promotion, publicity.</p>	
Module No. 5: Regulations and Recent Trends in Rural Marketing	10
<p>Regulated market, Regulated Market in India, Future of Regulated Markets in India, Role of Govt in Developing rural marketing, Public Distribution Systems (PDS), Food Corporation of India, Self Help Groups (SHG's). Agricultural Credit Policy, Digitalizing rural India, online marketing reach in the rural market, recent trends in packing, labelling, grading, transporting, order processing, payment methods, storage and warehousing and Corporate farming.</p>	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> a) Prepare a Product life cycle for a Rural product b) Select a Rural Product and conduct a Consumer Satisfaction Survey c) Prepare an advertisement copy for a rural product d) Visit an APMC Yard/Mandi's and prepare a report on any one Agri product pricing. 	
<p>Text Books:</p> <ol style="list-style-type: none"> 1. Debarun Chakraborty and Soumya Kanti Dhara, et al. (2021), Rural Marketing in India: Texts and Cases, 1st Edition Atlantic Publishers and Distributors Pvt Ltd 2. Acharya SS and Agarwal NL (2019), Agricultural Marketing in India, 6th Edition, Oxford & IBH Publishing Co Pvt Ltd. 3. Dinesh Kumar and Punam Gupta (2019), Rural Marketing), 1st Edition, SAGE Publications India Pvt Ltd. 4. C. G. Krishnamacharyulu (2010), Rural Marketing: Text and Cases, 2nd Edition, Pearson India Education Services Pvt Ltd. 5. T.P. Gopalaswamy (2009) Rural Marketing-Environment, Problems and Strategies, 3rd Edition, Vikas Publishing House. 	

<p align="center">Name of the Program: BBA</p> <p align="center">Course Code: BBA 4.1</p> <p align="center">Name of the Course: MANAGEMENT ACCOUNTING</p>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
<p>Course Outcomes: On successful completion of the course, the Students will demonstrate:</p> <ul style="list-style-type: none"> • Able to understand the concept of Management Accounting. • To Understand and recall ratios and apply the same on given case. • To construct cash flow statement. • Should be able to apply Marginal cost ratios to make business decisions. • Student should be able to analyze business problems through applications. 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO MANAGEMENT ACCOUNTING		8
Introduction- Meaning and Definition – Objectives – Nature and Scope–Functions- Role of Management Accountant, Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting, advantages and limitations of Management Accounting.		
Module No. 2: RATIO ANALYSIS		14
Introduction-Meaning and Definition of ratio, Meaning of Accounting ratio, and Ratio Analysis – Uses and Limitations –Classification of ratios- Liquidity ratios, Profitability ratios and Solvency ratios. Problems on conversion of financial statements into ratios and ratios into financial statements.		
Module No. 3: CASH FLOW ANALYSIS		12
Meaning and Definition of Cash Flow Statement – Concept of Cash and Cash Equivalents - Uses of Cash Flow Statement – Limitations of Cash Flow Statement– Differences between Cash Flow Statement and Fund Flow Statement – Provisions of Ind. AS-7. Procedure for preparation of Cash Flow Statement – Cash Flow from Operating Activities – Cash Flow from Investing Activities and Cash Flow from Financing Activities – Preparation of Cash Flow Statement according to Ind. AS- 7		
Module No. 4: MARGINAL COSTING		12

Introduction-Meaning and definition of marginal cost, marginal costing, features of marginal costing- terms used in marginal costing – P/V ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis- assumption and uses- problems.

Decision Making-Make or Buy, -problems on decision making.

Module No. 5: STANDARD COSTING

10

Historical costing - Introduction – Meaning & Definition of Standard Cost and Standard Costing - Advantages & Disadvantages of Standard Costing –preliminaries in establishing system of standard costing – Variance Analysis – Material Variance, Labour Variance and Overheads Variance – Problems on Material Variances and Labor Variances only.

