

**Learning Outcomes based Curriculum Framework  
(LOCF)**

**For**

**BACHELOR OF BUSINESS ADMINISTRATION (BBA) MULTIPLE ENTRY AND  
EXIT PROGRAMME**

**Four Year Under-Graduate Programme**



**Department of Business Administration  
Chaudhary Devi Lal University  
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2023**

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## **1. About the Department**

Established in 2003, the Department of Business Administration engaged in offering quality management education and research. Through effective research, teaching and extension activities, the Department constantly seeks to strengthen the ongoing process of management and extend the frontiers of management knowledge. Being conscious of its commitment and obligations to the society, it has continuously striven towards upgrading and fine-tuning the skills and insights of the students through well-designed and industry-focused courses. As of today, it offers two-year full time MBA and Ph.D. programme from the University campus. The Department has committed faculty and provides scholastic infrastructure conducive for learning to the students. The main motive is to prepare a class of proficient scholars and professionals with ingrained human values and commitment to expand the frontiers of knowledge for the advancement of society.

## **2. Learning Outcome based Curriculum Framework**

The Choice Based Credit Scheme (CBCS) has evolved into learning outcome based curriculum framework and provides an opportunity for the students to choose courses from the prescribed courses comprising Core, Discipline Specific, Skill Enhancement and Open Elective courses. The courses are evaluated following the grading system, which is considered to be better than the conventional marks system. Grading system provides uniformity in the evaluation and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in evaluation system also enables the potential employers in assessing the performance of the candidates.

### **2.1. Objectives of the Programme**

- To enable students in identifying, assessing and shaping entrepreneurial opportunities in a variety of contexts.
- To prepare managers capable of demonstrating effective communication and professional behavioral skills in business settings
- To produce ethically and socially responsible managers both for society and business organizations
- To acquaint students with problem solving skills supported by appropriate analytical and quantitative techniques.

## 2.2. Programme Outcomes (POs) of BBA Multiple Entry and Exit Programme

The BBA is a highly prominent management course of modern times and prepares the participants for taking up middle and top level challenging executive assignments in private and public sector organizations. Accordingly, they are imparted adequate conceptual knowledge and practical training in various functional areas of Organizations including Finance, Marketing, Human Resource and Agri-Business Management. BBA programme at CDLU is a four years graduate programme divided into eight semesters. The programme is aimed at following outcomes:

<b>PO1</b>	<b>Business Practical Knowledge and Industry Interaction and Overview:</b> To develop comprehensive professional skills those are required for an Administrative graduate and to develop language abilities of students to inculcate writing skills and Business correspondence.
<b>PO2</b>	<b>Entrepreneurship, Leadership and Industry Problem Solutions:</b> Adopt a problem solving approach to identify timely opportunity using Organizations innovation to harness the available resources in order to create value and wealth for the stakeholders of the society. Also ability to develop Value based Leadership ability that offers problem solutions
<b>PO3</b>	<b>Communication (Speaking, Writing) and Other Skills:</b> Create an Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of Organizations. And able to comprehend and write effective reports and design documentation by adhering to appropriate standards, make effective presentations, and give and receive clear instructions.
<b>PO4</b>	<b>Group Dynamics and Team Management:</b> Understanding group dynamics recognize opportunities and contribute positively to collaborative-multidisciplinary management research, demonstrate a capacity for self-management and teamwork with an ability to lead themselves and others in the achievement of organizational goals and contributing effectively to a team environment.
<b>PO5</b>	<b>Research and Innovation:</b> Analyse complex managerial problems critically, conceptualize and solve these problems, assess a wide range of potential solutions and arrive at feasible, optimal solutions in core areas of expertise at the national and international levels.
<b>PO6</b>	<b>Team Work:</b> Possess knowledge and understanding of group dynamics, recognize opportunities and contribute positively to collaborative-multidisciplinary management research, demonstrate a capacity for self-management and teamwork, decision-making based on open-mindedness, objectivity and rational analysis in order to achieve common goals and further the learning of themselves as well as others.



<b>PO7</b>	<b>Values, Ethics and Professional Integrity:</b> Acquire and exhibit professional and intellectual integrity, professional code of conduct, ethics of research and scholarship, consideration of the impact of research outcomes on professional practices and an understanding of responsibility to contribute to the community for sustainable development of society.
<b>PO8</b>	<b>Employment &amp; Entrepreneurship, Successful Career:</b> Adopt a problem solving approach to identify timely opportunity using business innovation to harness the available resources in order to create value and wealth for the stakeholders of the society.

### 2.3. Programme Specific Outcomes (PSOs) of BBA Programme

<b>PSO1</b>	Social Responsibility and Life-long Learning: Recognize the need for and have the preparation and ability to engage in independent and life-long learning in the broadest context of global business environment dynamics.
<b>PSO2</b>	Environmental Awareness for Sustainability: Understanding the impact of the professional business solutions in economic, societal and environmental contexts, and demonstrate the business knowledge for sustainable global business development.

## 3. Programme Structure

BBA Multiple Entry and Exit Graduate Programme is 176 credits weightage consisting of Core Courses (CC), Discipline Specific Elective Courses (DSC), Skill Enhancement Courses (SEC) and Open Elective Courses (OEC).

<b>Sr. No.</b>	<b>Duration</b>	<b>Course Credits</b>	<b>Name of Programme</b>
1.	1 Year (i.e. 2 Semesters)	<b>48+4*= 52</b>	Certificate Course in Business Administration
2.	2 Years (i.e. 4 Semesters)	<b>48+44+4* = 96</b>	Under Graduate Diploma in Business Administration
3.	3 Years (i.e. 6 Semesters)	<b>92+40 = 132</b>	Bachelor's in Business Administration
4.	4 Years (i.e. 8 Semesters)	<b>132+48 = 180</b>	Bachelor's with Research in Business Administration.

\*Students will have to complete 4 to 6 weeks Summer Training from a reputed Organization/ Company.

The syllabus and scheme of examinations of BBA, a four-year full-time multiple entry and exit programme, is as under:

**BBA wef 2023-24**

Semester	Discipline Specific Courses (4Credit)	Minor/ Vocational	Multi Disciplinary Courses (MDC)	Ability Enhancement Courses (AEC)	Skill Enhancement Courses (SEC) **	Value Added Courses (VAC) **	Total Credits
I	Principle and Practices of Management	Business Communication Skills (2Credit)	MDC1 (3Credit)	AEC1(2Credit)	SEC1 (3Credit)	VAC1 (2Credit)	24
	Business Economics						
	Business Environment						
II	Organizational Behaviour	Legal Aspects for Business (2Credit)	MDC2 (3Credit)	AEC2(2Credit)	SEC2 (3Credit)	VAC2 (2Credit)	24
	Fundamentals of Accounting						
	Understanding Human Behaviour						
Students Existing the programme after second semester and securing 52 credits including 4 credits of summer internship will be awarded UG Certificate in BBA							
III	Business Statistics	Indian Economy (4Credit)	MDC3 (3Credit)	AEC3 (2Credit)	SEC3 (3Credit)	*	24
	Management Accounting						
	Export Import Procedure and Documentation						
IV	Corporate Social Responsibility	Corporate Governance (4Credit)	*	AEC4 (2Credit)	*	VAC3 (2Credit)	20
	Disaster Management						
	Agri-Business Management						
Students Existing the programme after fourth semester and securing 96 credits including 4 credits of summer internship will be awarded UG Diploma in BBA							
V	Marketing Management	Strategic Management(4Credit)	*	*	Summer Training Internship (4Cr)	*	20
	Human Resource management						
	Financial management						
VI	Sales Management	Data Analytics (4Credit)	*	*	*	*	20
	Human Resource Development	Introduction to GST(4Credit)					
	Strategic Financial Management						

Credits	72	24	9	8	9+4	6	132
Students will be awarded 3-Year UG Degree in BBA after securing 132 Credits							
VII	Research Methodology	Income Tax(4Credit)	*	*	*	*	24
	Management Processes and Organizational Behaviour						
	Advanced Accounting						
	Advanced Finance						
	Managerial Economics						
VIII (4 Year UG Hon.)	Entrepreneurship Development	Personality Development (4Credit)	*	*	*	*	24
	Auditing						
	Digital Marketing						
	Event Management						
	Labour Laws in India						
VIII (4 Year UG Hon. with Research)	Entrepreneurship Development	Personality Development (4Credit)	*	*	Research Project (12Cr)	*	24
	Auditing						
Credits	100	32	9	8	9+4+12	6	180

\*\*: To be selected from Central pool of University

(w.e.f. 2023-24)

**Table 1: Exit options and Credit requirements**

<b>Exit with</b>	<b>Credit Requirement</b>
<b>Certificate Course in Business Administration</b> After successful completion of First year (Two semesters) of the Four-Year Undergraduate Degree Programme.	52
<b>Under Graduate Diploma in Business Administration</b> After successful completion of Two Years (Four Semesters) of the Four-Year Undergraduate Degree Programme.	96
<b>Under Graduate in Business Administration</b> After successful completion of Three Years (Six Semesters) of the Four-Year Undergraduate Degree Programme.	132
<b>Under Graduate/ Under Graduate with Hons. with Research in Business Administration</b> After successful completion of Four Years (Eight Semesters) of the Four-Year Undergraduate Degree Programme.	180



(w.e.f. 2023-24)

**Table 2: Courses and Credit Scheme of Multi Disciplinary BBA  
3-Year Under Graduate (BBA)  
4-Year Under Graduate/Under Graduate with Hons. with Research(BBA Hons. with  
Research)**



Subject Code	Nomenclature	Level	Credits				Marks		
			L	T	P	Total	Int.	Ext	Total
Discipline Specific Courses (DSC)									
BBA/MD/1/DSC/101	Principles and Practices of Management	100	4			4	30	70	100
BBA/MD/1/DSC/102	Business Economics	100	4			4	30	70	100
BBA/MD/1/DSC/103	Business Environment	100	4			4	30	70	100
BBA/MD/2/DSC/104	Organizational Behaviour	100	4			4	30	70	100
BBA/MD/2/DSC/105	Fundamentals Of Accounting	100	4			4	30	70	100
BBA/MD/2/DSC/106	Understanding Human Behaviour	100	4			4	30	70	100
BBA/MD/3/DSC/201	Business Statistics	200	4			4	30	70	100
BBA/MD/3/DSC/202	Management Accounting	200	4			4	30	70	100
BBA/MD/3/DSC/203	Export Import Procedures And Documentation	200	4			4	30	70	100
BBA/MD/4/DSC/204	Corporate Social Responsibility	200	4			4	30	70	100
BBA/MD/4/DSC/205	Disaster Management	200	4			4	30	70	100
BBA/MD/4/DSC/206	Agri-Business Management	200	4			4	30	70	100
BBA/MD/5/DSC/301	Marketing Management	300	4			4	30	70	100
BBA/MD/5/DSC/302	Human Resource Management	300	4			4	30	70	100
BBA/MD/5/DSC/303	Financial Management	300	4			4	30	70	100
BBA/MD/6/DSC/304	Sales Management	300	4			4	30	70	100
BBA/MD/6/DSC/305	Human Resource Development	300	4			4	30	70	100
BBA/MD/6/DSC/306	Strategic Financial Management	300	4			4	30	70	100
BBA/MD/7/DSC/401	Research Methodology	400	4			4	30	70	100
BBA/MD/7/DSC/402	Management Processes and Organizational Behaviour	400	4			4	30	70	100
BBA/MD/7/DSC/403	Advanced Accounting	400	4			4	30	70	100
BBA/MD/7/DSC/404	Advanced Finance	400	4			4	30	70	100
BBA/MD/7/DSC/405	Managerial Economics	400	4			4	30	70	100
BBA/MD/8/DSC/406	Entrepreneurship Development	400	4			4	30	70	100
BBA/MD/8/DSC/407	Auditing	400	4			4	30	70	100
BBA/MD/8/DSC/408	Digital Marketing	400	4			4	30	70	100
BBA/MD/8/DSC/409	Event Management	400	4			4	30	70	100
BBA/MD/8/DSC/410	Labour Laws in India	400	4			4	30	70	100
Minor Courses (MIC)									
BBA/MD/1/MIC/101	Business Communication Skills	100	2			2	15	35	50
BBA/MD/2/MIC/102	Legal Aspects For Business	100	2			2	15	35	50
BBA/MD/3/MIC/201	Indian Economy	200	4			4	30	70	100
BBA/MD/4/MIC/202	Corporate Governance	200	4			4	30	70	100
BBA/MD/5/MIC/301	Strategic Management	300	4			4	30	70	100
BBA/MD/5/MIC/302	Data Analytics	300	4			4	30	70	100
BBA/MD/6/MIC/303	Introduction to GST	300	4			4	30	70	100

