PROCEEDING OF THE
ACADEMIC COMMITTEE MEETING HELD ON
(Saturday 18.04.2026)

AT

SETH PADAM CHAND JAIN INSTITUTE OF COMMERCE BUSINESS MANAGEMENT & ECONOMICS,
DR. BHIMRAO AMBEDKAR UNIVERSITY, KHANDARI CAMPUS AGRA

APPLICABLE FROM
Academic Session 2026-27 Onwards

Bachelor of Business Administration
BBA (NEP)
(A Three Year Degree Program)

BBA First Semester

Paper Code	Paper Name	Type	Credit
BBA-101	Principles & Practices of Management	C	4
BBA-102	Fundamentals of Accounting	C	4
BBA-103	Business Environment	C	4
BBA-104	Quantitative Techniques -I	MD	3
BBA-105	Fundamentals of Computer	SEC	3
BBA-106	First Aid and Basic Health	AEC	2
BBA-107	Indian Knowledge System (IKS)	VAC	2
		Total Credit	22

BBA Second Semester

Paper Code	Paper Name	Type	Credit
BBA-201	Business Organisation	C	4
BBA-202	Business Economics	C	4
BBA-203	Quantitative Techniques -II	MD	3
BBA-204	Business Communication	SEC	3
BBA-205	Human Values and Environmental Studies	AEC	2
BBA-206	Viva- Voce on Subject Related Topics	Practical	4
		Total Credit	20

Note:
Total Credits of Ist & IInd Semester = 22 + 20 = 42

Abbreviations:

C - Core
AEC - Ability Enhancement Course
SEC - Skill Enhancement Course
MD - Multi Disciplinary
VAC - Value Added Course

BBA Third Semester

Paper Code	Paper Name	Type	Credit
BBA-301	Legal and Regulatory Framework of Business	C	4
BBA-302	Accounting for Decision Making	C	4
BBA-303	Research Methodology	MD	3
BBA-304	AI for Business	SEC	3
BBA-305	Physical Education and Yoga	AEC	2
BBA-306	Viva Based on Industry Visit	Project-I	4
		Total Credit	**20**

BBA Fourth Semester

Paper Code	Paper Name	Type	Credit
BBA-401	Financial Management	C	4
BBA-402	Marketing Theory and Practice	C	4
BBA-403	Human Resource Management	C	4
BBA-404	Business Analytics	MD	3
BBA-405	Social Responsibility and Community Engagement	AEC	2
BBA-406	Viva Based on Industry Analysis	Project-II	4
		Total Credit	**21**

Note:

- Total Credits of Ist & IInd Semester = 22 + 20 = 42
  Total Credits of IIIrd & IVth Semester = 20 + 21 = 41
- Total Credits upto IV sem. = 83

Abbreviations:

C - Core
AEC - Ability Enhancement Course
SEC - Skill Enhancement Course
MD - Multi Disciplinary

BBA Fifth Semester

Paper Code	Paper Name	Type	Credit
BBA-501	Investment Analysis	C	4
BBA-502	Organizational Behaviour	C	4
BBA-503	Consumer Behaviour and Market Research	C	4
BBA-504	E-Commerce	C	4
BBA-505	Viva Based on Internship	Project-III	4
		Total Credit	**20**

BBA SixthSemester

S.No	Paper Name	Type	Credit
BBA-601	International Business Management	C	4
BBA-602	Business Policy	C	4
BBA-603	Industrial Relations and Labour Laws	C	4
BBA-604	Entrepreneurship and Small Business Management	C	4
BBA-605	Viva Based on Industry Embedded Project Work	Project-IV	4
		Total Credit	**20**

Note:

- Total Credits of Ist & IInd Semester = 22 + 20 = 42
  Total Credits of IIIrd & IVth Semester = 20 + 21 = 41
- Total Credits of Vth & VIth Semester = 20 + 20 = 40
- Total Credits upto VI sem. = 123.

Abbreviations:

C - Core
AEC - Ability Enhancement Course
SEC - Skill Enhancement Course
MD - Multi Disciplinary

SEMESTER I

BBA 101: Principles and Practices of Management

Course Objective: To develop an understanding of the concepts, theories & practices in the field of management.

Course Content: **Course Credit-4**

Unit-I

Introduction: Concept, Process, Importance, Functions, Levels and significance of Management, Management Vs Administration.

Unit- II

Development of Management thought- Classical, Neo-classical, behavioural, systems and contingency approaches. Management thinkers- FW Taylor, Henry Fayol, George Elton Mayo, JRD Tata,

Unit-III

Planning: Nature, Scope and Objectives of Planning; Types of Plans; Planning Process; Planning Vs Forecasting. Concept of MBO.Decision making - Process and Techniques.

Unit-IV

Organizing: Concept, Nature, Process and Significance; Span of Control; Departmentation; Types of Organization; Authority,Responsibility; Delegation and Decentralization. Staffing: Definition, Elements & functions of staffing, Recruitment- sources, advantages & disadvantages, Selection – Meaning and Process. Promotion, Demotion, Transfer.

Unit-V

Directing – Concept &Principles.Controlling: Nature and Scope of Control; Types of Control; Control Process; Control Techniques- traditional and Modern; Co-ordination – need & importance.

SUGGESTED READINGS

Essentials of Management	Harold Koontz & Heinz Weirich
Management Theory & Practice	J.P.Mahajan
Management Theory and Practices	C.B.Gupta
Principles of Management	B.S.Moshal

Course Outcomes: After completing the course, students will be able to:

- Explain the fundamental concepts, functions, and levels of management.
- Analyse various management theories and contributions of key thinkers.
- Apply planning and decision-making techniques in business situations.
- Understand organizational structures and staffing processes.
- Evaluate control systems and coordination mechanisms in organizations.

BBA 102: Fundamentals of Accounting

Course Objective: To develop an understanding of principles and fundamentals of accounting done by any business organization.

Course Content: **Course Credit-4**

Unit I

Meaning, nature and concepts of financial accounting, Accounting Process, Users of Accounting Information; Single Entry & Double entry book keeping system; Importance & limitations of accounting.AccountingPrinciples:Conventions & Concepts.Role of accounting in digital transactions and FinTech platforms.Accounting Software (Tally) GST Invoice.Concept of Green accounting.

Unit II

Preparation of Journal and Cash bookincluding banking transactions, Ledger and Trial balance, Subsidiary books of accounts.Errors and their Rectification, Numerical Problems on Preparation and Correction of Trial Balance.

Unit III

Final Accounts: Meaning, Types & Objectives, Trading Account, Profit & Loss Account, Balance Sheet Adjustments; Final Accounts of sole traders, Partnership Firm & Non- Profit Organizations; Adjustments at the end of financial year. Bank Reconciliation Statements

Unit IV

Depreciation: Concept, Causes of Depreciation, Basic Features, Objectives of Providing Depreciation, Accounting Treatment, Depreciation Policy, AS-6 (Revised) Depreciation Accounting, Provisions and Reserves. Goodwill: Meaning, Importance & Methods of Valuation.

Unit V

Shares and Debentures: Concept, Types of Accounting Entries, Undersubscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Shares and debentures, Forfeiture of Shares, Surrender of Shares, Issue of Two Classes of Shares, Right Shares, Re-issue of shares.Writing off Loss on Issue of Shares.Redemption of preference shares and debentures.

SUGGESTED READINGS

Financial Accounting	T.S.Grewal
Financial Accounting	S.M.Shukla
An Introduction to Accountancy	S.N.Maheshwari&S.K.Maheshwari
Fundamentals of financial Accounting	R.L.Gupta&V.K.Gupta

Course Outcomes: After completing the course, students will be able to:

- Understand and apply basic accounting concepts and conventions.
- Prepare journal, ledger, trial balance, and final accounts.
- Use basic accounting software (Tally) and prepare GST invoices.

BBA 103: **Business Environment**

Course Objective: The course introduces students to the various environmental factors that affects businesses. It also provides insights into public policies, regulatory frameworks, and government initiatives shaping the Indian business landscape.

Course Content: **Course Credit-4**

Unit I
Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment. Types of Business Environment.Challenges and Opportunities of Indian Business Environment.

Unit II
Global Framework: EPRG Framework, Liberalization, Privatization & Globalization Concept and Its Impact on Indian Economy.Significance of FDI and FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.

Unit III `
Public Policies: Background, Meaning and Importance of Public Policy, Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA, Structural Adjustment Programs and Banking Sector Reforms in India.

Unit IV
Problems and challenges of Growth of Economy: Unemployment, Poverty, Regional Imbalance, Social Injustice, Inflation, Parallel Economy, Lack of Technical Knowledge and information. Remedies to solve these problems.