Skill Developments Activities:

- Collect the financial statement of a company and calculate important ratios.
- Collect the annual report of a company and prepare a cash flow statement.
- Prepare a Break-even-chart with imaginary figures.
- Prepare a flexible budget using imaginary figures of at least three levels.
- Draft the chart of various total cost variances.

Text Books:

1. Dr. S.N. Maheswari, Management Accounting, Mahavir Publications
2. T.S.Sexana, Advanced Cost and Management Accounting, Sultan Chand
3. Sudhindra Bhat, Management Accounting, Excel Books.
4. Dr. S.N. Goyal and Manmohan, Management Accounting, S.N. Publications.
5. B.S. Raman, Management Accounting, United Publishers.
6. Sharma and Gupta, Management Accounting, Kalyani Publishers.
7. M Muniraju & K Ramachandra, Management Accounting, HPH
8. PN Reddy & Appanaiah, Essentials of Management Accounting, HPH.

Name of the Program: BBA		
Course Code: BBA 4.2		
Name of the Course: Business Analytics		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate		
<ul style="list-style-type: none"> • Able to understand Data Types and storage of Data. • To understand types of analytics and data models. • To demonstrate visualization of data. • To recall the data mining and processing of data. • Able to understand concepts of different analytics model. 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO BUSINESS ANALYTICS		12
Business Analytics, Terminologies used in Analytics: Business Analytics, Business Intelligence, Meaning, Importance, Scope, Uses of Business Analytics, Architecture of Business Analytics, Types of Analytics: Descriptive, Diagnostics, Predictive, Prescriptive, Application of Business analytics, Introduction to Data Science and Big Data.		
Module No. 2: ROLE OF DATA IN THE ORGANIZATION		10
Sources of data, Use of Data in Decision making, Importance of data quality, dealing with missing or incomplete data, Types of Digital Data- Structured, Semi Structured, Unstructured Data. Data warehouse, Data mining, Data Integration – What, need, advantages, approaches of Data integration, Data profiling.		
Module No. 3: TOOLS USED FOR DATA ANALYTICS		12
Introduction to data analytics software – Types of data analytics software – open source and proprietary software.		
Lab sessions:		
R, JAMOVI, GRETL, Python: Installation of software –Installation of packages / library - Importing of data – Saving of data – Run descriptive Statistics – Interpret result – plotting of charts – inferences of chart. (Using all the four specified softwares).		
Module No. 4: DATABASE ORIENTATION		12

Database definition, types of structures, DBMs, RDBMS, Relational Database Language , Introduction to SQL, Features of SQL, SQL Languages, DDL commands - Create, Add, Drop, Constraints in SQL, DML Commands – Insert, Delete, Update, Data Query Language – Where clause, Order by, Group by, DCL commands – Grant, Revoke, TCL Commands – Commit, Roll Back, Save point. Aggregate Functions, Relational Algebra.

Module No. 5: DATA VISUALIZATION USING TABLEAU (PUBLIC VERSION)

10

Introduction to Dimensions and measures, Types of Charts, (Pie Chart, Column Chart, Line Chart, Bar Chart, Area Chart, Scatter Chart, Bubble Chart, Stock Chart), Basic understanding in dashboard and storyboard. (Explain using practical examples and students executes the examples using tableau.)

Skill Developments Activities:

1. Prepare tree map chart using Tableau.
2. Run a descriptive statistic using R and Python software.
3. Execute a summary chart in JAMOVI.
4. Execute DCL and TCL Command in SQL.