BBA/MD/7/MIC/401	Income Tax	400	4			4	30	70	<b>100</b>
BBA/MD/8/MIC/402	Personality Development	400	4			4	30	70	<b>100</b>
<b>Internship</b>									
BBA/MD/5/SEC/301	Summer Internship	300			4	<b>4</b>	50	50	<b>100</b>
<b>Multidisciplinary Courses (MDC)</b>									
BBA/MD/1/MDC/101	Event Management	100	3			<b>3</b>	25	50	<b>75</b>
BBA/MD/1/MDC/102	E-Commerce	100	3			<b>3</b>	25	50	<b>75</b>
BBA/MD/2/MDC/103	Introduction to Business Organization	100	3			<b>3</b>	25	50	<b>75</b>
BBA/MD/2/MDC/104	Personality Development	100	3			<b>3</b>	25	50	<b>75</b>
BBA/MD/3/MDC/201	Business Ambience And Etiquettes	200	3			<b>3</b>	25	50	<b>75</b>
BBA/MD/3/MDC/202	Essentials of Public Relations	200	3			<b>3</b>	25	50	<b>75</b>
<b>SEC offered by the Department</b>									
BBA/MD/1/SEC/101	Fundamentals of Management	100	3			<b>3</b>	25	50	<b>75</b>
BBA/MD/2/SEC/102	Entrepreneurial Skills for Innovators	100	3			<b>3</b>	25	50	<b>75</b>
BBA/MD/8/SEC/401	Research Project					<b>12</b>			<b>300</b>
<b>VAC offered by the Department</b>									
BBA/MD/1/VAC/101	Personality Development	100	2			<b>2</b>	15	35	<b>50</b>
BBA/MD/2/VAC/102	Business Ethics	100	2			<b>2</b>	15	35	<b>50</b>

**Table 3: Course code and Title along with Credit Details**

Course Category	Subject Code	Nomenclature	Level	Credits				Marks		
				L	T	P	Total	Int.	Ext	Total
<b><u>SEMESTER-I</u></b>										
<b>DSC</b>	BBA/MD/1/DSC/101	Principles and Practices of Management	100	4			4	30	70	100
	BBA/MD/1/DSC/102	Business Economics	100	4			4	30	70	100
	BBA/MD/1/DSC/103	Business Environment	100	4			4	30	70	100
<b>MIC</b>	BBA/MD/1/MIC/101	Business Communication Skills	100	2			2	15	35	50
<b>MDC</b>	To be opted by the student from the pool of <b>MDC</b>		100				3			75
<b>AEC</b>	To be opted by the student from the pool of <b>AEC</b>		100				2			50
<b>SEC</b>	To be opted by the student from the pool of <b>SEC</b>		100				3			75
<b>VAC</b>	To be opted by the student from the pool of <b>VAC</b>		100				2			50
<b>Total</b>							24	600		
<b><u>SEMESTER-II</u></b>										
<b>DSC</b>	BBA/MD/2/DSC/104	Organizational Behaviour	100	4			4	30	70	100
	BBA/MD/2/DSC/105	Fundamentals Of Accounting	100	4			4	30	70	100
	BBA/MD/2/DSC/106	Understanding Human Behaviour	100	4			4	30	70	100
<b>MIC</b>	BBA/MD/2/MIC/102	Legal Aspects For Business	100	2			2	15	35	50
<b>MDC</b>	To be opted by the student from the pool of <b>MDC</b>		100				3			75
<b>AEC</b>	To be opted by the student from the pool of <b>AEC</b>		100				2			50
<b>SEC</b>	To be opted by the student from the pool of <b>SEC</b>		100				3			75
<b>VAC</b>	To be opted by the student from the pool of <b>VAC</b>		100				2			50
<b>Total</b>							24	600		
<b><u>SEMESTER-III</u></b>										
<b>DSC</b>	BBA/MD/3/DSC/201	Business Statistics	200	4			4	30	70	100
	BBA/MD/3/DSC/202	Management Accounting	200	4			4	30	70	100
	BBA/MD/3/DSC/203	Export Import Procedures And Documentation	200	4			4	30	70	100
<b>MIC</b>	BBA/MD/3/MIC/201	Indian Economy	200	4			4	30	70	100
<b>MDC</b>	To be opted by the student from the pool of <b>MDC</b>		200				3			75
<b>AEC</b>	To be opted by the student from the pool of <b>AEC</b>		200				2			50
<b>SEC</b>	To be opted by the student from the pool of <b>SEC</b>		200				3			75
<b>Total</b>							24	600		
<b><u>SEMESTER-IV</u></b>										
<b>DSC</b>	BBA/MD/4/DSC/204	Corporate Social Responsibility	200	4			4	30	70	100
	BBA/MD/4/DSC/205	Disaster Management	200	4			4	30	70	100
	BBA/MD/4/DSC/206	Agri-Business Management	200	4			4	30	70	100
<b>MIC</b>	BBA/MD/4/MIC/202	Corporate Governance	200	4			4	30	70	100
<b>AEC</b>	To be opted by the student from the pool of <b>AEC</b>		200				2			50
<b>VAC</b>	To be opted by the student from the pool of <b>VAC</b>		200				2			50
<b>Total</b>							20	500		
<b><u>SEMESTER-V</u></b>										
<b>DSC</b>	BBA/MD/5/DSC/301	Marketing Management	300	4			4	30	70	100
	BBA/MD/5/DSC/302	Human Resource Management	300	4			4	30	70	100
	BBA/MD/5/DSC/303	Financial Management	300	4			4	30	70	100
<b>MIC</b>	BBA/MD/5/MIC/301	Strategic Management	300	4			4	30	70	100

SEC	BBA/MD/5/SEC/301	Summer Internship	300			4	4	50	50	100
Total							20	500		
SEMESTER-VI										
DSC	BBA/MD/6/DSC/304	Sales Management	300	4			4	30	70	100
	BBA/MD/6/DSC/305	Human Resource Development	300	4			4	30	70	100
	BBA/MD/6/DSC/306	Strategic Financial Management	300	4			4	30	70	100
MIC	BBA/MD/6/MIC/302	Data Analytics	300	4			4	30	70	100
	BBA/MD/6/MIC/303	Introduction to GST	300	4			4	30	70	100
Total							20	500		
SEMESTER-VII										
DSC	BBA/MD/7/DSC/401	Research Methodology	400	4			4	30	70	100
	BBA/MD/7/DSC/402	Management Processes and Organizational Behaviour	400	4			4	30	70	100
	BBA/MD/7/DSC/403	Advanced Accounting	400	4			4	30	70	100
	BBA/MD/7/DSC/404	Advanced Finance	400	4			4	30	70	100
	BBA/MD/7/DSC/405	Managerial Economics	400	4			4	30	70	100
MIC	BBA/MD/7/MIC/401	Income Tax	400	4			4	30	70	100
Total							24	600		
SEMESTER-VIII										
DSC	BBA/MD/8/DSC/406	Entrepreneurship Development	400	4			4	30	70	100
	BBA/MD/8/DSC/407	Auditing	400	4			4	30	70	100
	BBA/MD/8/DSC/408	Digital Marketing	400	4			4	30	70	100
	BBA/MD/8/DSC/409	Event Management	400	4			4	30	70	100
	BBA/MD/8/DSC/410	Labour Laws in India	400	4			4	30	70	100
MIC	BBA/MD/8/MIC/402	Personality Development	400	4			4	30	70	100
OR										
DSC	BBA/MD/8/DSC/406	Entrepreneurship Development	400	4			4	30	70	100
	BBA/MD/8/DSC/407	Auditing	400	4			4	30	70	100
MIC	BBA/MD/8/MIC/402	Personality Development	400	4			4	30	70	100
SEC	BBA/MD/8/SEC/401	Research Project	-	-			12	-	-	300
Total							24	600		

## List of Subjects

1

2

3

Subject Code	Nomenclature	Credits				Level
		L	T	P	Total	
Discipline Specific Courses (DSC)						
BBA/MD/1/DSC/101	Principles and Practices of Management	4			4	100
BBA/MD/1/DSC/102	Business Economics	4			4	100
BBA/MD/1/DSC/103	Business Environment	4			4	100
BBA/MD/2/DSC/104	Organizational Behaviour	4			4	100
BBA/MD/2/DSC/105	Fundamentals Of Accounting	4			4	100
BBA/MD/2/DSC/106	Understanding Human Behaviour	4			4	100
BBA/MD/3/DSC/201	Business Statistics	4			4	200
BBA/MD/3/DSC/202	Management Accounting	4			4	200
BBA/MD/3/DSC/203	Export Import Procedures And Documentation	4			4	200
BBA/MD/4/DSC/204	Corporate Social Responsibility	4			4	200
BBA/MD/4/DSC/205	Disaster Management	4			4	200
BBA/MD/4/DSC/206	Agri-Business Management	4			4	200
BBA/MD/5/DSC/301	Marketing Management	4			4	300
BBA/MD/5/DSC/302	Human Resource Management	4			4	300
BBA/MD/5/DSC/303	Financial Management	4			4	300
BBA/MD/6/DSC/304	Sales Management	4			4	300
BBA/MD/6/DSC/305	Human Resource Development	4			4	300
BBA/MD/6/DSC/306	Strategic Financial Management	4			4	300
BBA/MD/7/DSC/401	Research Methodology	4			4	400
BBA/MD/7/DSC/402	Management Processes and Organizational Behaviour	4			4	400
BBA/MD/7/DSC/403	Advanced Accounting	4			4	400
BBA/MD/7/DSC/404	Advanced Finance	4			4	400
BBA/MD/7/DSC/405	Managerial Economics	4			4	400
BBA/MD/8/DSC/406	Entrepreneurship Development	4			4	400
BBA/MD/8/DSC/407	Auditing	4			4	400
BBA/MD/8/DSC/408	Digital Marketing	4			4	400
BBA/MD/8/DSC/409	Event Management	4			4	400
BBA/MD/8/DSC/410	Labour Laws in India	4			4	400
Minor Courses (MIC)						
BBA/MD/1/MIC/101	Business Communication Skills	2			2	100
BBA/MD/2/MIC/102	Legal Aspects For Business	2			2	100
BBA/MD/3/MIC/201	Indian Economy	4			4	200
BBA/MD/4/MIC/202	Corporate Governance	4			4	200
BBA/MD/5/MIC/301	Strategic Management	4			4	300
BBA/MD/5/MIC/302	Data Analytics	4			4	300
BBA/MD/6/MIC/303	Introduction to GST	4			4	300
BBA/MD/7/MIC/401	Income Tax	4			4	400
BBA/MD/8/MIC/402	Personality Development	4			4	400
Internship						

BBA/MD/5/SEC/301	Summer Internship			4	4	
<b>Multidisciplinary Courses (MDC)</b>						
BBA/MD/1/MDC/101	Event Management	3			3	100
BBA/MD/1/MDC/102	E-Commerce	3			3	100
BBA/MD/2/MDC/103	Introduction to Business Organization	3			3	100
BBA/MD/2/MDC/104	Personality Development	3			3	100
BBA/MD/3/MDC/201	Business Ambience and Etiquettes	3			3	200
BBA/MD/3/MDC/202	Essentials of Public Relations	3			3	200
<b>SEC offered by the Department</b>						
BBA/MD/1/SEC/101	Fundamentals of Management	3			3	100
BBA/MD/2/SEC/102	Entrepreneurial Skills for Innovators	3			3	100
BBA/MD/8/SEC/401	Research Project					300
<b>VAC offered by the Department</b>						
BBA/MD/1/VAC/101	Personality Development	2			2	100
BBA/MD/2/VAC/102	Business Ethics	2			2	100

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course by the Course Coordinator.
2. Note for the Paper Setter:

**Credit:4** The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**Credit:3** The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.

**Credit:2** The question paper will consist of five questions in all. The first question will be compulsory and will consist of seven short questions of 1 marks each covering the whole syllabus. In addition, four more questions of 14 marks each will be set unit-wise comprising of two questions from each of the two units. The candidates are required to attempt one compulsory question and two more questions selecting one question from each unit.