Unit V
Emerging Trends in Business Concepts, Advantages and Limitations Franchising, Aggregators, Business Process Outsourcing (BPO) and Knowledge Process Outsourcing (KPO): E-Commerce, Digital Economy, Technological Growth.

SUGGESTED READINGS

Business Environment	Francis Cherunillam
Business Environment	K.Aswathappa
Business Environment	Justin Paul

Course Outcomes: After completing the course, students will be able to:

- Explain the nature, scope, and significance of business environment.
- Analyse the impact of environmental factors on business decisions.
- Evaluate the role of global institutions and international frameworks.
- Understand the influence of public policies on business operations.
- Identify and assess economic challenges and suggest remedies.
- Interpret emerging business models and digital trends in the modern economy.

BBA 104: Quantitative Techniques-I

Course Objective: To enable the students to interpret and solve business-related word problems and to develop simple mathematical models from a business perspective

Course Content: **Course Credit-3**

Unit I
Percentage Ratio & Proportion, discount, Profit & Loss, simple interest, compound interest, annuity.

Unit II
Set Theory; Definition, types of sets, Venn Diagram, equality of sets, operations on sets, Cartesian product of sets,
Functions & Relations: Relations, properties of Binary relations on a set, Equivalence Relations

Unit III
Matrices and Determinants: Matrices, types of Matrices, addition and multiplication of matrices, multiplication by a scalar, determinants-minor and cofactors, properties of determinants, product of two determinants, inverse of a matrix.

Unit IV
Algebra: Arithmetical, Geometric and Harmonic progressions, Exponential and Logarithmic series, Binomial theorem, Permutation and Combinations

Unit V
Differentiation and integration, maxima and minima, application of differentiation and integration in business

SUGGESTED READINGS

Business Mathematics	R.S.Sondhi
Business Mathematics	J.K.Singh
Business Mathematics	Quazi.Zameerudin

Course Outcomes: After completing the course, students will be able to:

- Solve business problems involving percentages, interest, and profit & loss.
- Apply concepts of sets, relations, and functions in problem-solving.
- Perform operations on matrices and determinants for business applications.
- Use progressions, logarithms, and combinatory in analytical situations.
- Apply differentiation and integration in optimization and business decision-making.

BBA 105: Fundamentals of Computer

Course Objectives: The course aims to develop digital literacy and enhance skills in office automation and business tools among management students

Course Content: **Course Credit-3**

Unit 1:

Introduction to Information Technology and its role in business, Office Automation Tools: Word Processing - (MS Word / Google Docs), Creating, formatting documents, Tables, mail merge, reports.

Unit 2:

Spreadsheets- (MS Excel / Google Sheets), Basic formulas and functions (SUM, AVERAGE, IF), Charts and data visualization, Data sorting and filtering, Presentations- (PowerPoint / Google Slides). Creating professional presentations, Slide design, animations, charts

Unit 3:

Basics of Internet and Web Browsing, Search engines and effective searching techniques, Email writing and management (formal communication) Cloud computing basics (Google Drive, Dropbox) Online collaboration tools (Google Meet, Zoom)

Unit 4:

Introduction to Management Information Systems - (MIS) Basics of ERP and CRM.Digital marketing overview (SEO, social media marketing) Use of IT in HR, Finance, and Marketing.

Unit 5:

Cyber Security & Emerging Technologies: Cyber threats (phishing, malware, hacking), Safe internet practices, Data privacy and protection, Introduction to Artificial Intelligence (AI), Big Data, Cloudcomputing, FinTech.

Practical Component -

Students must perform: Create a formatted business letter and report, Prepare an Excel sheet with formulas and charts. Develop a PowerPoint presentation on a business topic,send professional emails, Use Google Drive for sharing files, Case-based assignment on digital marketing.

SUGGESTED READINGS

Fundamentals of Computers	V. Rajaraman
Information Technology for Management	Turban
Online tutorials (Google Workspace, Microsoft Office)	V.Rajaramanna

Course Outcomes: After completing the course, students will be able to:

- Explain the basic structure, types, and functions of computers.
- Identify and differentiate hardware components and software types.
- Perform basic data representation and number system conversions. Understand the working of internet, email, and networking concepts. Use MS Word, Excel, and PowerPoint for business applications.

BBA 106: First Aid and Basic Health

Course Objective: The course develops skills to assess and respond to medical emergencies, including CPR for all age groups and emergency childbirth.

Course Content: **Course Credit-2**

Unit I: Basic First Aid and Emergency Techniques

A. Basic First Aid
- Aims of first aid & legal aspects
- Emergency response and basic CPR
- Recovery position and assessment
- Hygiene and hand washing
- First aid kit: types and contents

B. First Aid Techniques
- Dressings and bandages
- Evacuation techniques (single rescuer)
- Transportation techniques

C. Respiratory Emergencies
- Basics of respiration
- Breathing difficulties, choking, drowning
- Suffocation, asthma

D. Heart & Circulation
- Basics of heart and blood circulation
- Chest pain, bleeding

E. Wounds & Injuries
- Types of wounds
- Head, chest, abdominal injuries

F. Bones, Joints & Muscles
- Fractures, amputation, crush injuries
- Shock management

Unit II: Advanced First Aid and Disaster Management

A. Nervous System & Unconsciousness
- Basics of nervous system
- Stroke, epilepsy, seizures

B. Gastrointestinal Issues
- Food poisoning, diarrhea

C. Skin & Burns
- Types of burns (thermal, chemical, electrical)
- Heatstroke, hypothermia

D. Poisoning, Bites & Stings
- Poisoning types and treatment
- Snake bites, insect stings

E. Sense Organs
- Foreign objects in eyes, nose, skin

F. Emergency & Disaster Situations
- Road accidents, institutional emergencies
- Rural emergencies, triage

G. Emergency Childbirth

Unit III: Basic Sex Education and Reproductive Health

- Basics of urinary and reproductive system
- Male and female puberty (physical & emotional changes)
- Gender similarities and differences
- Sexual intercourse, pregnancy, childbirth
- Birth control and abortion
- Awareness of LGBTQ+ issues
- Sexual harassment, abuse, and prevention
- Prevention of sexually transmitted diseases (STDs)

Unit IV: Mental Health and Psychological First Aid

- Concept of mental health and its importance
- Mental health issues in India
- Mental Health First Aid Action Plan
- Depression, anxiety disorders
- Crisis intervention (suicide, panic attacks, trauma)
- Psychosis and substance abuse disorders
- First aid for overdose and withdrawal
- Practical application of mental health first aid

SUGGESTED READINGS

First Aid Manual	Indian Red Cross Society
First Aid Guide	St. John Ambulance
Mental Health First Aid Guidelines	WHO
Health and Physical Education	NCERT

Course Outcomes: After completing the course, students will be able to:

- Understand and apply basic first aid techniques in emergencies.
- Demonstrate skills in handling injuries, wounds, and medical conditions.
- Respond effectively to disasters and emergency situations.
- Develop awareness of reproductive health and sex education.
- Apply principles of mental health and psychological first aid.

BBA 107: IKS (Indian Knowledge Systems and Traditions)

Course Objective: The course aims to create awareness among youth about India's rich cultural heritage and the scientific value of traditional knowledge. It promotes spiritual wisdom, personality development, and leadership skills. It also provides a holistic understanding of nature and life.

Course Content: **Course Credit-2**

Unit I
Overview of Indian Knowledge: Philosophy: The Vedic tradition, Upanishad and Classical Indian Darshans, Indian Culture & Civilization- Different stages in the evolution of Indian Culture, Distinctive features of Indian culture, components of Culture and Indian Music and Dance.

Unit- II
Integrating Indian Knowledge System into Commerce: Introduction to Arthashastra by Kautilya, Traditional Knowledge Digital Library (TKDL) Geographical Indications of Goods.

Unit- III
Spirituality: Spirituality vis-à-vis religion, Concept of Maya (Illusion) Advaita Vedanta, Meaning scope and implications at work, Concept of Dharma, varna ashram Concept of karma – meaning and importance to managers, corporate karma, Concept of Vasudha IvaKutumbakam.

Unit- IV
Spirituality, Science, Engineering and Technology in IKS: Mathematics, Astronomy, Engineering and Technology: Metals and Metalworking, Town Planning, Architectural Engineering.

SUGGESTIVE READINGS

Introduction to Indian Knowledge System.	B. Mahadevan
Indian Knowledge System	Kapur K and Singh AK
The Cultural Heritage of India.	I Kilkata
Echoes of Ancient Indian Wisdom	Nair Shantha N.
Hindology Book.	

Course Outcomes: After completing the course, students will be able to:

- Understand the core concepts of Indian philosophy and knowledge traditions.
- Appreciate the cultural diversity and heritage of India.
- Apply ethical and spiritual principles in personal and professional life.
- Recognize the relevance of Indian knowledge systems in commerce and management.
- Develop a holistic perspective towards life, nature, and sustainability.