Text Books:

1. Business Analytics: Text and Cases, Tanushri Banerjee, Arvindram Banerjee, Publisher: Sage Publication
2. Business Analytics, U Dinesh Kumar, Publication: Wiley
3. Business Analytics, R. Evans James, Publisher: Pearson
4. Fundamental of Business Analytics, Seema Acharya R N Prasad, Publisher: Wiley
5. Business Analytics: Data Analysis and Decision Making, Albright and Winston published by Cengage Learning.
6. Swain Scheps, Business Intelligence for Dummies.
7. Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics

8. Cindi Howson. **Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data**

9. Seema Acharya R N Prasad, **Fundamentals of Business Analytics, 2ed, Wiley**

Name of the Program: BBA		
Course Code: BBA 4.2		
Name of the Course: Financial Markets & Services		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate		
<ul style="list-style-type: none"> • To able to recall concepts of financial system. • Able to differentiate the roles of financial institutions. • Able understand concept of financial services. • To understand the trading process of Instruments. • Able to Summarize the concept of stock market. 		
Syllabus:		Hours
Module No. 1: OVERVIEW OF FINANCIAL SYSTEM		10
Financial System – Features, Constituents of Financial System; Financial Institutions; Financial Services; Financial Markets and Financial Instruments.		
Module No. 2: FINANCIAL INSTITUTIONS		14
Characteristics of Financial Institutions, Broad Categories – Money Market Institutions and Capital Market Institutions. Objectives and Functions of Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, National Small Industrial Development Corporation, National Industrial Development Corporation, RBI Measures for NBFCs.		
Module No. 3: FINANCIAL SERVICES		12
Financial Services – Meaning, Objectives, Functions, Characteristics; Types of Financial Services - Merchant Banking – Functions and Operations, Leasing, Mutual Funds, Venture Capital & Credit Rating.		
Module No. 4: FINANCIAL MARKETS AND INSTRUMENTS		10
Meaning and Definition, Role and Functions of Financial Markets, Constituents of Financial Markets; Money Market Instruments, Capital Market and Instruments; SEBI guidelines for Listing of Shares and Issue of Commercial Papers.		

Module No. 5: STOCK MARKETS	10
Introduction - Functions of Stock Exchange; Stock Market Operations - Trading, Settlement and Custody (Brief discussion on NSDL & CSDL); Brief discussion of BSE, NSE and OTCEI.	
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Visit any financial institution and prepare a report regarding its structure, functions and • performance. • Analyze the ratings given by any credit rating agency, for at least 5 companies. • Conduct a mock stock-trading session and record the outcome. • Identify a company of your choice and record its share prices for one month. 	
<p>Text Books:</p> <ol style="list-style-type: none"> 1. L.M. Bhole, Financial Institutions & Markets, McGraw Hill 2. Khan, M.Y, Indian Financial System, McGraw Hill 3. Sharma, Meera, Management of Financial Institutions, Eastern Economy Edition 4. Bhole and Mahakud, Financial Institutions and Markets – Structure, Growth and Innovations, McGraw Hill 5. Guruswamy, S., Financial Services and System, McGraw Hill 6. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill 7. Khan. M.Y, Indian Financial System, Vikas Pub. House 8. H.R Machiraju, Indian Financial System, Vikas Pub. House 9. E.Gorden & K. Nataraj, Financial Markets and Services, HPH 	

Name of the Program: BBA		
Course Code: BBA 4.3		
Name of the Course: FINANCIAL MANAGEMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Course Outcomes: On successful completion of the course, the Students will demonstrate.		
<ul style="list-style-type: none"> • To identify the goals of financial management. • To appraise the concepts of time value of money. • To understand the different models of dividend policy. • Able to analyze the business problem related to investments. • Able to appraise the working capital requirements in an organization. 		
Syllabus:		
Module No. 1: INTRODUCTION TO FINANCIAL MANAGEMENT		Hours
Introduction – Meaning of Finance, Business Finance, Finance Functions, Organization structure of Finance Department; Financial Management – Goals of Financial Management, Financial Decisions, Role of a Financial Manager; Financial Planning – Steps in Financial Planning, Principles of Sound Financial Planning, Factors influencing a Sound Financial Plan		12
Module No. 2: TIME VALUE OF MONEY		
Meaning, Need, Future Value (Single Flow, Uneven Flow & Annuity); Present Value (Single Flow – Uneven Flow & Annuity); Doubling Period; Concept of Valuation -- Valuation of Bonds, Debentures and Shares (Simple Problems)		12
Module No. 3: FINANCING & DIVIDEND DECISIONS		
Financing Decision: Sources of Long-Term Finance -- Meaning of Capital Structure, Factors influencing Capital Structure, Optimum Capital Structure – EBIT, EPS Analysis, Leverages – Problems Dividend Decision: Meaning & Determinants of Dividend Policy, Types of Dividends, Bonus Shares (Meaning only)		12