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**PRINCIPLES AND PRACTICES OF MANAGEMENT**  
**(BBA/MD/1/DSC/101)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To facilitate an understanding of concepts, principles and functions of management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Evaluate the global context for taking managerial actions of planning, organizing and controlling to develop the skills and helps to build entrepreneurs.

**CO2:** Assess global situation, including opportunities and threats that will impact management of an organization.

**CO3:** Integrate management principles into management practices to enhance employability.

**CO4:** Assess managerial practices and choices relative to ethical principles and standards.

**Course Contents:**

**Unit 1** Management: Nature, Scope, Process and Significance; Management as an Art, Science and Profession; Management and Administration.

**Unit 2** Role and Skills of Managers; Principles of Management; Levels of Management; Contribution of F. W. Taylor and Henry Fayol.

**Unit 3** Planning: Meaning and Importance, Types of Plans, Planning Process; Decision Making: Concept, Nature, Types of Decision, Process and Techniques.

**Unit 4** Organizing: Nature, Process, Importance and Principles; Organizational Structure: Centralization and Decentralization, Delegation of Authority, Span of Control.

**Suggested Readings:**

- Gupta C. B., *Management –Theory and Practice*, Sultan Chand & Sons, New Delhi.
- Koontz, H. and Wehrich, H., *Management*, McGraw Hill, New York.
- Prasad, L.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Rao, V. S. P., *Management*, Excel Books, New Delhi.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A., *Principles of management*, Pearson.
- Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R., *Management*, Pearson.
- Daft, R. L., & Marcic, D., *Understanding Management*, Cengage Learning.
- Luthans, F., *Organizational Behavior: An Evidence-Based Approach*, McGraw-Hill Education.
- Hellriegel, D., Jackson, S. E., & Slocum, J. W., *Management: A Competency-Based Approach*, Cengage Learning.
- Jones, G. R., & George, J. M., *Contemporary Management*, McGraw-Hill Education.
- Bateman, T. S., & Snell, S. A., *Management: Leading & Collaborating in a Competitive World*, McGraw-Hill Education.



- Dessler, G., *Management*, Pearson.
- Griffin, R. W., *Management*, Cengage Learning.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**BUSINESS ECONOMICS**  
**(BBA/MD/1/DSC/102)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To introduce basic concepts, analytical tools and theories of business economics.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Discuss various economic models of managerial decision making.

**CO2:** Analyze the demand and supply conditions and assess the position of a company.

**CO3:** Acquire the ability to design competitive strategies including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.

**CO4:** Develop the understanding of the different costs of production and how they affect short and long run decisions.

**Course Contents:**

**Unit 1** Economics: Meaning, Nature and Scope; Micro and Macro Economics; Introduction to Business Economics: Nature and Scope of Business Economics; Functions and Objectives of a Firm.

**Unit 2** Theory of Demand: Meaning, Law of Demand, Types of Demand, Factors Affecting Demand; Elasticity of Demand; Types and Measurement of Elasticity of Demand.

**Unit 3** Consumer Behavior: Cardinal and Ordinal Utility Approach, Indifference Curve: Meaning, Assumptions, Properties, Consumer Equilibrium; Concepts of Revenue, Break-Even Analysis.

**Unit 4** Production and Cost Analysis; Meaning of Production; Production Function, Returns to Scale; Cost Concepts: Traditional and Modern Theory of Cost in Short and Long Run; Economies of Scale.

**Suggested Readings:**

- Dean, Jod, *Managerial Economics*, Prentice Hall, New Delhi,
- Dwivedi, D. N., *Managerial Economics*, Vikas Publication, New Delhi,
- Jhingan, M.L., *Managerial Economics*, Vrinda Publication, New Delhi.
- Koutsoyiannis, A., *Modern Micro Economics*, McMillan, New Delhi.
- N. Gregory Mankiw, *Principles of Economics*, South-Western.
- Paul A. Samuelson and William D. Nordhaus, *Economics*, McGraw-Hill Education
- Dominick Salvatore, *Microeconomics: Theory and Applications*, Oxford University Press
- Gregory Mankiw, N., *Macroeconomics*, Worth Publishers.



- Arthur O'Sullivan, Steven M. Sheffrin, and Stephen J. Perez, *Macroeconomics: Principles, Applications, and Tools*, Worth Publishers

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**BUSINESS ENVIRONMENT**  
**(BBA/MD/1/DSC/103)**

**Course Credits: 4**  
**External: 70**  
**Internal: 30**  
**Total Marks: 100**  
**Time Allowed: 3 Hours**

**Course Objective:** The main objective of this course is to apprise the students of Economic Policies of Government and parameters of Indian Macro Economic Environment.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Understand relationship between environment and business and applying the environmental analysis techniques in practice
- CO2:** Understand Economic, Socio-Cultural and Technological Environment
- CO3:** Evaluate state policies, Economic legislations and Economic reforms laid by the government.
- CO4:** Examine the Influence of WTO on India's Economic.

**Course Contents:**

**Unit 1** Business Environment: Nature, Components; Dynamics of Business Environment; Key Indicators; Environment Scanning; Consumer Protection Act and Role of Voluntary Organizations in Protecting Consumer Rights.

**Unit 2** Economic Reforms; Impact of Privatization, Liberalization, Globalization; Industrial Policy; Environment Protection Act - An Overview; Competition Bill 2001; Impact of Entry of MNC's.

**Unit 3** Indian Planning System; Micro, Small and Medium Enterprises; Problems of Sick Industries and Remedies.

**Unit 4** Intellectual Property Regime - An Overview; Influence of WTO on India's Economic Growth; Role of IMF and World Bank.

**Suggested Readings:**

- Cherunilam, Francis, *Business Environment*, Himalaya Publishing House, New Delhi.
- Joshi, Rosy & Kapoor Sangam, *Business Environment*, Kalyani Publishers, Ludhiana.
- Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.
- Mishra, S. K. & Puri, V. K., *Economic Environment of Business*, Himalaya Publishing House, New Delhi.
- Faisal Ahmed and M. Absar Alam. *Business Environment: Indian and Global Perspective*, PHI, New Delhi. 2014
- Misra, S.K. & Puri, V.K., *Indian Economy*, Himalaya Publishing House.
- Aswath Thapa, K., *Business Environment*, Excel Books.



- Bedi S.K., *Business Environment*, Excel Books.
- Khujan Singh, *Business Environment – Theory and Practice*, IAHRW Publications
- Paul Jastin, *Business Environment*, Tata Mc Graw Hill.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**BUSINESS COMMUNICATION SKILLS**  
**(BBA/MD/1/MIC/101)**

**Course Credits: 2**

**External: 35**

**Internal: 15**

**Total Marks: 50**

**Time Allowed: 2 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills to help them in communicating effectively for handling inter as well as intra organizational issues.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Develop competence in oral, written, and visual communication.

**CO2:** Capable to develop communication theories.

**CO3:** Proficient in understanding of opportunities in the field of communication.

**CO4:** Capable to respond effectively to cultural communication differences.

**Course Contents:**

**Unit 1** Communication: Meaning, Process, Need, Objectives and Importance; Types of Communication; Barriers in Communication; Guidelines for Effective Communication; Modern forms of Communication, Ethics in Communication.

**Unit 2** Non-verbal Aspect of Communication: Kinesics, Proxemics and Para-Language; Writing Skills; Listening Skills; Presentation Skills; Audience Analysis; Communication within the Organization: Preparation of Memo, Notice, Circular and Order; Agenda and Minutes of the Meeting; Report-Writing; Communication outside the Organization.

**Suggested Readings:**

- Bhatia, R. C., *Business Communication*, Ane Books India, New Delhi.
- Chaturvedi, P. D and Chaturvedi, Mukesh, *Business Communication*, Pearson Education, New Delhi.
- Kapoor, A. N., *Business Correspondence and Communication Skills*, S. Chand & Company, New Delhi
- Pal, Rajender and Korahalli, J.S., *Essentials of Business Communication*, Sultan Chand and Sons, New Delhi.
- Chaturvedi, P.D., Chaturvedi, Mukesh, *The Art and Science of Business Communication*, Pearson
- Korlahalli, J.S., Pal Rajendera, *Essentials of Business Communication*, Sultan Chand & sons.
- Raman, Meenakshi, Singh Prakash, *Business Communication*, Oxford
- Garlside, L.E., *Modern Business Correspondence*, McDonald and Evans Ltd. Plymouth.
- Ghanekar, A., *Communication Skills for Effective Management*, Everest Publishing House, Pune.
- Graves, Harold F., *Report Writing*, Prentice Hall, New Jersey
- Krevolin, Nathan, *Communication Systems and Procedures for Modern Office*, Prentice Hall, New Jersey





**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (10 marks) covering two units of the syllabus, an assignment (03 marks) and class attendance (02 marks). The external evaluation includes end term examination of 35 marks covering the whole syllabus.
2. The question paper will consist of five questions in all. The first question will be compulsory and will consist of seven short questions of 1 marks each covering the whole syllabus. In addition, four more questions of 14 marks each will be set unit-wise comprising of two questions from each of the two units. The candidates are required to attempt one compulsory question and two more questions selecting one question from each unit.



**ORGANIZATIONAL BEHAVIOUR**  
**(BBA/MD/2/DSC/104)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To facilitate an understanding of human behaviour and its varied determinants.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Acquire the knowledge of organization in students helpful to them to make their careers in business firms
- CO2:** Develop the learning skills and different learning theories in business organizations
- CO3:** Capable to give the emotional intelligence to build the strong entrepreneurs
- CO4:** Develop the personality skills in students and enhance the spirit of team work to boost the employability.

**Course Contents:**

**Unit 1** Organizational Behaviour: Concept and Significance, Understanding Individual and Group Behaviour, Perception - Meaning and Significance; Perceptual Organization - Laws of Organization, Errors in Perception.

**Unit 2** Learning – Meaning, Process and Types; Learning Theories - Classical Conditioning, Operant Conditioning, Social Learning Theories; Interpersonal and group dynamics.

**Unit 3** Emotions: Meaning and Theories, Management of Emotions; Emotional Intelligence - Meaning, Significance and Assessment; Attitude and Value: Meaning, Components and Theories.

**Unit 4** Personality – Meaning, Types and Determinants; Theories of Personality: Psychoanalytic Theory, Trait Theory and Self Theory; Managing Change and Conflicts.

**Suggested Readings:**

- Luthans, Fred, *Organizational Behaviour*, McGraw Hill, New Delhi.
- Morgan, C. T. and King, *Introduction to Psychology*, McGraw Hill, New Delhi.
- Parsad L. M., *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
- Robert, A. Baron, *Psychology*, Pearson, New Delhi.
- Robbins, S. P., Judge, T. A., & Campbell, T. T., *Organizational Behavior*, Pearson.
- McShane, S. L., & Von Glinow, M. A., *Organizational Behavior*, McGraw-Hill Education.
- Luthans, F., & Doh, J. P., *International Management: Culture, Strategy and Behavior*, McGraw-Hill Education.
- Kinicki, A., & Fugate, M., *Organizational Behavior: A Practical, Problem-Solving Approach*, McGraw-Hill Education.
- Colquitt, J. A., LePine, J. A., & Wesson, M. J., *Organizational Behavior: Improving Performance And Commitment In The Workplace*, McGraw-Hill Education.



- Nelson, D. L., & Quick, J. C., *Organizational Behavior: Science, The Real World, And You*, Cengage Learning.
- Greenberg, J., & Baron, R. A., *Behavior In Organizations: Understanding And Managing The Human Side Of Work*, Pearson.
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T., *Organizational Behavior and Management*, McGraw-Hill Education.
- Griffin, R. W., & Moorhead, G., *Organizational Behavior: Managing People and Organizations*, Cengage Learning.
- Hitt, M. A., Miller, C. C., & Colella, A., *Organizational Behavior: A Strategic Approach*, Wiley.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.





**FUNDAMENTALS OF ACCOUNTING**  
**(BBA/MD/2/DSC/105)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To develop conceptual understanding of the fundamentals of financial accounting system.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Ability to prepare financial statements in accordance with Generally Accepted Accounting Principles

**CO2:** Develop the skills to track record and report financial information.

**CO3:** Apply cost accounting methods to evaluate and project business performance.

**CO4:** Recognize circumstances providing for increased exposure to fraud and define preventive internal control measures.