SEMESTER II

BBA 201: Business Organization

Course Objective: To develop an understanding of the business enterprise, trade, commerce and Industry- its formation, procedures and functioning

Course Content: **Course Credit-4**

Unit I
Concept, Nature and Scope of Business; business as a system; Government & Business Interface: Rationale, Forms of Government and Business Interface.
distinction between business, commerce & trade, Business Ethics, Social Responsibilities of business.

Unit II
Forms of Ownership: Sole Proprietorship, Joint Hindu Family Firm, Partnership Firm, Joint Stock Company, Co-operative Organization.Choice of form of Organization

Unit III
Types of Companies- Stages of formation & Establishment of a firm, company meetings & Resolutions, SMEs: Meaning & Characteristics of Small Business, Significance& Problems, Role of small business in a developing economy.

Unit IV
Public Sector: Concept, Rationale, Forms of Public Enterprises, Government Programmes, Problems. Business Risk: Meaning, Nature, Causes, Types, Risk Management, Methods of Handling Risk.

Unit: V
Business Combinations: Concept & Causes, Types and various forms of business combinations; Business Associations: Chambers of Commerce and Industry in India, FICCI, CII, ASSOCHAM, AIMO etc.

SUGGESTED READINGS

Fundamentals of Business Organization and Management	Y.K.Bhushan
Business Organization & Management	C.B.Gupta
Business Organization	T.N.Chhabra
Business Organization & Management	C.R.Basu

Course Outcomes: After completing the course, students will be able to:

- Explain the concept and structure of business, trade, and commerce.
- Compare different forms of business organization and select appropriate forms.
- Understand the process of company formation and management practices.
- Analyse the role of SMEs and public enterprises in economic growth.
- Identify and manage business risks effectively.
- Evaluate business combinations and the role of trade associations in India.

BBA 202: Business Economics

Course Objective: The course focuses on applying economic principles such as demand and supply, production, cost analysis, and market structures to business decisions. It also introduces key macroeconomic concepts essential for understanding the economy and its impact on business performance.

Course Content: **Course Credit-4**

Unit I

Fundamentals of Microeconomics: The Economic Problem: Scarcity and Choice, Meaning, Nature and Scope of economics, Positive and Normative Economics, Demand and Supply: Determinants and Law, Demand and supply curve.

Unit II

Production Analysis: Theory of Production Factors of Production, production Function, Law of Variable proportion, Returns to Scale, Producers, Equilibrium.

Unit-III

Theory of Cost: Short Run and Long Run, Average, Marginal and Total Cost Curves. Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Consumer Equilibrium.

Unit-IV

Analysis of Market - Concept of Market and Main Forms of Market.Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly.

Unit-V

National Income: Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income, Current Challenges Facing by Indian Economy.Tools of fiscal and monetary.

SUGGESTED READINGS

Micro Economics A modern Approach	Varian. H.R
Micro Economics Principal, problems & policies.	Mc Connell & Brue
Advanced Economic theory	Ahuja, H.L.
Advanced Economic theory	Jain K.P.

Course Outcomes: After completing the course, students will be able to:

- Explain the basic concepts and scope of economics.
- Analysedemand and supply conditions and elasticity.
- Apply production and cost theories in business decisions.
- Understand consumer behaviour and equilibrium analysis.
- Evaluate different market structures and pricing decisions.
- Interpret national income concepts and economic challenges in India.

BBA 203: QUANTITATIVE TECHNIQUES - II

Course Objective: To enable the students to develop an understanding of the various statistical tools & its application in the business research

Course Content: **Course Credit-3**

Unit I

Role of Statistical Techniques in the field of Business and Industry; Classification and tabulation of data, Frequency Distribution; Diagrammatic and Graphical Presentation of Statistical Data; Bar Diagram, Histogram, Frequency Polygon, Frequency Curve &Ogive.

Unit II

Measures of Central Tendency; Mean, Median, Mode; G.M., H.M., Measures of Dispersion-Mean Deviation, Standard Deviation and Co-efficient of Variation, Skewness and Kurtosis.

Unit III

Correlation – Karl Pearson and Ranking Methods, Regression, Regression Expressions, Lines of Regression.Interpolation and Extrapolation – Binomial Lagrange and Newton Methods.

Unit IV

Analysis of Time Series – Measurement of Trend and relational; Chi Square Test – Independence of Attributes and Goodness of fit.

Unit V

Probability – Definition, Addition and Multiplication rule, conditional Probability, Bays Theorem; Theoretical Distribution; Binomial, Poisson and Normal.

SUGGESTED READINGS

Business Statistics	Dr.S.C.Gupta
Statistical Methods	S.P.Gupta
Quantitative Technique	Srivastava, Shanoy& Sharma
Quantitative Technique	C.R. Kothari
Business Statistics	G.C.Beri

Course Outcomes: After completing the course, students will be able to:

- Classify, tabulate, and present statistical data effectively.
- Calculate and interpret measures of central tendency and dispersion.
- Analyse relationships using correlation and regression techniques.
- Apply time series analysis and chi-square tests in business contexts.
- Use probability and distributions for decision-making under uncertainty.

BBA 204: BUSINESS COMMUNICATION

Course Objective: To equip students with the essential written, oral, and interpersonal communication skills required to function effectively and professionally in a modern, global workplace

Course Content: **Course Credit-3**

Unit I

Understanding Business Communication – Concept, definition, nature, importance, components, process, direction, channels, patterns, means/media, barriers, types.

Unit- II

Oral &non-verbal communication: Principles of Oral Presentation, Factors affecting Presentation, effective Presentation skills, Body Language, Para Language, Role of Listening and its importance, Modern forms of communication, international communication, Cultural sensitiveness and cultural context, Writing and presenting in international situations

Unit- III

Corporate Communication Formal and Informal Communication, Communication dynamics and network, Grapevine, Barriers in Communication, Essential of effective communication.

Unit- IV

Business letters, Writing Important Business letters including correspondence with Bank and Insurance companies. Writing Resume, Writing Memo, Circular, Notice and Application.

Unit- V

Corporate Meetings, Delphi, Brainstorming and nominal group technique of group decision making, Group Discussion, framing of surveys, Writing Cover letter, Types of Interviews, Psychometric test in Employee selection. Cases and Presentations.

SUGGESTED READINGS

A Text book of Business Correspondence	Bapat&Davar,
Business Communication	Bhende D.S.
Advance Commercial Correspondence	Gowd& Dixit,
A Reader in Human Communication	Gurky 1.M.,
Business Communication	R.C.Bhatia
High School English Grammar & Composition	Wren & Martin
Business Communication	K.K.Sinha

Course Outcomes: After completing the course, students will be able to:

- Understand and apply the principles and process of effective communication.
- Demonstrate oral and non-verbal communication skills in professional settings.
- Draft business letters, resumes, memos, and official documents.
- Participate effectively in group discussions, meetings, and presentations.
- Handle interviews and workplace communication situations confidently.

BBA 205: HUMAN VALUES AND ENVIRONMENT STUDIES

Course Objective: The course aims to instill human values, ethical thinking, and a sense of responsibility towards society and the environment. It encourages learners to develop a thoughtful approach to solving social challenges and promotes the creation of responsible, value-driven citizens.

Course Content: **Course Credit-2**

Unit I

Human Values Introduction- Values, Characteristics, Types, Developing Value system in Indian Organisation, Trans-cultural Human values in Management. Swami Vivekananda's philosophy of Character Building, Gandhi's concept of Seven Sins, APJ Abdul Kalam view on role of parents and Teachers.

Secular and Spiritual Values in ManagementIntroduction- Secular and Spiritual values, features, Levels of value. Implementation Features of spiritual Values, Corporate Social Responsibility- Nature, Levels, Phases and Models of CSR, Corporate Governance, CSR and Modern Business Tycoons- Ratan Tata, AzimPremji and Bill Gates

Unit – II

Holistic Approach in Decision making- Decision making, the decision-making process The Bhagavad Gita: Techniques in Management Dharma and HolisticManagement Discussion through Dilemmas- Dilemmas in Marketing and PharmaOrganisations, moving from Public to Private monopoly context, Dilemma of privatisation, Dilemma on liberalization, Dilemma on social media and cyber security Dilemma on Organic food. Dilemma on standardization Dilemma on Quality standards: Case Studies

Unit- III

Ecosystem- Concept, structure & functions of ecosystem- producer, consumer, composer, food web, food chain, energy flow, Ecological pyramids.Conservation of Biodiversity-In-situ & Ex-situ. Conservation of biodiversity, Role of individual in Pollution control, Human Population & Environment Sustainable Development India and UN, Sustainable Development Goals Concept of circular economy and entrepreneurship

Unit- IV

Environmental Laws- International Advancements in Environmental Conservation.Role of National Green Tribunal, Air Quality Index, Importance of Indian Traditional knowledge on environment, Bio assessment of Environmental Quality, Environmental Management System, Environmental Impact Assessment and Environmental Audit.