Module No. 4: INVESTMENT DECISION	
Meaning and Scope of Capital Budgeting, Features & Significance, Techniques --Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index (Problems)	10
Module No. 5: WORKING CAPITAL MANAGEMENT	
Working Capital -- Concept of Working Capital, Significance of Adequate Working Capital, Types of Working Capital, Problems of Excess or Inadequate Working Capital, Determinants of Working Capital, Sources of Working Capital, Estimation of Working Capital (Simple Problems)	10
Skill Developments Activities:	
<ul style="list-style-type: none"> • Calculate Equated Installment and prepare Loan Repayment schedule for the loan borrowed by your family / friend. • Identify the capital budgeting and capital structure practices followed in any firm/company of your choice (using primary/secondary data) • Visit a business entity and estimate working capital requirement for the entity. • Develop spreadsheet models for different components of time value of money and capital budgeting. 	
Text Books:	
<ol style="list-style-type: none"> 1. I M Pandey, Financial Management. Vikas Publication. 2. Prasanna Chandra, Financial Management, TMH 3. S N Maheshwari, Financial Management, Sultan Chand 4. Khan and Jain, Financial Management, TMH 5. Dr. V Rajeshkumar and Nagaraju V, Financial management, MH India 6. Dr. Aswathanarayana.T ,Financial Management, VBH 	

7.	K. Venkataramana, Financial Management, SHBP
8.	G. Sudarshan Reddy, Financial Management, HPH
9.	Sharma and Shashi Gupta, Financial Management, Kalyani Publication

Name of the Program: BBA		
Course Code: BBA 4.6		
Name of the Course: Business Leadership Skills (OEC)		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will Demonstrate		
<ul style="list-style-type: none"> ⊙ To make students understand the significance of leadership skills for effective peoplemanagement ⊙ To increase the comprehension of leadership through various leadership theories ⊙ To make students understand different leadership styles, types, patterns and functions ⊙ To introduce various leadership approaches for effective management of people ⊙ To make students aware of recent trends in the area of business leadership 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO BUSINESS LEADERSHIP		10
Introduction to business leadership, meaning/definition of leadership, evolution and growth of leadership; functions and characteristics of leadership; latest trends/current scenario of business leadership.		

Module No. 2: LEADERSHIP FROM MANAGERIAL PERSPECTIVE	12
Nature of leadership, Significance or importance of leadership, Qualities of an effective leader, leader v/s manager; authority v/s leadership; formal v/s informal leadership; different roles of leadership; different levels of leadership;	
Module No. 3: LEADERSHIP FROM THEORETICAL PERSPECTIVE	8
Great man theory, Trait theory, Situational leadership theory, transactional leadership, transformational leadership theory, Likert's Management System; Fielder's contingency model, Blake and Mouton's Managerial Grid.	
Module No. 4: LEADERSHIP FROM AN OPERATIONAL PERSPECTIVE	6
Leadership styles: a) Autocratic leadership, b) Bureaucratic leadership, c) Democratic leadership, and d) Laissez faire leadership;	
Module No. 5: LEADERSHIP STRATEGIES	6
Leadership Strategies a) leading from the front, b) supporting leadership, c) interactive leadership. Group conflict, leader's role in managing group conflict; challenges in leadership; change management.	
Skill Developments Activities:	
<ul style="list-style-type: none"> ⊙ Collect information about the real time corporate leaders with different leadership styles & discuss their leadership styles and traits in the class room. ⊙ Present the students with a workplace problem, and have each student participant write down what they would do to solve it. Then, have each participant read their response aloud. This can help the teacher to identify the types of leadership styles that are present among the student participants and thereby highlight and discuss them in the class. ⊙ Student can make a presentation on any famous corporate/political personality covering their leadership style, their approach to people management, their 	