**Course Contents:**

**Unit 1** Accounting: Nature, Scope, Functions and Limitations, Types of Accounting and Accounting System, Accounting Concepts and Conventions, Accounting Equation.

**Unit 2** Accounting Process: Journal and Ledger, Trial Balance, Subsidiary Books Rectification of Errors; Capital and Revenue: Classification of Income, Receipts and Expenditure.

**Unit 3** Depreciation: Concept, Features, Causes, Objectives and Methods; Bank Reconciliation Statement; Role of Computer in Accounting.

**Unit 4** Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments).

**Suggested Readings:**

- Bhattacharya's. K. and Dearden J., *Accounting for Management - Text and Cases*, Vikas Publishing House, New Delhi.
- Goyal, V. K., *Financial Accounting*, Excel Books, New Delhi.
- Gupta, R. L. and Ramaswamy, *Advanced Accounting, Vol. I*, Sultan Chand & Sons, New Delhi.
- Hingorani, N. L. and Ramanathan, A. R., *Management Accounting*, Sultan Chand & Sons, New Delhi.
- Gupta, R. L., & Radhaswamy, M. *Financial Accounting*. Sultan Chand & Sons.
- Tulsian, P. C. *Financial Accounting for CA Foundation*. S. Chand Publishing.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S., *An Introduction to Accountancy*. Vikas Publishing House.
- Shukla, M. C., Grewal, T. S., & Gupta, S. C., *Advanced Accounts (Vol. 1)*. S. Chand Publishing.



- Iyengar, S. P., *Advanced Accounting*. Sultan Chand & Sons.
- Jain, S. P., & Narang, K. L., *Advanced Accounting*. Kalyani Publishers.
- Arora, M. N., *Cost and Management Accounting*. Vikas Publishing House.
- Bhattacharyya, A. K., *Financial Accounting for Business Managers*. PHI Learning.
- Agarwal, B. K., *Fundamentals of Accounting*. Ane Books.
- Tulsian, P. C., & Tulsian, B., *Corporate Accounting*. S. Chand Publishing.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**UNDERSTANDING HUMAN BEHAVIOUR**  
**(BBA/MD/2/DSC/106)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To facilitate an understanding of Human Behaviour and its varied determinants.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Acquire the knowledge of human behaviour in students helpful to them to make their careers in business firms

**CO2:** Develop the learning skills in business organizations

**CO3:** Capable to give the Group intelligence to build the strong entrepreneurs

**CO4:** Develop the personality skills in students and enhance the spirit of team work to boost the employability.

**Course Contents:**

**Unit 1** Understanding Human Behaviour: Nature, Meaning; Approaches for studying Human Behaviour: Behavioural Approach, Cognitive Approach, Psychoanalytic Approach.

**Unit 2** Behaviour at Workplace: Nature, Meaning. Group as a medium of learning: Group Development Process; Group Dynamics in Workplaces: Group Cohesiveness.

**Unit 3** Social Loafing, Social Facilitation, Interpersonal Communication; Interpersonal awareness and feedback process; Interpersonal trust;

**Unit 4** Concept of attitude, components, behavior and attitude. Job satisfaction: causation; impact of satisfied employees on workplace.

**Suggested Readings:**

- Davis, K., *Human Behaviour at Work, Organizational Behaviour*, Tata McGraw Hill Publishing Co., New Delhi.
- Morgan, C. T. and King, *Introduction to Psychology*, McGraw Hill, New Delhi.
- Parsad L. M., *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
- Dwivedi, R.S., *Human Relations and Organizational Behaviour*, Oxford & IBH Publishing Co., New Delhi.
- Robert S. Feldman, *Understanding Psychology*, Mc Graw – Hill Education.
- Jess Feist and Gregory J. Feist, *Theories of Personality*, Mc Graw – Hill Education.
- Daniel Cervone and Lawrence A. Pervin, *Personality: Theory and Research*, Wiley
- Robert Plutchik and Henry Kellerman, *Emotion: Theory, Research, and Experience*, Academic Press.
- David, Myers, *Social Psychology*, McGraw-Hill Education.
- Donelson R., *Group Dynamics*, Cengage Learning.



**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**LEGAL ASPECTS FOR BUSINESS**  
**(BBA/MD/2/MIC/102)**

**Course Credits: 2**

**External: 35**

**Internal: 15**

**Total Marks: 50**

**Time Allowed: 2 Hours**

**Course Objective:** To give an exposure to the students of some of the major commercial laws affecting business.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Define laws applicable to a business.

**CO2:** Classify different laws and explain their specific purpose.

**CO3:** Illustrate cases of law and interpret own manner to solve the problems of business class.

**CO4:** Evaluate the existing business laws in India and analyse their importance.

**Course Contents:**

**Unit 1** Indian Contract Act: Meaning and Essentials of a Valid Contract, Void Agreements, Capacity to Contract, Free Consent; Performance of Contract, Breach of Contract and its Remedies; Quasi Contracts; Contracts of Indemnity and Guarantee.

**Unit 2** Bailment and Pledge; Law of Agency; Contract of Sale, Conditions and Warranties, Transfer of Property, Unpaid Seller and his Rights; Indian Partnership Act; Consumer Protection Act; Right to Information Act (Brief outlines only).

**Suggested Readings:**

- Gulshan, S. S., *Business Law*, New Age International Publication, New Delhi.
- Kapoor, N. D., *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.
- Kuchhal and Prakash, *Business Legislation for Management*, Vikas Publishing, New Delhi.
- Tulsian P. C., *Business Law*, McGraw Hill, New Delhi.
- Arora Sushma, *Business Law*, Taxmann Publication
- Jena B and Mohapatra, *Business Laws*, Himalaya Publishing House
- Sharma, Ashok, *Business Law*, V.K. Global Publication.
- Das & Roy, *Business Laws*, Oxford University Press 5.
- Matta, S.K., Matta, Geetika, *Business Law*, Vrinda Publications (P) Ltd
- Singh, Tejpal, *Business Law*, Pearson Publication
- Kuchhal, M.C. and Kuchhal, Vivek, *Business Law*, Vikas Publishing House, New Delhi.
- Tulsian, P.C, *Business Law*, S.Chand
- Maheshwari & Maheshwari, *Business Law*, National Publishing House, New Delhi.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (10 marks) covering two units of the syllabus, an assignment (03 marks) and class attendance (02 marks). The external evaluation includes end term examination of 35 marks covering the whole syllabus.





2. The question paper will consist of five questions in all. The first question will be compulsory and will consist of seven short questions of 1 marks each covering the whole syllabus. In addition, four more questions of 14 marks each will be set unit-wise comprising of two questions from each of the two units. The candidates are required to attempt one compulsory question and two more questions selecting one question from each unit.



**BUSINESS STATISTICS**  
**(BBA/MD/3/DSC/201)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To acquaint the students with the basics of statistical techniques and their applications to business problems.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Identify the role of Statistics in Business and decisions.

**CO2:** Measure Central Tendency.

**CO3:** Analyze Correlation and Regression.

**CO4:** Identify and evaluate Index Numbers.

**Course Contents:**

**Unit 1** Introduction to Statistics: Meaning, Definition in singular and Plural Sense, Scope, Significance, Functions and Limitations of Statistics; Classification and Tabulation of Data; Diagrammatic and Graphic Presentation of Data.

**Unit 2** Measures of Central Tendency: Mean, Median, Mode; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variance, Coefficient of Variation.

**Unit 3** Correlation Analysis: Concept, Types and Significance; Karl Pearson's and Spearman's Rank Coefficients of Correlation and Concurrent Deviation Method; Regression Analysis: Principle of least square and regression lines; Regression equation and estimation; properties of regression coefficients; Relationship between Correlation and Regression coefficients; Standard Error of Estimate.

**Unit 4** Index numbers: meaning, Types and uses; Methods of constructing index numbers; Test of Adequacy; Time Series Analysis: Meaning, Components and trend Analysis, Seasonal Variations.

**Suggested Readings:**

- Beri, G. C., *Statistics for Management*; McGraw Hill., New Delhi.
- Chokravarty, S.K., *Business Statistics*, New Age International Publishers, New Delhi.
- Gupta, S. P. and Gupta M. P., *Business Statistics*; Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*; MacMillan, New Delhi.
- Sharma, J. K., *Business Statistics*; Prentice Hall of India, New Delhi.
- Gupta, S. P., *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Levin, R. I. and David, S. R., *Statistics for Management*, Prentice Hall, New Delhi.
- Roger E. Kirk, *Statistics: An Introduction to Business Statistics*, Thomson-Wadsworth Publication.



- Mc Clave, Benson and Sincich, *Statistics for Business and Economics*, Prentice Hall Publication.
- Jack Levin, James Alan Fox, *Elementary Statistics in Social Research*, Pearson Education.
- Reddy C.R., *Business Statistics*, Deep Publications.
- Kapoor, V.K, *Statistics-Problems and Solutions*, Sultan Chand & Sons.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**MANAGEMENT ACCOUNTING**  
**(BBA/MD/3/DSC/202)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this paper is to make the students capable in understanding and analyzing the financial statements so as to facilitate in managerial decision-making.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Identify the concept of Management Accounting.

**CO2:** Differentiate Financial Accounting and Management Accounting.

**CO3:** Analyse and develop the concept of Budget.

**CO4:** Identify Marginal and Standard Costing.

**Course Contents:**

**Unit 1** Management Accounting: Nature, scope, functions and significance; Distinction between Financial Accounting and Management Accounting, and Cost Accounting and Management Accounting.

**Unit 2** Budgetary control: Nature, objectives and significance; Types of Budgets: Operational/Functional Budgets, Financial budgets and Master Budget; Performance Budgeting, Zero Base Budgeting.

**Unit 3** Marginal Costing: Nature, Significance, Applications and Limitations, CVP Analysis and Break Even Analysis; Distinction between Marginal Costing and Absorption Costing, Management reporting; Meaning and significance, Types of reports, Principles of reporting.

**Unit 4** Standard Costing: Meaning, objectives, importance and limitations; Difference between Estimated Cost and Standard Cost, and Standard Costing and Budgetary Control; Analysis of Material and Labour Variances.

**Suggested Reading:**

- Arora M. N., *Cost and Management Accounting*, Vikas Publishing House, New Delhi.
- Kothari Rajesh, *Management Accounting – concepts and applications*, MacMillan, New Delhi.
- Maheshwari S. N., Mahaeshwari S. K., *Accounting for Management*, Vikas Publishing House, New Delhi.
- Gupta, A., & Kapoor, S., *Principles of Management Accounting*. Sultan Chand & Sons.
- Jain, S. P., & Narang, K. L., *Management Accounting: Principles and Practice*, Kalyani Publishers.
- Lal, J., *Cost Accounting*, McGraw-Hill Education.
- Kishore, R. M., *Cost and Management Accounting*, Taxmann Publications.



- Pandey, I. M., *Financial Management*, Vikas Publishing House.
- Batra, G. K., *Management Accounting*. Kalyani Publishers.
- Agrawal, M. R., *Management Accounting and Financial Analysis*. Goyal Brothers Prakashan.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
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**EXPORT IMPORT PROCEDURES AND DOCUMENTATION**  
**(BBA/MD/3/DSC/203)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Identify the concept of Export and Import.

**CO2:** Understand EXIM process.

**CO3:** Understand Importance of EXIM in Indian Economy.

**CO4:** Analyze Major Export Promotion Schemes in India.

**Course Contents:**

**Unit 1** Introduction: Meaning, Nature and Significance of Export Import Procedures and Documentation in International Trade; Procedures and Documentation as Trade Barriers; Export Strategy; Import Strategy.

**Unit 2** Export Order Processing: Registration of Exporters; Export Contract; Export Price Quotations; Main Export Documents; Role of Forwarding Agents; Cargo Insurance and Claim Procedure.

**Unit 3** Import Order Processing: Registration of Importers; Import Contract; Import Price Quotations; Import Documents; Methods of Payment in International Trade: Collection of Export Bills; Provisions of RBI's Exchange Control Manual; Pre-shipment and Post-shipment Finance.

**Unit 4** Major Export Promotion Schemes in India: EPCG, Duty Exemption Scheme; DPEB Scheme; Facility for Deemed Exports; EPC; Commodity Boards; Role of EXIM Bank and ECGC; WTO Provisions regarding Export Import.