SUGGESTED READINGS

A foundation course in Human Values and Professional Ethics	RR. Gaur, R. Sangal et al
JUSTICE: What's the Right Thing to Do?	Michael J. Sandel
Human Values	A. Tripathi
Environmental Manager	NK.Uberos

Course Outcomes: After completing the course, students will be able to:

- Understand and apply values and ethical principles in personal and professional life.
- Analyseethical dilemmas and make value-based decisions.
- Demonstrate awareness of CSR and corporate governance practices.
- Explain ecosystem structure, biodiversity conservation, and sustainability concepts.
- Evaluate the role of environmental laws and policies in protecting the environment.

BBA 206: Viva- Voce on Subject Related Topics

Course Credit-4

Course Objective: To enhance communication and presentation skills through structured academic exercises. It enables students to develop the ability to research, organize, and effectively present ideas on topics drawn from their core subject.

Course Content:

Each student is required to select a topic from the subjects studied during the first and second semesters. Students must prepare a detailed write-up on their chosen topic. A viva voce examination will be conducted to assess their understanding, analytical ability, and presentation of the selected topic.

Course Outcomes: After completing the course, students will be able to:

- Demonstrate improved verbal and written communication skills.
- Prepare well-structured academic write ups on assigned topics.
- Deliver effective and confident presentations using appropriate techniques.
- Analyse and explain subject related concepts clearly during discussions and viva voce.
- Exhibit critical thinking and the ability to respond to questions logically and coherently.

SEMESTER - III

BBA 301: Legal and Regulatory Framework of Business

Course Objective: To enable the students to grasp the details as to how things function with regard to the various contracts and acts which are essential for running a business

Course Content: **Course Credit-4**

Unit I
Indian Contract Act- 1872**:** Introduction, Nature & Classification of contracts, Essentials of contract- offer and acceptance, Considerations, Capacity of Contract, Free Consent. Agreements Declared Void, Contingent Contracts, Quasi Contracts, Discharge of Contracts, Breach of Contract, Remedies for Breach of Contract. Special Contracts – Indemnity, Bailment and Pledge.

Unit II
The Sale Goods Act- 1930:Introduction, Formation of the Contract of Sale, Goods and their Classification, Condition and Warranties, Passing (Transfer) of Property (Ownership) in goods, Transfer of Title by Non-Owners, Performance of Contract of Sale, Unpaid Seller and His Rights, Sale by Auction.

Unit III
Indian Partnership Act 1932: definition, Formation of Partnership, Partnership Firm, Firm's Name, Registration of Firms, Effect of Non-Registration, Types of Partners, Relation of Partner to one another and with third parties, Reconstitution of Firm.

Unit IV
Negotiable Instrument Act- 1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments-Promissory Notes, Bills of Exchange and Cheques, Crossing of Cheques, Payment and Collection of Cheques and Demand Drafts, Discharge and Dishonour of Negotiable Instruments. Holder and Holder in due course, Payment in due course.Penalties in case of Dishonour of certain cheques for insufficiency of Funds.

Unit V
Companies act 1956- Nature & types of companies, Formation of company, MOA, AOA, Prospectus. Company Management – appointment & Removal of Directors, Duties & Liabilities of Director, Meetings- Essential, Types& Resolutions. Winding up of a company.

SUGGESTED READINGS

Business Law	S.S. Gulshan&Kapoor
Business Law	SatishMathur
Business Law	M.C.Kuchhal
Legal Aspects of Business	M.K. Nabi

C**ourse Outcomes:** After completing the course, students will be able to:

- Understand theessential elements and types of contracts under Indian law**.**
- Analyse the formation and functioning ofpartnership firms**.**
- Interpret provisions related to negotiable instruments and banking practices**.**
- Identify legal issues and takeinformed decisions within regulatory boundaries.

BBA 302: Accounting for Decision Making

Course Objectives: To enrich the knowledge of the learners in knowing and applying various tools ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information

Course Content: **Course Credit-4**

Unit-1:
Introduction to Cost and management accounting; Definitions, features, objectives, functions, scope, advantages and limitations.Relationship and differences between Cost accounting, Management accounting Financial Accounting. Cost Concepts-Cost classification, Elements of cost, Preparation of cost sheet and quotation.

Unit II:
Elements of Cost**:** Material cost- direct and indirect, Inventory control techniques-stock levels, EOQ, ABC analysis. Issue of materials purchase pricing methods-FIFO, LIFO and Average methods. Labor cost: direct and indirect, methods of payment of wages including incentive plans-Halsey and Rowan plan, Taylor's Piece Rate method. Overheads: features, classification, methods of allocation apportionment of overheads, primary and secondary distributions.

Unit-III:
Financial Statement Analysis;Introduction, Comparative Income Statements and Balance Sheets-Common Size Income Statements and Balance Sheet analysis Trend Analysis. Ratio Analysis Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios

Unit IV:
Marginal Costing-Meaning, Importance, Marginal Cost Equation - Difference between Marginal costing and Absorption costing. Break Even Analysis-Meaning and Importance Break even chart- P/V ratio Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence Problems in Marginal costing. Budgets Meaning and importance, Types of Budgets, practical problems-Flexible Budget and cash Budget.Budgetary Control-Meaning and Importance.

Unit-V:
Cash flow statement and Management Reporting;Introduction- Concept of Cash-Sources of cash flow Cash from operation cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments.Management Reporting - Meaning and Definitions of reports Objectives and Purpose-Reports to top level management - Reports to lower-level management- Sample Reports

SUGGESTED READINGS

Cost and Management Accounting,	Arora, MN
Cost and Management Accounting.	Kishor, R.M.
Management Accounting.	Arora, M.N
Management Accounting	K.L. Gupta

Course Outcomes: After completing the course, students will be able to:

- Understand and apply cost and management accounting principles**.**
- Use marginal costing and CVP analysis for decision-making.
- Analyse financial performance using ratio analysis and cash flow statements**.**

BBA 303: Research Methodology

Course Objectives: To develop basic understanding of research concepts, problem formulation, research design, and data collection methods used in business research.

Course Content: **Course Credit-3**

Unit I:
Introduction to Research-Meaning, nature and scope of research, Importance of research in business decision making. Types of research: exploratory, descriptive, casual, applied vs basic.

Unit II:
Research Problem & Hypothesis-Identification and formulation of research problem, Literature review: concept and sources-Formulation of research objectives, Hypothesis: meaning and types, Variables and constructs in research.

Unit III:
Research Design;Meaning and significance of research design, Types of research design: exploratory, descriptive, experimental, Components of a good research design, Measurement and scaling techniques, Nominal, ordinal, interval, ratio scales, Likert scale, semantic differential scale.

Unit IV:
Sampling Design; Census vs sampling, Sampling process and steps, Types of sampling: - Probability sampling (simple random, stratified, cluster), non-probability sampling, (convenience, judgment, quota), Determination of sample size

Unit V:
Data Collection Methods: Primary Vs secondary data, Methods of data Collection: Observation, Interview, Questionnaire and schedule, Questionnaire design and pilot testing, Source of secondary data. Research ethics and problems faced by researchers.

SUGGESTED READINGS

Research Methodology	C.R Kothari
Research Methodology	Sadhu & Singh
Text of Research Methodology	P.C Tripathi
Research Methods in Economics and Business	R. Ferber &Verdoom P.J

Course Outcomes: After completing the course, students will be able to:

- Understand the nature, scope, and importance of research in business decision-making.
- Identify and formulate research problems and hypotheses.
- Design appropriate research frameworks and measurement tools.
- Apply sampling techniques and determine sample size.
- Collect and organize primary and secondary data effectively.
- Develop a basic research proposal or project.

BBA 304: AI for Business

Course Objectives: The course develops an understanding of artificial intelligence concepts and their relevance to business. It enables students to analyze AI-driven decision-making and its organizational impact while addressing risks, biases, and ethical concerns.

Course Content: **Course Credit-3**

Unit I

Foundations: The artificial neuron, neural networks, training, gradient descent todeep nets, language and vision models, narrow, and general intelligence,generative AI.