effectiveness in managing conflicts and how did they manage the crisis situations and so on.

Text Books:

1. Northouse, P. (2007). Leadership: Theory and Practice. Sage Publications.
2. Stephen, R. P. (1988). Organizational Behaviour - Concepts, controversies and Applications. New Delhi: Printice Hall of India Ltd.
3. Subba Rao. (2018). Organizational Behaviour (18th ed.). Himalaya Publishing House.
4. Subba Rao. (2022). Personnel and Human Resource Management (5th ed.). Bangalore: Himalay Publishing House.

Name of the Program: BBA Course Code: BBA 4.6 Name of the Course: Personal Wealth Management		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate <ul style="list-style-type: none"> • Demonstrate an understanding of the importance of Wealth Management and Financial Planning in personal life • Identify the Real Estate Investment Routes and understand the tax planning that minimises tax burden • Select and Apply the Asset Allocation strategies to balance between Risk and Return • Analyse the Retirement Planning Benefits and retirement strategies to provide regular income for life. • Understand the basic principles and importance various insurance policies 		
Syllabus:		Hours
Module No. 1: Wealth Management and Financial Planning		08
Meaning of Wealth Management, Need, Scope and Components of Wealth Management, Process of Wealth Management, Expectations of Clients, Code of Ethics for Wealth Manager. Challenges to WM in India – Financial Planning - Systematic Approach to Investing (SIP, STP & SWP)- Life Cycle and Wealth Cycle - Financial Planning in India, Legal aspects of Financial Planning.		
Module No. 2: Estate Planning and Tax Planning		08
Real Estate, Role of Real Estate, Real Estate Investment Routes, Real Estate Indices -Assets & Liabilities, Nomination, Inheritance Law, Will, Understanding Trust and Trust Documents – Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off.		
Module No. 3: Asset Allocation Strategies		08
Asset allocation Strategies -Asset allocation Decision, Equity portfolio strategies - Active Vs Passive, Management strategies, Value Vs growth investing, -Tactical, Fixed & Flexible. Portfolio Management Strategies - Indexing - Active - interest rate anticipation, Valuation analysis, Credit		

analysis, Yield spread analysis and Bond swaps - Allocation to Speculation, Diversification in Perspective.

Module No. 4: Retirement Planning and Employee Benefits	10
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Introduction to Retirement Planning - Types of Retirement Plans - Defined Benefit and Defined Contribution plan, Superannuation Fund and other retirement plans, Pre and Post Retirement Planning Strategies – ESOP and ESPP.

Module No. 5: Insurance Products in Wealth Management	08
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Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance - Group Life and Health Insurance; Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance and Group Insurance Policy – Risk Management through Insurance.

- Skill Developments Activities:**
- List out different Insurance schemes
 - Create your own personal portfolio using imaginary numbers and justify.
 - Conduct a survey of 20 salaried employees on their investment avenues through questionnaire.
 - Prepare technical charts report of any 5 listed stocks in BSE S&P SENSEX.

Text Books:

- Pawan V. Jhabak – Wealth Management, Himalaya Publishing Hou Himalaya Publishing House Pvt. Ltd., Mumbai - 400 004.
- S.K Bagchi – Wealth Management Jaico Publishing House, Firs Edition.
- NSE Academy – Financial Planning and Wealth Management.
- NCFM Work Book – Financial Markets (Advanced).