**Suggested Readings:**

- Bhalla, V. K., *International Business Management*, Anmol Publication, New Delhi.
- Daniel and Radebaugh, *International Business*, Pearson Education, New Delhi.
- Edward, G. Hinkelman, *International Trade Documentation*, World Trade Press, USA
- Jitendra, M. D., *Export Procedures and Documentations*, Rajat Publications, New Delhi.
- Shukla, Shyam, *International Business*, Excel Books, New Delhi.
- Ram Paras, *Export: What, Where and How*, Anupam Publishers, Delhi
- Mahajan M.I., *Exports – Do it Yourself*, Snow White Publications, New Delhi
- Mahajan M.I., *Import – Do it Yourself*, Snow White Publications, New Delhi
- Balagopal, T. A. S., *Export Marketing*, Himalaya Publishing House
- Varshney, R.L., *International Marketing Management*, Sultan Chand



- Kapoor, D.C., *Export Management*, Vikas Publishing House.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**INDIAN ECONOMY  
(BBA/MD/3/MIC/201)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The main objective of this course is to apprise the students of Economic Policies of Government of India and to help them in understanding parameters of Indian Macro Economic Environment.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Identify the concept of Indian Economy.

**CO2:** Understand Economic System.

**CO3:** Understand Importance of Agriculture, Industry and Services Sectors in Economy.

**CO4:** Identify Role of Government and LPG in Economic System.

**Course Contents:**

**Unit 1** Nature of the Indian Economy, Major Problems of Indian Economy, Economic Growth, Poverty, Population and Unemployment; Inflation in India, National Income, Agriculture Production and Productivity Trends in India.

**Unit 2** Introduction to economic system – Capitalist, Socialist and Mixed economy, Concept and Measures of Developing and Developed Economies, Major Issues of development in India.

**Unit 3** Relative Importance of Agriculture, Industry and Services, Infrastructure - Types- Role in Economic development; Index- Composition of national income.

**Unit 4** Economic Role of Government - Planning, Entrepreneurial, Regulatory and Promotion; Monetary Policy and Fiscal Policy in India, Concept of Liberalization, Privatization and Globalization.

**Suggested Readings:**

- Aggarwal, A. N., *Indian Economy*, New Age Publishers, New Delhi.
- Ashwathappa, K., *Business Environment*, Himalaya Publishing House, New Delhi.
- Cherunilam, Francis, *Business Environment*, Himalaya Publishing House, New Delhi.
- Dhar, P. K., *Indian Economy*, Kalyani Publishers, Ludhiana.
- Misra and Puri, *Indian Economy*, Himalaya Publishing House, New Delhi.
- Ruddardutt & Sundaram, K. P. M., *Indian Economy*, S. Chand Publications, New Delhi.
- Uma Kapila, *Indian Economy: Performance and Policies*, Academic Foundation.
- Ramesh Singh, *Indian Economy*, McGraw Hill Education.
- Mishra, P., & Puri, V. K., *Indian Economy*, Himalaya Publishing House.
- Dutt, R., & Sundharam, K. P. M., *Indian Economy* S. Chand & Company.
- Ruddar Datt & K.P.M. Sundharam, *Indian Economy*, S. Chand & Company.





- *Deepashree, Indian Economy: Performance and Policies*, Dorling Kindersley (India) Pvt. Ltd.
- *Mishra, S. K., & Puri, V. K., Indian Economy: Performance and Policies*, Himalaya Publishing House.
- *Gupta, G. S., & Sahoo, B., Indian Economy: Policies, Performance and Challenges*. Vikas Publishing House.
- *Srivastava, R. M., Indian Economy*, Vikas Publishing House.
- *Basu, K., & Basu, A., Indian Economy: Problems of Development and Planning*, Oxford University Press.

**Note:**

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2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**CORPORATE SOCIAL RESPONSIBILITY**  
**(BBA/MD/4/DSC/204)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To familiarize the students with the various Social Responsibilities for Corporate.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the concept of CSR.

**CO2:** Identify different strategies for CSR.

**CO3:** Relationship between Sustainability and Social Responsibility.

**CO4:** Identify different International Standards and Global Reporting.

**Course Contents:**

**Unit 1** Introduction, Meaning and Scope of CSR- Evolution- Need for CSR; Corporate Citizenship-Business practices.

**Unit 2** Strategies for CSR-Challenges and Implementation-Evolution of corporate Governance- Governance practices and Regulation-Structure and development of boards.

**Unit 3** Sustainability: Meaning and Scope- Corporate Social Responsibility and Corporate Sustainability-Sustainability Terminologies Corporate Sustainability Reporting Frameworks.

**Unit 4** Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business- International Standards.

**Suggested Readings:**

- Samuel & Celine, *Theory and Practice of Corporate Social Responsibility*, Springer
- Maria Aluchna, Samuel, *The Dynamics of Corporate Social Responsibility*, Springer
- B.N. Mandal, *Corporate Social Responsibility in India*, Global Vision Publishing House.
- Subhasis Ray & Raju S. Siva, *Implementing Corporate Social Responsibility*, Springer.
- Baxi, C. V., & Prasad, A., *Corporate Social Responsibility: Concepts and Cases*. Excel Books.
- Bhatia, A., *Corporate Social Responsibility in India: Addressing The Challenges of Rapid Industrialization*. Springer.
- Ghosh, S., *Corporate Social Responsibility: A Developmental Perspective*. Concept Publishing Company.
- Kakabadse, A. K., & Kakabadse, N., *CSR in Practice: Delving Deep into Corporate Responsibility*. Palgrave Macmillan.



- Rajak, D., *In Good Company: An Anatomy of Corporate Social Responsibility*. Stanford University Press.
- Banerjee, S. B., *Corporate Social Responsibility: The Good, The Bad and The Ugly*. Edward Elgar Publishing.
- Baxi, C. V., & Ray, S., *Corporate Social Responsibility and Inclusive Growth in India*. Excel Books.
- Gupta, A. D., & Khandelwal, S., *Corporate Social Responsibility: Practices, Challenges and Trends*. Excel Books.
- Arora, B., & Puranik, R., *A Review of Corporate Social Responsibility in India*. Tata McGraw-Hill Education.
- Mitra, S., & Boruah, B., *Corporate Social Responsibility and Business Ethics*. Bookwell.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**DISASTER MANAGEMENT**  
**(BBA/MD/4/DSC/205)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To familiarize the students with the various aspects of disaster management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the disaster phenomenon, its different contextual aspects and impacts

**CO2:** Analyse the process of disasters and related management aspects

**CO3:** Know about importance of community involvement in disaster management

**CO4:** Develop a deep understanding of disaster resilience, risk mitigation, and recovery policies.

**Course Contents:**

**Unit 1** Introduction to Disaster: Concept and Definition (Disaster, Hazard, Vulnerability, Resilience, Risks); Disaster: Classification, Causes and Impacts: Social, Economical, Political, Environmental and Impacts in terms of Caste, Class, Gender, Age, Location, Health and Disability.

**Unit 2** Approaches to Disaster Risk Reduction: Disaster cycle - its analysis, Phases, Culture of Safety, Prevention, Mitigation and Preparedness, Community based DRR, Structural and nonstructural measures, roles and responsibilities of community, Panchayati Raj Institutions/Urban Local Bodies (PRIs/ULBs), states, center and other stakeholders.

**Unit 3** Inter-relationship between Disaster and Development; Factors affecting Vulnerabilities, differential impacts, impact of development projects such as Dams, Embankments, changes in Land-use.

**Unit 4** Disaster Risk Management in India: Hazard and Vulnerability Profile of India; Components of Disaster Relief; Disaster Management Act.

**Suggested Readings:**

- Bose B. C., *Introduction to Disaster Management*, Neha Publishers, New Delhi.
- Carter, Nick, *Disaster Management: A Disaster Manager's Handbook*. Asian Development Bank, Manila Philippines.
- Dangi Raisi, *Disaster Management*, Raj Publication, New Delhi.
- Jeyadevi J., *Disaster Management*, Neel Kamal Publication, New Delhi.
- Haddow, G. D., Bullock, J. A., & Coppola, D. P. *Introduction to Emergency Management* Butterworth-Heinemann.
- Rodriguez, H., Quarantelli, E. L., & Dynes, R. R. (Eds.). *Handbook of Disaster Research*, Springer.
- Perry, R. W., & Lindell, M. K. *Emergency Management: Concepts and Strategies for Effective Programs*, Wiley.



- Coppola, D. P., *Introduction to International Disaster Management*, Butterworth-Heinemann.
- McEntire, D. A., *Introduction to Homeland Security: Principles of All-Hazards Risk Management*, CRC Press.
- Quarantelli, E. L., *What Is a Disaster? Perspectives on the Question*, Routledge.
- Waugh Jr, W. L., & Streib, G., *Collaboration and Leadership for Effective Emergency Management*, CRC Press.
- Tierney, K. J., Lindell, M. K., & Perry, R. W., *Facing The Unexpected: Disaster Preparedness and Response in The United States*, Wiley.
- Oliver-Smith, A., *The Social Construction of Disaster: Risk, Knowledge, and Action*, Routledge.
- Alexander, D., *Principles of Emergency Planning and Management*, Oxford University Press.

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2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**AGRI-BUSINESS MANAGEMENT**  
**(BBA/MD/4/DSC/206)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize the students with various aspects related to administration and working of Agri-Business.

**Course Outcomes:**

After completing the course, students would be able to:

- CO1:** Understand the basic concepts like Nature and scope of Agri-business, Importance of Agribusiness Management.
- CO2:** Understand difference between farm and non-farm sectors, demand for Agri-products and its determining factors Supply of Agri-products and its determinants.
- CO3:** Identify Principles of farm management decisions.
- CO4:** Understand Marketing Mix for Agri Products.

**Course Contents:**

**Unit 1** Nature, scope and characteristics business management, Role of farm business management, Farm management decisions; farm management problems.

**Unit 2** Principles of farm management decisions; Principle of variable proportion and cost principle, Principle of factor substitution, Law of Equi-marginal returns, opportunity cost principle.

**Unit 3** Tools of farm management and farm business analysis, Farm planning and budgeting.

**Unit 4** Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

**Suggested Readings:**

- Heady, E. O and Jensen, H., *Farm Management Economics*. Prentice Hall.
- Johl, S. S and Kapoor, T. R., *Fundamentals of Farm Business Management*. Kalyani Publ.
- Kahlon, A. S and Singh, K., *Economics of Farm Management in India*. Allied Publ.
- Panda, S. C., *Farm Management and Agricultural Marketing*. Kalyani Publ.
- Dhondyal. S. P., *Farm Management*. Friends Publication.
- Acharya, S. S., & Agarwal, N. L., *Agricultural Marketing in India*, Oxford & IBH Publishing Co. Pvt. Ltd.
- Mehta, R., *Agricultural Business Management: Concepts and Cases*, PHI Learning Pvt. Ltd.
- Singh, S. *Agricultural Entrepreneurship: A Framework for Agribusiness Development*, Concept Publishing Company Pvt. Ltd.
- Narayanaswamy, B., & Narayanaswamy, C., *Agricultural Finance and Management*. Dominant Publishers & Distributors Pvt. Ltd.



- Pandey, A., & Sharma, M., *Agricultural Business Management: Emerging Opportunities and Challenges*, Atlantic Publishers & Distributors.
- Kumar, V., & Singh, H., *Innovations in Agribusiness Management*. Rawat Publications.
- Gupta, M. K., *Agricultural Entrepreneurship in India: The Changing Paradigm*, Concept Publishing Company Pvt. Ltd.
- Patel, A. S., *Modern Concepts in Agricultural Business Management*, Oxford Book Company.
- Bhuyan, B., & Basumatary, P., *Agricultural Management: Emerging Trends and Practices*, Scholar's Press.
- Sarmah, H., *Agricultural Marketing and Business Management*, Cambridge Scholars Publishing.

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**CORPORATE GOVERNANCE**  
**(BBA/MD/4/MIC/202)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To familiarize the students with the various Governances for Corporate.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Understand the importance of ethics and corporate governance in the day-to-day working of organizations
- CO2:** Learn the issues involved in maintaining ethics and how to deal with such situations
- CO3:** Learn scope of business ethics in organization.
- CO4:** Understand Moral issues in Business.

**Course Contents:**

**Unit 1** Corporate Governance: concept, need to improve corporate governance standards, features of good governance, corporate governance abuses, Role played by regulators to improve corporate governance.

**Unit 2** Different Approaches to Corporate Governance, Leadership and Corporate Governance, Different models of Corporate Governance, Landmarks of Corporate Governance.