Unit II

AI, strategy and business models: Digital business strategy, enterprise to eco systems, digital platforms, competition and smart connected products, business models in AI, Business value of AI: AI-business value mechanism, value creation, AI for business functions-Marketing, Operations, and HR; and business domains- Manufacturing, and Healthcare

Unit III

Algorithmic decision making: Machines for decisions, learning algorithms-decision support to decision-making, conversational agents and anthropomorphism, social structure, demographic disparity and prejudice, the spectrum of cognitive biases, social media and the echo chamber effects, the changing role of general managers; interpretability, explain ability and decision stakes, accuracy vs interpretability, solutions and limitations

Unit IV

AI Risks: AI risk and sources, AI bias, types of bias, hallucination and jail breaking, business-AI alignment; risk management-technological solutions: unlearning and forgetting, robustness checks, debasing, data sharing and differential privacy.

Unit V

Responsible AI and regulation: Fairness and its categories, fair equality of opportunities, philosophy of policy, fairness and policy, model selection for fairness, Governance, and regulation, human values vs market-oriented regulation, AI innovation-regulation trade off, emerging regulations and compliance in select geographies

SUGGESTED READINGS

- Prediction Machines: The Simple Economics of Artificial Intelligence, Ajay Agrawal, Joshua Gans&Avi Goldfarb
- Artificial Intelligence Basics: A Non-Technical Introduction, Tom Taulli
- Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World, Marco Iansiti&Karim R. Lakhani
- Artificial Intelligence for Business, Doug Rose

Course Outcomes: After completing the course, students will be able to:

- Explain the fundamental concepts of AI, machine learning, and neural networks**.**
- Analyse the impact of AI on business models and value creation**.**
- Evaluate AI-based decision-making systems and their limitations**.**
- Identify risks, biases, and ethical issues in AI applications**.**

BBA 305: Physical Education and Yoga

Course Objective: The course helps students understand the significance of yoga and its practical applications for holistic well-being, including subtle energy systems. It explores different paths of yoga and the Eight Limbs to promote physical, mental, and spiritual harmony, while applying yogic principles to manage psychosomatic ailments and build resilience.

Course Content: **Course Credit-2**

Unit-I

Yoga: Meaning and definition, Importance of yoga in 21st century, Introduction to Yogic Anatomy and Physiology, Yoga& sports, Yoga for healthy lifestyle, Types of Yoga: Hatha yaga, laya yoga, mantra yoga,bhakti yoga, karma yoga, jnana yoga, raj yoga, Study of Chakras, Koshas, Pranas, Nadis, Gunas, Vayus and its application in Yogic practices.Ashtang Yoga: Yama, niyama, asana, pranayama, Pratyahar, dharna, dhyan, Samadhi: Benefits, Utilities & their psychological impact on body and mind. According to yoga concept of normality in modern psychology, concept of personality & its development, yogic management of psycho-somatic ailments: frustration, anxiety and depression

Unit-2

Sports for Physical Fitness: Meaning and definition. Physical Activity Concept, Benefits of Participation in Physical Activities.Components and Significance of Physical Fitness Health, Skill and Cosmetic.Fitness; Types of Physical Activities -Walking, Jogging, Running, Calisthenics, Rope Skipping, Cycling, Swimming, Circuit Training, Weight training, Adventure Sports.Principles of Physical Fitness, Warming Up, Conditioning, Cooling Down, Methods to Develop and Measure Health and Skill related components of Physical Fitness, Measurement of Health-Related Physical Fitness (HRPF).

Unit -3

Physical Wellness: Concept, Components, Types of wellness: psychological, social, emotional, and spiritual.Significance with reference to Positive Lifestyle,Concepts of Quality of Life and Body Image, Factors affecting Wellness, Wellness Programmes

Unit-4: Nutrition and Weight Management

Concept of Nutrients, Nutrition, Balanced Diet, Dietary Aids and Gimmicks.Energy and Activity- Calorie Intake, Energy Balance Equation.Obesity; Concept, Causes, Obesity Related Health Problems.Weight Management through Behavioural Modifications.

SUGGESTED READINGS

YogDawra Kaya Kalp.	Anand O P. SewasthSahitya
Nutrition Now	Brown, J.E. Thomson-Wadsworth.
Fitness & Wellness-Concepts.	Corbin et al.
Principles and Labs for Fitness and Wellness,	Hoeger, W W K and S.A. Hoeger. Thomson Wadsworth.
Physical Education	Kamlesh, M. I, & Singh, M. K

Course Outcomes: After completing the course, students will be able to:

- Understand and practice basic yoga techniques for physical and mental well-being.
- Explain the importance of physical fitness and adopt healthy lifestyle habits.
- Apply knowledge of wellness and stress management techniques.
- Demonstrate awareness of nutrition and weight management principles.

BBA 306: Viva Based on Industry Visit

Course Objectives: A students will be able to relate the theoretical knowledge with their practical experience and exposure acquired during their visit to industry.

Course Content: **Course Credit-4**

Report Preparation:

A student will prepare a report on the visit to the organization focusing on the following probable areas.

- Organizational Structure
- Layout of the organization
- Usage of Information Technology
- Management Function (Marketing, Finance and HR Perspectives)
- Legal Aspects- eg Welfare schemes followed, compensation plans followed, acts.
- Accounting methods.
- Micro & macro environment affecting the business
- Viva Voce based on the report will be conducted by the external examiner.

Course Outcomes: After completing the course, students will be able to:

- Relate theoretical knowledge with practical exposure gained during the industry visit.
- Analyse organizational structure, functions, and operational practices of the visited organization.
- Evaluate the role of technology, accounting methods, and management functions in business operations.
- Assess legal, environmental, and business factors influencing organizational performance.
- Develop professional report writing and presentation skills for effective communication.

SEMESTER IV

BBA 401: Financial Management

Course Objective: To acquaint the students with the overall framework of financial decision- making in a business unit.

Course Content: **Course Credit-4**

Unit I

Introduction**:** Nature, Scope, Process, Objectives & Functions of financial Management, Functions of financial Managers, Concept of time value of Money. **Cost of Capital**: Concept, Significance, types- cost of equity, Preference, Debt & Retains Earnings, Weighted average cost of capital.

Unit II

Capitalization: Meaning and Concept, Importance of Capitalization, Over Capitalization – Meaning, Causes &Effects, Under Capitalization – Meaning, Causes & Effects,Optimum Capitalization. Leverages: Meaning & Measurement of Financial Leverage,Operating Leverage andCombined Leverage.

Unit III

Capital Structure:Meaning and Concept, Forms of Capital Structure (Equity, Debt, Preference Shares, etc.), Determinants of Capital Structure.

Concept of Capital Structure Planning- EBIT–EPS Analysis and its Application in Financing Decision.

Unit IV

Capital Budgeting:Meaning, Nature & Need, Objectives of Capital Budgeting,Types of Capital Budgeting Decisions,Methods of evaluation of Capital Budgeting -Traditional Methods (Payback Period, ARR), Discounted Methods (NPV, IRR, Profitability Index).

Unit V

Dividend Policies:Concept, Types, Models of Dividend Policies- Walter, Gordon &Modgliani& Miller.Determinants of Dividend Policy.

Working Capital Management- Meaning, scope, importance, determinants and sources Management of Cash, Receivables, & Inventory

SUGGESTED READINGS

Financial Management	I.M.Pandey
Financial Management	Shashi K. Gupta
Financial Management	Prasanna Chandra

Course Outcomes: After completing the course, students will be able to:

- Calculate and interpret cost of capital and leverage effects.
- Evaluating capital budgeting and working capital decisions using various techniques.
- Understand and apply dividend policy theories in corporate decision-making.

BBA 402: Marketing Theory and Practice

Course Objective: This course will give an understanding on complete relationship between marketing and other management functions

Course Content: **Course Credit-4**

Unit I

Overview of Marketing: Meaning of market, Nature, element, Objectives, importance & Function of marketing.Marketing Mix: Concept, elements, Dynamics, Marketing Process. Introduction to Strategic Marketing: Concept, Importance & Process.

Unit II

Marketing Management: Meaning, Definitions, Objectives, Departments, functions, Consumer buying behaviour, consumer decision making. Market Segmentation – Bases & Process, benefits, target market, approaches.

Unit III

Product: Concept, Product Line & Product Mix, Product Life Cycle, Product Positioning Concept of Branding & Packaging.Price – Concept, types, importance, objectives, factors, influencing pricing. Promotion - Concept of promotional mix, determinants of promotional mix, importance. Marketing Channels, types & factors affecting the choice of distribution channel.

Unit IV

Emerging Trends in Marketing: Concept, Need and Importance.Societal marketing, Green Marketing, Relationship Marketing, Green Marketing.Role of AI and Robotics in marketing, ethical issues in marketing.

Unit V

Case Studies – Analysis of successful marketing campaigns-Developing marketing strategies. Market Dynamics- Case insights into successful marketing management Startups.

SUGGESTED READINGS

Modern Marketing Management	C.B.Mamoria
Marketing Management	Phillip Kotler
Marketing Management	Ramaswamy, Namakumari
Marketing Management	Arun Kumar, N.Meenakshi

Course Outcomes: After completing the course, students will be able to:

- Explain the core concepts, functions, and scope of marketing.
- Analyseconsumer buying behaviour and segmentation strategies.
- Apply knowledge of marketing mix elements in real-world situations.
- Evaluate product life cycle, branding, and pricing decisions.
- Understand modern marketing trends such as green marketing and AI applications.
- Develop effective marketing strategies based on case analysis.

BBA 403: Human Resource Management

Course Objective: The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

Course Content: **Course Credit-4**

UNIT I

Introduction: Human Resource - Meaning, scope, Significance, Objectives, Function of HR department. Manpower Planning- Estimating Manpower requirements, Job Analysis, Job Description & Job Specification.

UNIT II

Recruitment & Selection: Factors affecting recruitment, sources of recruitment, Selection – Process, selection techniques, Orientation, and Placement.

UNIT III

Training & Development: Training- Objectives & Importance of training, Training Methods- On job training and off- the job training

UNIT -IV

Performance Appraisal:Concept and Significance, Techniques, Job Enlargement & Job Enrichment, Quality of Work Life, Compensation Management.

UNIT -V

Employee Welfare: Various welfare schemes & Safety Measures. Employee Benefits – Meaning and its types, Fringe Benefits. Grievance Handling – Meaning, Importance and Process.Collective Bargaining – Meaning and Importance.Emerging trends- HRIS, HR analytical, INT HR

SUGGESTED READINGS

Human Resource Management	C.B.Mamoria
Human Resource Management	PravinDurai
Human Resource Management	Saiyadain
Human Resource Management	K.Ashwathappa

Course Outcomes: After completing the course, students will be able to:

- Explain the fundamentals and functions of HRM.
- Apply techniques of manpower planning, recruitment, and selection.
- Analyse and design training and development programs.
- Evaluate performance appraisal and compensation systems.
- Understand employee welfare measures and grievance handling procedures.
- Interpret the importance of collective bargaining in industrial relations.

BBA 404: Business Analytics

Course Objective: The course aims to build a foundational understanding of business analytics and introduces to analytical software like Excel and BI tools while enabling students to apply analytics across functional areas and effectively present business insights.

Course Content: **Course Credit-3**

Unit I:
Introduction to Business Analytics: Meaning and scope of business analytics, Types of analytics- Descriptive, Predictive, Prescriptive. Role of analytics in business decision making, Data-driven decision making.

Unit- II
Data Processing & Preparation: Editing coding, classification, tabulation, Data cleaning and validation, Use of software (Excel/SPSS basics), Data visualization: Charts, Graphs, Dashboards.

Unit- III
Statistical & Analytical Techniques: Descriptive Statistics- Mean, Median, Mode, Standard Deviation and Variance. Correlation and regression analysis. Hypothesis testing: Z-test, t-test, Chi-square test.

Unit- IV
Analytical Tools and Techniques: Basics of: Excel for data analysis (pivot- tables, charts) Introduction to tools like Power B1/Tableau (conceptual) Data mining basics, Trend analysis and forecasting, Simple predictive models (regression-based insights)

Unit- V
Business Analytics Application & Mini Project: Application of analytics in business areas-Marketing analytics, Financial Analytics, HR analytics. Data analysis using Excel, Structure of a research report- (Introduction, methodology, analysis, findings) Referencing styles (APA/MLA basics) Preparation of a short analytical report. Presentation of findings using chart and dashboards.

SUGGESTED READINGS

Research Methodology	C.R. Kothari
Research Methods for Business	U.Sekaran
Business Analytics: Data Analysis and Decision Making,	S. C. Albright, W. L. Winston,
Fundamentals of Business Analytics,	R. N. Prasad &SeemaAcharya,
Excel Data Analysis For Dummies,	Stephen L. Nelson,

Course Outcomes: After completing the course, students will be able to:

- Explain the role of business analytics in decision-making.
- Perform data preparation, cleaning, and visualization using basic tools.
- Apply statistical techniques such as correlation, regression, and hypothesis testing.
- Use Excel and conceptual BI tools for data analysis and interpretation.
- Analyse business problems using analytics in marketing, finance, and HR domains.

BBA 405: Social Responsibility and Community Engagement

Course Objective: The objective is to understand the interrelationship between business and society, develop ethical decision-making skills, and recognize the role of CSR in sustainable development, while also fostering engagement with community issues and rural life.

Course Content: **Course Credit-2**

Unit I Introduction to Business Ethics & Social Responsibility

- Concept & need: Meaning of social responsibility, need for CSR, arguments for /against social responsibility.
- Business Ethics: Definition, Sources, ethics and morality, ethical management, personal and organizational integrity.
- Ethical Dilemmas: Conflicts of interest, sexual harassment, bribery, unfair wages, whistleblower mechanisms.

Unit II Corporate Social Responsibility (CSR) Frameworks

- Theories of CSR: Stakeholder Theory (owners, employees, consumers, community, government,) Carroll's Pyramid of CSR.
- Legal Framework: Companies Act. 2013 (Section 135) regarding CSR in India, mandatory CSR expenditure, CSR committee.
- Sustainability & ESG: Environmental sustainability, Climate change, carbon footprint, ESG (Environmental, Social, and Governance) reporting.

Unit III Community Engagement & Rural Development

- Community Relations: Impact of business on community, community development projects.
- Rural Engagement: Understanding rural life, local culture, and challenges.
- NGO & Community Based Organizations (CBOs): Role of NGOs, self-help groups (SHGs), and MahilaMandals in community development.
- Social Entrepreneurship: Using business models to solve social problems.

Unit IV Environmental Responsibility & Consumer Protection

- Environmental Protection: Business and ecology, pollution control, waste management, green technology.
- Consumer Rights & Protection: Consumer rights, consumer awareness, Consumer Protection Act.
- Ethical Marketing: Responsible advertising, ethical pricing, and labelling.

Recommended Pedagogy: -

- Case Studies: Analysing ethical lapses (e.g., corporate scams) and successful CSR initiatives.
- Role Plays: Simulating board meetings, ethical dilemmas, and stakeholder negotiations.
- Field Visits: Direct interaction with NGOs, rural, or underserved communities.

Course Outcomes: After completing the course, students will be able to:

- Evaluate business decisions based on ethical and social considerations.
- Apply ethical frameworks in resolving managerial dilemmas.
- Analyse and design CSR strategies aligned with sustainability goals.
- Understand and contribute to community development and rural engagement initiatives.

BBA 406: Viva Based on Industry Analysis

Course Objective: The course aims to develop students' understanding of business organizations and industries by applying basic management concepts to real-life situations. It enhances research, analytical, communication, and presentation skills while encouraging practical learning.

Course Content: **Course Credit-4**

Project and Presentation
Students shall undertake either:
A. Industry Analysis Report **OR** B. Case Study Report

Suggested Topics could be for projects

Industry Analysis **Students may select any industry such as:**	**Case Study** **Students may choose a case related to:**
1. Garment Industry 2. Dairy/ Food Processing Industry 3. Pharmaceutical Industry 4. Gems & Jewellery Industry 5. Automobile Industry 6. Banking & Financial Industry 7. Telecom Industry 8. Steel Industry 9. Tourism & Hospitality Industry 10. Healthcare Industry 11. Retail Industry 12. Any other local SME & MSME.	1. Business Success or Failure 2. Leadership 3. Customer Service 4. Marketing Strategy 5. Human Resource Practices 6. Entrepreneurship 7. Innovation 8. Business Ethics 9. Corporate Social Responsibility 10. Small Business Management **11.** Any Current Business Issue
Suggested Framework • Introduction to the Industry • Industry Size and Recent Trends • Role of industry in Indian Economy • Major Companies/Key Players • Products and Services • Basic SWOT Analysis/ Any other tool • Role of Technology • Future Scope	**Suggested Framework** • Introduction to the Organization • Background of the Case • Problem or Issue Identified • Analysis Using Basic Management Concepts • Findings • Suggestions/Recommendations • Conclusion

Reference Book:
Case Studies in Management Dr.S.L.Gupta, Dr.Sunil Gupta and Anurag Mittal; Wisdom Publications.

Course Outcomes: After completing the course, students will be able to:
- Understand the structure and functioning of different industries and organizations.
- Identify business problems and suggest simple, practical solutions.
- Improve analytical thinking, report writing, presentation, and communication skills.

SEMESTER V

BBA 501: Investment Analysis

COURSE OBJECTIVES: The course aims to develop the ability to evaluate risk and return, analyze securities using fundamental and basic technical approaches, and understand valuation techniques for informed investment decision-making.