**Unit 3** Rights and Privileges of shareholders, Investor's Problem and protection, Corporate Governance and Other Stakeholders, Board of Directors; Role, Duties and Responsibilities of Auditors, Bank and Corporate Governance, Business Ethics and Corporate Governance.

**Unit 4** Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing.

**Suggested Readings:**

- Fernando A.C., *Business Ethics – An Indian Perspective*, Pearson.
- Velasquez Manuel G: *Business Ethics- Concepts and Cases*, PHI.
- Sharma J P, *Corporate Governance, Business Ethics & CSR*, Ane Books.
- Balasubramanian, N., *Corporate Governance and Stewardship: Emerging Role and Responsibilities of Corporate Boards and Officers*, Tata McGraw-Hill Education.
- Chakrabarti, R., Megginson, W. L., & Yadav, P. K., *Corporate Governance in India*, Oxford University Press.
- Gupta, L. C., *Corporate Governance in India: Concepts and Problems*. Society for Capital Market Research and Development.
- Saravanavel, P., *Corporate Governance: Concepts and Practices*. Himalaya Publishing House.



- Vaidyanathan, R., *Corporate Governance: A Framework for Implementation*. Tata McGraw-Hill Education.
- Chatterjee, S., *Corporate Governance and Ethics: A Global Perspective*, Oxford University Press.
- Kumar, N., *Corporate Governance: The Indian Context*, Prentice Hall India.
- Banerjee, S., *Corporate Governance in Indian Banking Sector*, Lambert Academic Publishing.
- Mittal, R. K., Sinha, S. K., & Singh, A., *Corporate Governance: Challenges and Opportunities in India*. Atlantic Publishers & Distributors.
- Singhanian, M., *Corporate Governance and Corporate Social Responsibility of Indian Companies*. New Century Publications.

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**MARKETING MANAGEMENT**  
**(BBA/MD/5/DSC/301)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize the students with the basic concepts, functions and processes of Marketing.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Identify the concept of Marketing.

**CO2:** Evaluate Buyer behaviour and STP Concepts.

**CO3:** Identify PLC and Product Mix.

**CO4:** Identify Promotional Channels for a Company.

**Course Contents:**

**Unit 1** Introduction: Nature, Concept and Scope of Marketing. Marketing Management – Objectives, Functions and Importance of Marketing. Types of Markets, Difference between Marketing and Selling, Major Problems of Marketing in India

**Unit 2** Buying Behaviour & STP: Types of Buyers, Factors influencing buyer behaviour, Difficulties in understanding Buyer behaviour. Market Segmentation – Objectives. Reasons and Criteria of Segmentation. Segmentation, Targeting and Positioning (STP) approach to Marketing.

**Unit 3** Product & Pricing: Product Definition, Classification – Consumer Goods and Industrial goods, Product Life Cycle, Product Mix. Pricing – Meaning, Objectives and Importance. Pricing Policies; Factors influencing pricing decisions.

**Unit 4** Physical Distribution & Promotion: Features, Role and Functions of Distribution Channels. Factors affecting choice of Distribution Channels. Promotion: Need, Features, Objectives and Importance. Promotion Mix - Advertising, Sales Promotion, Personal Selling, Direct Marketing and Public Relations.

**Suggested Readings:**

- Kotler Phillip, Koshi & Jha., *Marketing Management- A South Asian Perspective*, Pearson Education, New Delhi.
- Kumar Arun & Meenakshi N., *Marketing Management*, Vikas Publishing House, New Delhi.
- Armstrong, G., & Kotler, P., *Marketing: An Introduction*, Pearson.
- Marshall, G. W., & Johnston, M. W., *Marketing Management*, McGraw-Hill Education.
- Peter, J. P., & Donnelly Jr, J. H., *Marketing Management: Knowledge and Skills*, McGraw-Hill Education.
- Ferrell, O. C., & Hartline, M., *Marketing Strategy*, Cengage Learning.



- Kerin, R. A., Hartley, S. W., & Rudelius, W., *Marketing*, McGraw-Hill Education.
- Lamb, C. W., Hair, J. F., & McDaniel, C., *Essentials of Marketing*, Cengage Learning.
- Pride, W. M., & Ferrell, O. C., *Marketing*, Cengage Learning.
- Czinkota, M. R., & Ronkainen, I. A., *International Marketing*, Cengage Learning.
- Solomon, M. R., Marshall, G. W., & Stuart, E. W., *Marketing: Real People, Real Choices*, Pearson.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.





**HUMAN RESOURCE MANAGEMENT**  
**(BBA/MD/5/DSC/302)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize the students with the basic functions and processes of Human Resource Management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Identify the concept of HRM for organization.

**CO2:** Analyse Human Resource planning.

**CO3:** Identify Recruitment and Selection procedure.

**CO4:** Identify Employee Welfare Policies.

**Course Contents:**

**Unit 1** Introduction of HRM: Meaning, Objectives, Scope, Significance; History and Evolution of Human Resource Management, HRM Functions-Managerial & Operative; Current Issues & Challenges; Role and Skills of HR Manager, Personnel Management vs. HRM.

**Unit 2** Acquisition of Human Resources: Concept of Human Resource Planning, Objectives, Need and Importance, Process of Human Resource Planning, Problems in Human Resource Planning, Requisites for successful Human Resource Planning.

**Unit 3** Procurement and Development Functions: Job Analysis, Job Description, Job Specification, Recruitment, Selection, Placement and Induction and Socialization.

**Unit 4** Employee Welfare: Concept, Objectives, Types and Importance. Approaches to Employee Welfare, Policy and Benefits of Employee Welfare. Schemes and Procedures of Employee Welfare Activities. Employee Grievances and their Redressal.

**Suggested Readings:**

- Aswathappa, K., *Human Resource & Personnel Management*, McGraw Hill, New Delhi.
- Chhabra, T. N., *Human Resource Management*, Dhanpat Rai Publishing, New Delhi.
- Dessler, G., *Human Resource Management*, Pearson, New Delhi.
- Gupta, C. B., *Human Resource Management*, Sultan Chand & Sons, New Delhi.
- Rao, V. S. P., *Human Resource Management*, Pearson, New Delhi.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M., *Human Resource Management: Gaining A Competitive Advantage*, McGraw-Hill Education.
- Lussier, R. N., & Hendon, J. R., *Human Resource Management: Functions, Applications, And Skill Development*, SAGE Publications.
- Mathis, R. L., Jackson, J. H., & Valentine, S. R., *Human Resource Management*, Cengage Learning.
- Mondy, R. W., Martocchio, J. J., *Human Resource Management*, Pearson.



- Snell, S. A., Morris, S. S., & Bohlander, G. W. *Managing Human Resources*, Cengage Learning.
- Milkovich, G. T., Newman, J. M., & Gerhart, B., *Compensation*, McGraw-Hill Education.
- Martocchio, J. J., *Strategic Compensation: A Human Resource Management Approach*, Pearson.
- Cascio, W. F., & Boudreau, J. W., *Investing in People: Financial Impact of Human Resource Initiatives*, Pearson.
- DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L., *Fundamentals of Human Resource Management*, Wiley.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**FINANCIAL MANAGEMENT**  
**(BBA/MD/5/DSC/303)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To familiarize the students with basics and important aspects of financial management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Identify the concept of Financial Management.

**CO2:** Analyse Sources of Finance for organization.

**CO3:** Identify Cost of Capital and Capital Structure.

**CO4:** Identify Capital Budgeting and various Financial Policies.

**Course Contents:**

**Unit 1** Nature, Scope, Functions and Objectives of Financial Management, Organization of Finance Function.

**Unit 2** Financial Planning; Capitalization: Over-capitalization, Under-capitalization.

**Unit 3** Cost of Capital: Concept, Computation of Cost of Capital; Leverage: Operating, Financial and Combined Leverage.

**Unit 4** Capital Structure: Theories and Determinants of Capital Structure.

**Suggested Readings:**

- Chandra, Prasanna, *Financial Management*, Vikas Publication, New Delhi.
- Gupta and Sharma, *Financial Management*, Kalyani Publishers, New Delhi.
- Khan, M. Y., *Financial Management*, McGraw Hill, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publications, New Delhi.
- Banerjee, Bhabatosh, *Fundamentals of Financial Management*, PHI, Delhi
- Chandra Bose D, *Fundamentals of Financial Management*, PHI, Delhi
- Singh, Preeti, *Fundamentals of Financial Management*, Ane Publications.
- Higgins, R. C., *Analysis on Financial Management*, McGraw Hill
- Hompton, John, *Financial Decision Making: Concept, Problem & Cases*, Prentice Hall India.
- Joseph, P. Ogden, Philip, F. O'Conner, *Advanced Corporate Finance: Policies and Strategies*, Pearson Education

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus,



an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.

2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**STRATEGIC MANAGEMENT**  
**(BBA/MD/5/MIC/301)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Outline the type of decisions taken at different levels of organization.

**CO2:** Explain the process of strategic decision making in an organization.

**CO3:** Apply various tools to assess business environment.

**CO4:** Differentiate among various stages of strategic management starting from strategy formulation to its evaluation.

**Course Contents:**

**Unit 1** Strategy: Characteristics, Concept and Levels, Strategic Decision Making; Strategic Management: Elements and Models in Strategic Management Process.

**Unit 2** Strategy Formulation: Environmental Appraisal, Organizational Appraisal, Corporate Level and Business Level Strategies.

**Unit 3** Strategic Analysis and Choice: Strategic Analysis, Tools and Techniques for Strategic Analysis - BCG Matrix, GE Matrix, SWOT Analysis, Corporate Social Responsibility.

**Unit 4** Strategy Implementation: Activating Strategies, Structural, Behavioral, Functional and Operational Implementation; Strategic Evaluation and Control.

**Suggested Readings:**

- Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management –Concepts and Applications*, PHI, New Delhi.
- Jauch & Glueck, *Business Policy and Strategic Management*, TMH, New Delhi.
- Kazmi, Azhar, *Strategic Management and Business Policy*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Pearce & Robinson, *Strategic Management–Formulation, Implementation and Control*, McGraw Hill Publishing, New Delhi.
- Barney, J. B., & Hesterly, W. S., *Strategic Management and Competitive Advantage: Concepts and Cases*, Pearson.
- Porter, M. E., *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Free Press.
- Grant, R. M., *Contemporary Strategy Analysis* Wiley.
- Thompson, A. A., Peteraf, M., Gamble, J. E., & Strickland, A. J., *Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*, McGraw-Hill





Education.

- Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E., *Strategic Management and Business Policy: Globalization, Innovation, and Sustainability*, Pearson.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P., *Exploring Strategy: Text and Cases*, Pearson.
- Mintzberg, H., Ahlstrand, B., & Lampel, J., *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*, Free Press.
- Hamel, G., & Prahalad, C. K., *Competing for the Future*. Harvard Business School Press.
- Kaplan, R. S., & Norton, D. P., *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*. Harvard Business Review Press.
- Collis, D. J., & Rukstad, M. G., *Can You Say What Your Strategy Is?* Harvard Business Review Press.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**SUMMER INTERNSHIP**  
**(BBA/MD/5/SEC/301)**

**Course Credits: 4**

**Total Marks: 100**

Each student will be required to submit a summer training report to the department for the work undertaken after second semester in an industrial, business or service organization up to 30<sup>th</sup> November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation and remaining 50 marks will be awarded by external examiner after evaluation of summer training report.



**SALES MANAGEMENT**  
**(BBA/MD/6/DSC/304)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The main objective of this course is to acquaint students with the nature of Sales Force Management and its application in corporate sector.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the concepts of sales and distribution management.

**CO2:** Appreciate various facets of job of sales manager.

**CO3:** Make and implement decisions for sales and distribution management.

**CO4:** Build knowledge, understanding, and skills in Sales and Distribution management.

**Course Contents:**

**Unit 1** Sales Management: Concept, Objectives and Functions; Personal Selling: Concept and Importance, Classification of Sales Jobs; Buyer-Seller Dyads; Personal Selling process; Theories of selling; Sales Force Management challenges.

**Unit 2** Sales Planning: Importance, Approaches and Process of Sales Planning; Sales Forecasting; Sales Budgeting, Sales Organization: Purpose, Principles and Process of setting up a Sales Organization; Sales Organization Structures.

**Unit 3** Determining Size of Sales Force; Managing the Sales Force: Recruitment, Selection, Training and Compensation, Motivating and Leading the Sales-Force; Sales Meetings and Contests.