Course Content: **Course Credit-4**

Unit I:
Introduction to Markets:Concepts: Nature, scope, and objectives of investment, Types: Investment vs. Speculation vs. Gambling. Process: Steps in the investment decision process.Difference between Investing and Speculating, The Indian Financial System (SEBI, NSE, BSE), Investment Avenues: Savings accounts, Gold, PF, and Stocks.Environment: Financial markets (Primary vs. Secondary), regulators, and intermediaries.

UNIT II:
Risk and Return Basics:Concept of Time Value of Money (Simple vs. Compound, Measuring historical and expected returns, Risk Types: Systematic (Market) risk vs. Unsystematic (Unique) risk, Metrics: Standard deviation, Beta, and Variance; Trade-off: The fundamental relationship between risk and reward.

UNIT III:
Economic Analysis: GDP, inflation, interest rates, and fiscal policy, Industry Analysis: Life cycle stages and Porter's Five Forces, Company Analysis: Financial statement analysis, ratios, and management quality. Dividend Discount Model (DDM) basics.

UNIT IV:
Basic Charting Tools: Chart patterns (Head and Shoulders, Double Top/Bottom). Line and Bar charts, Support and Resistance levels, Indicators: Moving averages, RSI, and MACD., Behavioral Finance: Psychological factors affecting market trends.

UNIT V:
Valuation of Securities: Bond Valuation: - Yield to Maturity (YTM), duration, and interest rate sensitivity, Equity Valuation: Dividend Discount Models (DDM), P/E Multipliers, and Free Cash Flow.

SUGGESTED READINGS

Investments	Bodie, Kane, and Marcus.
Security Analysis and Portfolio Management	Prasanna Chandra.
The Intelligent Investor	Benjamin Graham.

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

- Analyse risk and return using key financial concepts and tools.
- Evaluate and make informed investment decisions using valuation techniques.
- Interpret basic technical indicators and market trends.

BBA 502: Organizational Behaviour

Course Objective: To develop an understanding of organization and the behaviour of people working in it.

Course Content: **Course Credit-4**

Unit I

Introduction, Meaning and Concept of Organizational Behaviour, Disciplines that contributes to OB, Models of OB, Perception:Concept, Process, Nature& Importance, barriers in perception

Unit II

Personality:Concept and Meaning, Development of Personality, Personality Traits, Attitude-Concept. Learning: Processes of learning- Theories of Learning- Classical, operant, cognitive.

Unit III

Motivation: Meaning- Theories of Motivation, Maslow's need hierarchy theory, Herzberg's, two factor theory, ERG, and Vroom's Expectancy theory, Theory X, Y and Z.Concept of Morale; Leadership – Meaning, importance, traits, leadership styles.

Unit IV

Group Dynamics: Nature, Dynamics of Formal and Informal Groups, Teams – Nature and Effectiveness.

Conflict- Meaning, sources of conflict;Types of conflict- Intra individual, Inter-Personal, inter-group and organizational conflict, Conflict Management Techniques, negotiation approaches.

Unit – V

Power: Meaning, distinction among power, authority and influence, classification of power, Politics as a strategic tool for power acquisition. Dynamics of Organizational Culture- Creating positive and ethical cultural.

SUGGESTED READINGS

Human Behaviour at Work	Devis Keith
Organizational Behaviour	Robins Stephanen P.
Organizational Behaviour	Verma&Agarwal
OrganizationalBehaviour	L.M.Prasad
OrganizationalBehaviour Text and cases	Avinash K Chitale RP Mohanty, NR Dubey

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

- Understand key concepts of organizational behaviour and their impact on workplace effectiveness.
- Apply knowledge of personality, perception, and learning to improve individual performance.
- Analyse motivation theories and leadership styles to enhance employee productivity.
- Evaluate group dynamics and manage conflicts effectively within organizations.

BBA 503: Consumer Behaviour and Market Research

Course Objective:
This course aims at enabling students to understand the various aspects of consumer behaviour, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Course Content: **Course Credit-4**

Unit -I
Introduction to Consumer Behaviour: Meaning and concept, Factors affecting consumer behaviour, consumer behaviour as a marketing discipline, consumer research and its role in marketing.
Unit -II
Individual Determinants of Consumer Behaviour: Motivation; Attention, Perception and Consumer Imagery, Learning and Memory, Personality and Self Concept; Consumer Attitudes Formation and Change, Consumer Values and Lifestyles.
Unit - III
External Determinants of Consumer Behaviour: Influence of Culture and Subculture; Social Class; Reference Groups, Word of Mouth, Opinion Leadership, Family Influences, Online Social influences: Social-Media &E-Worm. Peer influence on consumer behaviour, social influencers and their effect on consumers.
Unit -IV
Consumer Behaviour–Emerging issues in changing consumer behaviour in the digital world.Data privacy and security concerns, consumer protection in the Digital market place.Introduction to marketing analytics.
Unit -V
Introduction to Marketing Research – Meaning, nature, scope, importance, types of marketing research, marketing research, process, Application of Marketing Research, Limitation.

SUGGESTED READINGS

Consumer Behaviour	Schiffman&Kanuk
Consumer Behaviour	Loudon & Della Bitta
Marketing Research	C.R. Kothari
Marketing Research	Naresh K. Malhotra

Course Outcomes: After completing the course, students will be able to:

- Understand the concept and importance of consumer behaviour in marketing.
- Analysepsychological factors such as motivation, perception, learning, and attitudes.
- Evaluate the impact of social, cultural, and digital influences on consumers.
- Identify emerging issues like data privacy and online consumer behaviour.
- Apply basic concepts of marketing research and research process.
- Interpret consumer insights for effective marketing strategies.

BBA 504: E Business

Course Objective: To develop knowledge of online marketing, payment systems, and security and to familiarize students with real world applications and platforms.

Course Content: **Course Credit-4**

Unit I

Introduction to E-Commerce Meaning, concept, and nature of e-commerce, Evolution and growth of e-commerce, Features and scope of e-commerce, E-commerce vs traditional commerce, E-business: concept and relationship with e-commerce, Advantages and limitations of e-commerce. Applications of e-commerce in different sectors.

Unit II

E-Commerce Business Models: Types of e-commerce: B2B, B2C, C2C, C2B, G2C E-commerce business models (Marketplace, Inventory-based, Subscription, Fermium) Revenue models: Advertising, Subscription, Transaction fee, Sales, E-commerce portals and platforms. Case studies of popular e-commerce companies.

Unit III

E-marketing and Consumer Behaviour: Concept of Digital Marketing, Online marketing tools: SEO, SEM, Social media marketing, Email marketing. Online advertising and branding Consumer behaviour in e-commerce, Factors influencing online buying decisions, Customer relationship management (CRM) in e-commerce.

Unit IV

E-Payment Systems and Security: Electronic payment systems: Credit card, Debit card, Net banking, UPI, Mobile wallets. Payment gateways and their working Security issues in E-commerce, Encryption, Digital Signatures, SSI. Cyber threats: Phishing, hacking identity theft. Risk Management in E-Commerce.

Unit V

Legal Ethical and Operational Issues: Legal framework of e-commerce in India. IT Act and cyber laws, Consumer protection in online transactions. Ethical issues in e-commerce. Logistics and supply chain management in e-commerce. Challenges and future trends in e-commerce (AI block chain etc.)

Suggested Practical/Project Work

Create a basic online store (using free tools), Comparative analysis of two e-commerce websites. Study of online consumer behaviour, Digital Marketing campaign design.

SUGGESTED READINGS

Electronic Commerce	Turban King
Frontiers of Electronic Commerce	Kalakota&Whinston –
E-Commerce: Business Technology, Society	Lauddon& Traer –
Recent report on e-commerce trends (India & Global)	

Course Outcomes: After completing the course, students will be able to:

- Identify and evaluate different e-commerce business models and platforms.
- Apply digital marketing tools and techniques in online business.
- Demonstrate knowledge of online payment systems and cybersecurity issues.
- Develop practical insights into e-commerce operations and strategies

BBA 505: Viva Based on Internship Report

Course Credit-4

Timeline: Summer vacation following the Fourth Semester

Course Objectives: This course aims to provide students with hands-on professional experience in industrial or service organizations, enabling them to apply theoretical knowledge to real-world business challenges while fostering innovation and problem-solving abilities.

Course Content

During the training phase, students are required to secure a summer training placement in an approved industrial or service organization and complete 4–6 weeks of practical training during the summer break. They are expected to actively participate in daily operations and work on specific projects assigned by the industry mentor. This experience provides real-world exposure, enhances practical understanding, and helps develop essential professional skills.

Upon completion of the training, students must submit two hard copies of the Summer Training Report to the Institution/College Coordinator. The report should include an executive summary of the internship, an overview of the organization, details of the project work undertaken, analysis and key findings, practical recommendations for organizational improvement, and a concluding reflection on the student's professional growth.

Course Outcomes: After completing the course, students will be able to:

- Apply theoretical knowledge to real world business/industrial situations through practical
- Understand the working environment, structure, and operations of an organization.
- Develop problem solving skills and propose innovative ideas for organizational improvement.
- Prepare a comprehensive and structured internship (summer training) report
- Demonstrate professional skills, including communication, presentation, and performance in Viva-Voce.

SEMESTER VI

BBA 601: International Business Management

Course Objective: To enable the students to understand the Global Business Management

Course Content: **Course Credit-4**

Unit I

Introduction: Definition, Nature, Scope, Trends, Challenges & Opportunities, Meaning and Theories of International Trade.International Financial Perspectives: International Monetary Systems and Financial Markets, IMF, World Bank, IBRD, IFC, IDA. Stages of Internationalization.

Unit II

Globalization – Forces, Meaning, Dimensions & Stages, Impact of Globalization on Indian Economy, Rationale for Globalization, Liberalization and Unification of World Economies Trade Barriers- Tariff and Non-Tariff

Unit III

Global Strategies: Structure of Global Organizations, Types of strategies used in strategic planning for achieving global competitiveness; Merger, Acquisitions and Takeovers. Methods of foreign market entry- Exporting, Licensing, Joint Venture Free trade zones

Unit IV

Socio cultural Environment:Managing Diversity within and across cultures, Country risk analysis, Macro environmental risk assessment, Types, Need for risk evaluation; Globalization with social responsibility and policy implications.

Unit V

Global Human Resource Management: Selection, Development, Performance Appraisal and Compensation, Motivating employees in the global context.

SUGGESTED READINGS

International Business	Francis Cherunillam
International Business Environment & Management	V.K.Bhalla
International Business Environment :	Sundram& Black
International Business Management	Shamsher Singh
International Business Management	F.L. Bascunan

Course Outcomes: After completing the course, students will be able to:

- Analyse globalization and its impact on economies and businesses.
- Evaluate international business strategies and entry modes.
- Assess cross-cultural issues and country risks in global operations.
- Apply knowledge of global HR practices in multinational organizations.

BBA 602: Business Policy

Course Objective: To familiarize the students with the basic of Business Policy and to help them in sound decision making.

Course Content **Course Credit-4**

Unit-I

Business Policy: Meaning, Nature and Scope, Difference between policy and strategy, mission, vision, goals, objectives, plans etc.

Unit-II

Strategic Planning and Management: Process, Importance, 7s Framework, PESTLE Analysis, ETOP, SAP Internal environmental scanning, Corporate Governance.

Unit-III

Strategic Analysis and Choice: Choice of Strategy, Business Level strategies, Cost leadership, differentiation & Focus, Multi Business Strategy, Diversification, Joint Ventures, Venturing & restructuring Evaluation of alternatives and selection of strategies.

Unit-IV

Corporate Portfolio Analysis & Implementation: BCG, Ansoff Model, Gap Analysis, GE model. Routes sustainable competitive advantage (SCA)

Unit-V

Strategy Implementation: Implementing strategy through business function, implementing strategy through structure, leadership and culture. Issues in strategic implementation, Strategic Control Concepts and process.

SUGGESTED READINGS

Business Policy and Strategic Management	M.L. Bhasin
Strategic Planning for Corporate Success	Ramaswami,
Business Policy	AzaharKazmi,
Strategy & Structure	Chandler A.D.

Course Outcomes: After completing the course, students will be able to:

- Understand the nature, scope, and significance of business policy and strategy.
- Apply strategic tools such as PEST, ETOP, and 7S Framework for analysis.
- Evaluate and select appropriate business and corporate strategies.
- Analyseportfolio models and strategic alternatives.
- Implement strategies effectively using organizational structure, leadership, and control systems.
- Demonstrate strategic decision-making skills in real business situations.

BBA 603: Industrial Relation and Labour Laws

Course Objective: The objective of the course is to make the students aware and understand about the dynamics of the industrial relations in the rapidly changing environment.

Course Content **Course Credit-4**

UNIT-I

Industrial Relations: Concept Objectives, Nature and Scope; Approaches to Industrial Relations. Trade Unions Industrial disputes and their Resolutions.

UNIT-II

Collective Bargaining: Collective Bargaining - Role of Government in Collective Bargaining. Worker’s participation in Management Works Committee, Joint Management Councils, Pre-Requisite for successful participation.

UNIT-III

Industrial unrest: Employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes – Lockouts, Industrial Dispute Act, 1947.

UNIT IV

Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge.

UNIT V

Labour Laws: Factories Act: Meaning, Definition Welfare, Safety, Health Measures. General provisions of Workmen's Compensation Act and Gratuity Act.

SUGGESTED READINGS

Dynamics of Industrial Relations;	Mamoria, C.B.
Industrial Relation and Labour Legislation;	Sharma R.C.
Industrial Relations, Trade Unions, and Labour Legislation;	Sinha
Industrial Relations and Labour Laws;	MonappaArun
.Industrial Relations and Labour Welfare:	Sivarethinamohan R

Course Outcomes: After completing the course, students will be able to:

- Understand the concept, scope, and approaches of industrial relations.
- Analyse the role of trade unions and collective bargaining in organizations.
- Identify and manage industrial disputes, grievances, and disciplinary issues.
- Evaluate causes of industrial unrest and suggest preventive measures.
- Apply provisions of labour laws such as Factories Act, Workmen’s Compensation Act, and Gratuity Act.
- Demonstrate practical understanding of employee relations and legal compliance.

BBA 604: Entrepreneurship and Small Business Management

Course Objective: This course provides exposure to the students to the entrepreneurial cultural and industrial growthso as to prepare them to set up and manage their own small units

Course Content: **Course Credit-4**

Unit I

Entrepreneur and Entrepreneurship: Definition, meaning, functions, need and importance, Problem of Unemployment. Enterprise Vs. Entrepreneurship, Self Employment Vs Entrepreneurship.

Unit II

Business Opportunity Identification, Opportunity Search; Environmental Scanning for business opportunity identification, Opportunity Selection, Project Report Preparation.

Unit III

Institutional Arrangement:Institutional support to new venture, role of financial institutions, Government Incentives, Role and Functions of SIDBI, NABARD, IDBI, MSME.

Unit IV

Small Scale Enterprises: Business Idea Generation, Establishing small-scale enterprise; Opportunity Scanning; Market Assessment for small-scale enterprise. Selection of site, Choice of technology and choice of ownership.

Unit V

Entrepreneurial Development Programme (EDP): Introduction, role, relevance and achievement, role of government in organizing EDPs. Social Responsibility.

SUGGESTED READING

Entrepreneurship Development	Vasant Desai
Organization and Management of small-scale Industries	V. Desai
Management of small-scale industry	V. Desai
Entrepreneurship Management	C.B.Gupta

Course Outcomes: After completing the course, students will be able to:

- Understand the concept, functions, and importance of entrepreneurship.
- Identify and evaluate business opportunities and entrepreneurial ideas.
- Prepare a basic project report for a new venture.
- Analyse the role of financial institutions and government support schemes.
- Develop skills for starting and managing small-scale enterprises.
- Demonstrate an understanding of entrepreneurial development programs and social responsibility.

BBA 605: Viva Based on Industry Embedded Project Work

Course Objective: To enable students to apply academic knowledge and managerial skills to solve real-world organizational problems through industry-embedded project work.

Course Content

At the end of the fifth semester, each student shall be assigned an Internal Supervisor and placed with a suitable industry/organization for an Industry Embedded Project. The project topic shall be finalized jointly by the Industry Mentor and the Internal Supervisor.

During the sixth semester, students shall undertake the assigned project by applying management concepts and research techniques to address real-world organizational issues. Activities may include field visits, surveys, data collection and analysis, process evaluation, problem identification, solution development, and other industry-specific assignments. Students shall maintain regular interaction with both mentors to ensure effective guidance and timely completion of the project.

On completion of the project, students shall submit a comprehensive Project Report in the prescribed format highlighting objectives, methodology, analysis, findings, recommendations, and conclusions. Two hard copies and one soft copy of the report shall be submitted.

Evaluation shall be based on the quality of the Project Report, performance during the project, and a Viva-Voce examination conducted by an External Examiner.

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

- Identify and analyze real-world organizational and industrial problems.
- Apply management concepts, research methods, and analytical tools to solve practical business issues.
- Plan, execute, monitor, and complete industry-based projects systematically and ethically.
- Integrate theoretical knowledge with practical experience to develop effective business solutions.
- Prepare professional project reports that meet academic and industry standards.
- Demonstrate effective communication, presentation, teamwork, and problem-solving skills during project evaluation and viva-voce