**Unit 4** Territory and Quota Management: Need, Procedure for setting up Sales Territories; Time Management; Sales Quotas: Purpose, Types of Quotas and Administration of Sales Quota; Control process: Analysis of Sales Volume, Cost and Profitability; Management of Sales Expenses, Evaluating Sales-Force Performance; Role of IT in Sales Management.

**Suggested Readings:**

- Gupta, S. L., *Sales and Distribution Management*, Excel Books, New Delhi.
- S. A. Chunawala, *Sales and Distribution Management*, Himalaya Publishing House, New Delhi.
- Tapan K. Panda, Sunil Sahadev, *Sales and Distribution Management*, Oxford University Press, New Delhi.
- Spiro, R. L., Stanton, W. J., & Rich, G. A., *Sales Management: Concepts and cases* Routledge.
- Ingram, T. N., La Forge, R. W., Avila, R. A., & Schwepker Jr, C. H., *Sales Management: Analysis and Decision Making*, Routledge.



- Johnston, M. W., & Marshall, G. W., *Sales Force Management: Leadership, Innovation, Technology* Routledge.
- Futrell, C. M., *Sales Management: Teamwork, Leadership, and Technology*, Routledge.
- Dalrymple, D. J., Cron, W. L., & DeCarlo, T. E., *Sales Management: Concepts and Cases*, Wiley.
- Tanner, J. F., & Honeycutt Jr, E. D., *Selling: Building Partnerships*, McGraw-Hill Education.
- Johnston, M. W., & Marshall, G. W., *Relationship Selling: Foundations and Practices*, Routledge.
- Jobber, D., & Lancaster, G., *Selling and Sales Management*, Pearson.
- Perreault Jr, W. D., Cannon, J. P., & McCarthy, E. J., *Basic Marketing: A Marketing Strategy Planning Approach*, McGraw-Hill Education.
- Weitz, B. A., & Castleberry Jr, S. B., *Selling: Building Partnerships*, McGraw-Hill Education.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**HUMAN RESOURCE DEVELOPMENT**  
**(BBA/MD/6/DSC/305)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To develop a conceptual as well as a practical understanding of Human Resource Development in Organizations.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Explain conceptual framework of HRD.

**CO2:** Demonstrate the process of HRD.

**CO3:** Compare job related techniques.

**CO4:** Evaluate practical solutions of problems related to manpower planning in the organization.

**Course Contents:**

**Unit 1** Human Resource Planning: Concept, Importance, Factors, Role, Process, Prerequisites, Barriers; Stages of Human Resource Planning: Macro and Organizational Level.

**Unit 2** Demand Forecasting: Assessment and techniques. Human Resource Supply forecasting Assessment and techniques.

**Unit 3** Behavioral Factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies.

**Unit 4** Introduction Career Management: Career Planning, process of Performance Planning, Potential Appraisal: Introduction

**Suggested Readings:**

- Aswathapa, K., *Human Resource Management-Text and Cases*, McGraw Hill Education, New Delhi.
- Bhattacharya, Kumar, Dipak, *Human Resource Planning*, Excel Books, New Delhi.
- Gupta C. B., *Human Resource Planning and Development*, Sultan Chand & Sons, New Delhi.
- Patanayak, Biswajeet, *Human Resource Management*, PHI, New Delhi.
- Dessler, G., *Human Resource Management*, Prentice Hall of India.
- Noe, R. A., & Winkler, C., *Employee Training and Development*, McGraw-Hill Education.
- Swanson, R. A., & Holton III, E. F., *Foundations of Human Resource Development*. Berrett-Koehler Publishers.
- Werner, J. M., & DeSimone, R. L., *Human Resource Development*, Cengage Learning.
- McLean, G. N., & McLean, L. D., *Organization Development: Principles, Processes, Performance*, Berrett-Koehler Publishers.
- Goldstein, I. L., & Ford, J. K., *Training in Organizations: Needs Assessment, Development, And Evaluation*, Cengage Learning.



- Rothwell, W. J., Stavros, J. M., Sullivan, R. L., & Sullivan, A. M., *Practicing Organization Development: A Guide for Consultants*, John Wiley & Sons.
- Kuchinke, K. P., *Performance Consulting: Applying Performance Improvement in Human Resource Development*, John Wiley & Sons.
- Phillips, J. J., & Phillips, P. P., *Measuring The Success of Learning Through Technology: A Guide for Measuring Impact and Calculating ROI on E-Learning, Blended Learning, And Mobile Learning*, Association for Talent Development.
- Riggio, R. E., Murphy, S. E., & Pirozzolo, F. J. (Eds.), *Multiple Intelligences and Leadership*, Routledge.
- Torraco, R. J., & Swanson, R. A. (Eds.), *The Handbook of Human Performance Technology: Principles, Practices, and Potential*, Jossey-Bass.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**STRATEGIC FINANCIAL MANAGEMENT**  
**(BBA/MD/6/DSC/306)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The course aims at discussing the issues related to venture capitals, corporate control and corporate restructuring, etc.

**Course Contents:**

**Unit 1** Corporate Restructuring: Meaning and objectives, Mergers - reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios, Evaluation of merger proposal.

**Unit 2** Legal accounting and tax issues in merger and acquisitions; Corporate and distress restructuring; Corporate Control: Mechanism, share repurchase and exchange.

**Unit 3** Non-voting shares, Disinvestment of Public Sector Undertakings; Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing.

**Unit 4** Financial Evaluation of Leasing from Lessor and Lessee point of view; Lease vs. owned decision; Venture Capital: Concept and developments in India; Process and methods of financing.

**Suggested Readings:**

- Jakhotiya, G. P., *Strategic Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M. Y. and Jain, P. K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi.
- Rajni Sofat & Preeti Hiro, *Strategic Financial Management*, Phi, Delhi
- Weaver & Weston, *Strategic Corporate Finance*, Cengage Learning, Delhi
- Chandra, Prasanna, *Financial Management*, Tata McGraw Hill, Delhi
- Gurusamy, S., *Financial Markets and Institutions*, Thomson.
- Sridhar, A. N., *Strategic Financial Management*, Shroff Publishers

**Note:**

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2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**DATA ANALYTICS**  
**(BBA/MD/6/MIC/302)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The course aims to identify Data Analytics for Business.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Recall various terms, tools, techniques and models used in business analytics.
- CO2:** Illustrate the tools, techniques and models used in business analytics
- CO3:** Interpret the different techniques used in different area such as finance, Human resource, marketing etc.
- CO4:** Differentiate the role of statistician, data scientist, data engineers and different techniques.

**Course Contents:**

**Unit 1** Foundations of Business Analytics: Introduction, Evolution and Scope; Data for Business Analytics: Data sets and Data bases, Big data, Metrics and Data Classification.

**Unit 2** Data Reliability and Validity; Models in Business Analytics; Phases of problem solving. Descriptive Analytics: Data Visualization: Tools for Data Visualization; Data Queries: Tables, Sorting and Filtering; Statistical methods for summarizing data.

**Unit 3** Predictive Analysis: Forecasting techniques: Qualitative and Judgmental forecasting, Statistical forecasting methods.

**Unit 4** Prescriptive Analysis: Linear Optimization: Graphical interpretation; Integer Optimization: General, Binary and Mixed Variable Models.

**Suggested Readings**

- Jay Liebowitz, *Business Analytics: An Introduction*, Auerbach Publications, New Delhi.
- Prasad R. N. and Acharya Seema, *Fundamentals of Business Analytics*, Wiley, New Delhi.
- Purba Halady Rao, *Business Analytics: An Application Focus*, PHI, New Delhi.
- Agarwal, A. *Big Data, Data Mining, and Machine Learning: Value Creation for Business Leaders and Practitioners*. Pearson.
- Bose, I. *Business Analytics: Applications to Consumer Marketing*. Sage Publications.
- Kumar, A., *Predictive Analytics for Beginners: An Introduction to Data Science*. Create Space Independent Publishing Platform.
- Ranjan, J., *Data Analytics with R: Introduction to Data Analysis and Machine Learning Techniques*. BPB Publications.
- Kulkarni, A., & Deshpande, M.. *Advanced Analytics with Spark: Patterns for Learning from Data at Scale*. O'Reilly Media.
- Goyal, D., *Data Science and Analytics: Challenges and Opportunities*. Springer.
- Jain, A., *Data Science with Python*. BPB Publications.





- Kothari, S., & Kothari, C. *Business Analytics and Intelligence*. Dreamtech Press.
- Das, S., *Big Data: A Primer for Beginners in Data Analytics*. Notion Press.
- Sharma, R., & Tiwari, P., *Data Analytics: Techniques and Applications in Industry*. CRC Press.

**Note:**

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2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**INTRODUCTION TO GST**  
**(BBA/MD/6/MIC/303)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The course aims at discussing the GST for India.

**Course Contents:**

- Unit 1** Concept of goods and service tax GST, Main features of GST implemented in India, Background, Causes for adoption and implementation of GST, Favorable impacts and difficulties of GST, Evaluation and suggestion of GST.
- Unit 2** Classification of GST Dual and Integrated GST Registration under GST provision and process. Amendment and cancellation of registration, Practical problems relating to registration.
- Unit 3** Supply of goods and services-Meaning, Scope and types. Determination of time and place of supply of goods and services. Levy and collection of tax. List of exempted goods and services with practical problems.
- Unit 4** Determination of taxable value of goods and services. Items included and deductions against taxable value. Practical problems related to computation of taxable value of goods and services supplied.

**Suggested Readings:**

- CA Vivek KR Agarwal, *Making GST- Good and Simple Tax*, Neelam Book House, New Delhi.
- Jain, R.K., *GST Law Manual*, Centax Law Pub. Pvt. Ltd., New Delhi.
- Mahure, Pritham, *Goods and Service Tax in India*, Sultan Chand Publications
- Gupta, S.S., *GST: Laws and Practice*, Taxman Publications
- Shah, Pathik, *Hand Book on Service tax & Goods and Service Tax*
- Bhalla, Monish, *Commercial GST-The Game Changer*, Commercial Law Publishers
- Jauhari, Deepak and Jauhari, Anita, *GST Simplified*, Tax Wave Publications.
- Gupta, K., Aurn and Chauhan, V., *Goods & Services Tax*, Commercial Law Publishers
- Mohan, R., *Goods & Services Tax*, Bharat Law House
- Garg, R, K., *GST Ready Reckoner*, Bharat Law House

**Note:**

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2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.



**RESEARCH METHODOLOGY**  
**(BBA/MD/7/DSC/401)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with concepts and basics of research methodology.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Acquire knowledge on various kinds of research questions and research designs.

**CO2:** Distinguish between qualitative, quantitative and mixed methods of research relate ethical and philosophical considerations

**CO3:** Design a good quantitative purpose statement and good quantitative research

**CO4:** Understand good practices in conducting a qualitative interview and observation

**Course Contents:**

**Unit 1** Introduction to Research Methodology: Research-Meaning, Nature, Scope Objectives and Types; Steps in Research Process; Hypothesis: Qualities of Good Hypothesis, Null and Alternative Hypothesis; Scientific Method of Research, Importance of Research, Problems in conducting Research.

**Unit 2** Research Design: Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments and Test Markets.

**Unit 3** Sources of Data: Primary and Secondary Sources of Data Collection; Sampling: Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors; Scaling and Measurement Techniques (brief outline only)

**Unit 4** Data Editing, Coding and Tabulation, Analysis and Interpretation of Data; Business Research Reports: Format and Criterion for judgment of good research report.

**Suggested Readings:**

- Boyd & Westfall, *Marketing Research*, Prentice Hall, New Delhi.
- Cooper and Schindler, *Business Research Methods*, McGraw Hill, New York.
- Malhotra, Naresh K., *Marketing Research in Applied Orientation*, Pearson, New Delhi.
- Shekharan & Uma, *Business Research Methods-A Skill- Building Approach*, John Wiley, New York.
- Donald Cooper & Pamela Schindler, *Business Research Methods*, TMGH
- Alan Bryman & Emma Bell, *Business Research Methods*, Oxford University Press.
- Kothari, C. R., *Research Methodology*
- Sekaran Uma, *Research Methods for Business*, Wiley.
- Kumar, Ranjit, *Research Methodology*, Pearson Education



- Malhotra, Naresh and Dash, S., *Marketing Research*, Pearson Prentice Hall.
- Sinha, S.C. and Dhiman, A.K., *Research Methodology*, Ess Ess Publications.
- Trochim, W.M.K., *Research Methods: The Concise Knowledge Base*, Atomic Dog Publishing.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.





**MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR**  
**(BBA/MD/7/DSC/402)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize students with basic management concepts and behavioural process in organization.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Recall the concepts of management process and different required managerial skills.

**CO2:** Analyse the different managerial functions in organisation.

**CO3:** Analyse the behaviour of individuals and groups in organizations understand the implications of organizational behaviour on the process of management.

**CO4:** Explain the organizational culture and describe group processes, Conflict and Stress Management.

**Course Contents:**

**Unit 1** Introduction to Management; Evolution of Management Thoughts: School of Management Thoughts, Approaches to Management; Managerial skills; Managerial functions; Social Responsibility of managers and business; Challenges before modern managers.

**Unit 2** Managerial functions: Planning, Decision Making, Management by Objectives; Organizing, Organizational Design, Organizational Structure, Authority and Responsibility, Power, Decentralization; Staffing; Directing, Leading, Motivating, Communicating; Controlling; Co-ordinating.

**Unit 3** Organizational Behavior: concepts, determinants, challenges and opportunities, contributing disciplines to the OB; Organizational culture and climate, Impact of organizational structure on OB; Understanding and managing individual behavior: Personality; Perception; Values; Attitudes; Learning.

**Unit 4** Understanding and Managing Group Processes: Interpersonal and Group Dynamics; Understanding Self: Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

**Suggested Readings:**

- Koontz and Wehrick, H., *Management*, Tata McGraw Hill, New Delhi.
- Robbins, Aggarwal and Madhushree, *Fundamentals of Management*, Pearson Education, New Delhi.
- Robbins, Judge and Vohra, *Organizational Behaviour*, Pearson Education, New Delhi.
- Stoner, Freeman and Gilbert, *Management*, Pearson Education, New Delhi.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A., *Management*, Pearson Education, New Delhi.
- Luthans, F., *Organizational Behavior: An Evidence-Based Approach*, McGraw-Hill Education.
- Daft, R. L., *Management*, Cengage Learning.



- Griffin, R. W., *Management*, Cengage Learning.
- Hellriegel, D., Jackson, S. E., & Slocum, J. W., *Management: A Competency-Based Approach*, Cengage Learning.
- Jones, G. R., & George, J. M., *Contemporary Management*, McGraw-Hill Education.
- Koontz, H., Weihrich, H., & Cannice, M. V., *Management: A Global and Entrepreneurial Perspective*, McGraw-Hill Education.
- Bateman, T. S., & Snell, S. A., *Management: Leading & Collaborating in a Competitive World*, McGraw-Hill Education.
- Kinicki, A., & Williams, B. K., *Management: A Practical Introduction* McGraw-Hill Education.
- Hitt, M. A., Black, S. J., & Porter, L. W., *Management*, Pearson.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 70 marks covering the whole syllabus.
2. The question paper will consist of nine questions in all. The first question will be compulsory and will consist of seven short questions of 2 marks each covering the whole syllabus. In addition, eight more questions of 14 marks each will be set unit-wise comprising of two questions from each of the four units. The candidates are required to attempt one compulsory question and four more questions selecting one question from each unit.

**ADVANCED ACCOUNTING  
(BBA/MD/7/DSC/403)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of accounting information for planning, decision making and control.

**Course Outcomes:**

After completing the course, students would be able to:

- CO1:** Understand, describe and apply accounting concepts, principles, techniques and conventions for their routine monetary transaction which are associated with decision making.
- CO2:** Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures and to differentiate between various types of accounting practices being followed within the organization.
- CO3:** Create and prepare financial statements in accordance with Generally Accepted Accounting Principles, which recognize the usefulness of costing to manager and its applications in the business.
- CO4:** Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements. And appraise the performance of organizations with the help of financial statements presented at the end of the year.

**Course Contents:**

**Unit 1** Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Accounting process: Journal, Ledger and Trial Balance, Depreciation accounting and policy, Preparation of Final Accounts of Joint-stock Companies, Understanding and Analyzing Published Financial Statements of Companies.

**Unit 2** Cost Accounting: Nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost sheet. Budgeting: Types of budgets and their preparation.

**Unit 3** Management Accounting: Nature, scope and tools of Management Accounting; Management Accounting vs. Financial Accounting; Financial analysis: Ratio analysis, Cash Flow Statement.

**Unit 4** Marginal costing: CVP analysis, break-even analysis, Practical Applications of Marginal Costing; An overview of Standard Costing.

**Suggested Readings:**

- Anthony R. N. and Reace J. S., *Accounting Principles*, Tata McGraw Hill, New Delhi.





- Bhattacharya S. K. and Dearden J., *Accounting for Management - Text and Cases*, Vikas Publishing House, New Delhi.
- Hingorani, N. L. and Ramanathan, A. R., *Management Accounting*, Sultan Chand, New Delhi.
- Maheshwari, S. N., *Advanced Accounting*, Vikas Publishing House, New Delhi.
- Baker, C. R., & Burlaud, A., *Practical Accounting for Financial Professionals*. McGraw-Hill Education.
- Garrison, R. H., Noreen, E. W., & Brewer, P. C., *Managerial Accounting*, McGraw-Hill Education.
- Horngren, C. T., Datar, S. M., & Rajan, M. V., *Cost Accounting: A Managerial Emphasis* Pearson.
- Kieso, D. E., Weygandt, J. J., & Warfield, T. D., *Intermediate Accounting*, Wiley.
- Libby, R., Libby, P. A., & Hodge, F., *Financial Accounting*, McGraw-Hill Education.
- Spiceland, J. D., Sepe, J. F., Nelson, M. W., & Thomas, W. B., *Intermediate Accounting*, McGraw-Hill Education.
- Warren, C. S., Reeve, J. M., & Duchac, J. E., *Financial & Managerial Accounting*, Cengage Learning.
- Wild, J. J., Shaw, K. W., & Chiappetta, B., *Fundamental Accounting Principles*, McGraw-Hill Education.
- Revsine, L., Collins, D. W., Johnson, W. B., Mittelstaedt, H. F., & Soffer, L. C., *Financial Reporting and Analysis*, McGraw-Hill Education.
- Zimmerman, J. L., & Yahya-Zadeh, M., *Accounting for Decision Making and Control*, McGraw-Hill Education.
- Agrawal, B. D., *Advanced Accounts*. Jain Book Depot.
- Gupta, R. L., & Gupta, M., *Advanced Financial Accounting*, S. Chand Publishing.
- Monga, J. R., *Fundamentals of Corporate Accounting*, Mayoor Paperbacks.
- Shukla, M. C., Grewal, T. S., & Gupta, S. C., *Advanced Accounts*, S. Chand Publishing.
- Sehgal, A., *Advanced Accounting*, Taxmann Publications.
- Arora, M. N., *Cost and Management Accounting*, Vikas Publishing House.
- Jawaharlal., *Corporate Financial Accounting*. Himalaya Publishing House.
- Bhattacharyya, A. K., *Essentials of Financial Accounting*. PHI Learning.
- Mukherjee, S. P., & Hanif, M., *Corporate Accounting*, McGraw Hill Education.
- Mittal, P., *Advanced Accounting*, Taxmann Publications.

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**ADVANCED FINANCE**





(BBA/MD/7/DSC/404)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The purpose of this course is to acquaint the students with the broad framework of financial decision making in business.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Explain the role of financial management and take effective financial decisions.

**CO2:** Identify Time Value of Money.

**CO3:** Analyze the importance of Capital Structure, Dividend Policy, Capital Budgeting and various sources of finance.

**CO4:** Identify Financial Risk and undertake successful Mergers and Acquisitions.

**Course Contents:**

**Unit 1** Financial Management: Nature, Scope, Functions and Objectives of Financial Management; Time Value of Money; Sources of Finance; Financial Planning: Need and Elements in Process. Capital Structure: Concept and Importance, Optimum Capital Structure, Theories of Capital Structure, Factors affecting Capital Structure.

**Unit 2** Cost of Capital: Concept and Importance, Computation of Cost of Various Sources of Finance, Weighted Average and Marginal Cost of Capital. Capital Budgeting: Concept and Importance, Methods of Capital Budgeting, Risk Analysis in Capital Budgeting.

**Unit 3** Working Capital: Concept, Need, Determinants and Estimation of Working Capital; Management of Cash, Inventory and Receivables; Dividend Policy and Dividend Models.

**Unit 4** Management of Corporate Distress and Restructuring Strategy; Mergers and Acquisitions, Corporate Risk Management; Brief overview of Money Market and Capital Market, Stock Exchange in India.

**Suggested Readings:**

- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Chandra, Prasanna, *Financial Management*, Tata McGraw Hill, New Delhi.
- Kishore, M., *Financial Management*, Taxmann Publications, New Delhi.
- Hone, Van, *Financial Management and Policy*, Prentice Hall of India, New Delhi.
- Damodaran, A., *Investment valuation: Tools and techniques for determining the value of any asset*, Wiley.



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**MANAGERIAL ECONOMICS**  
**(BBA/MD/7/DSC/405)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with the concepts and techniques used in micro-economic theory and to enable them to apply this knowledge in business decision making.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Define the basic elements of managerial economic aspects of firm.

**CO2:** Explain different theories of managerial economics and forecast demand for a product.

**CO3:** Know what to produce, where to, when to, how to, for whom to produce.

**CO4:** Frame policy for production to minimize the cost and maximum the profit.

**Course Contents:**

**Unit 1** Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

**Unit 2** Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Production function: Short term and long run production function, law of variable proportion and return to scale.

**Unit 3** Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

**Unit 4** Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behavioral Theory; National Income: Concept and Measurement.

**Suggested Readings:**

- Brigham, E. F., Pappas, J. L., *Managerial Economics*, Dryden Press, Illinois.
- Dwivedi, D.N., *Managerial Economics*, Vikas Publication, New Delhi.
- Jhingan, M.L., *Managerial Economics*, Vrinda Publication, New Delhi.
- Peterson, Lewis, *Managerial Economics*, Prentice Hall of India, New Delhi.
- Salvatore, *Managerial Economics in Global Economy*, Thomson Learning, Mumbai.
- Mithani, D. M., *Managerial Economics: Theory and Applications*, Himalaya Publishing House.
- Gupta, G. S., *Managerial Economics*, McGraw-Hill Education.
- Managerial Economics and Financial Analysis. PHI Learning.
- Baye, M. R., & Prince, J. T., *Managerial Economics and Business Strategy*, McGraw-Hill Education.



- Brickley, J. A., Smith, C. W., & Zimmerman, J. L., *Managerial Economics and Organizational Architecture*, McGraw-Hill Education.
- Besanko, D., Dranove, D., Schaefer, S., & Shanley, M., *Economics of Strategy*, John Wiley & Sons.
- Froeb, L. M., McCann, B. T., Shor, M., & Ward, M. R., *Managerial Economics: A Problem-Solving Approach*, Cengage Learning.
- Perloff, J. M., & Brander, J. A., *Managerial Economics and Strategy*, Pearson.
- Salvatore, D., *Managerial Economics in a Global Economy*, Oxford University Press.
- Png, I., *Managerial Economics*, Routledge.
- Hirschey, M., *Fundamentals of Managerial Economics*, Cengage Learning.
- Keat, P. G., Young, P. K., & Erfle, S. E., *Managerial Economics: Economic Tools for Today's Decision Makers*, Pearson.
- Thomas, C. R., & Maurice, S. C., *Managerial Economics: Foundations of Business Analysis and Strategy*, McGraw-Hill Education.

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**INCOME TAX**  
**(BBA/MD/7/MIC/401)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills and etiquettes to help them in developing their overall personality.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Expose various provisions of the Income Tax Act relating to computation of income of individual assesses only.

**CO2:** Equip with the knowledge of identifying different heads of income of an individual.

**CO3:** Enable to assess the income of an individual by taking benefit of the exemptions that are available.

**CO4:** Computation of income under various heads.

**Course Contents:**

**Unit 1** Brief history of Income Tax – Legal Frame Work – Cannons of Taxation – Finance Bill – Scheme of Income Tax.

**Unit 2** Income from Salary – Features of Salary Income – Basic Salary; Allowance – Types – Perquisites – Types Sec. 89 (1) – Tax Rebate u/s. 88.

**Unit 3** Income from House Property: Introduction – Annual value under different situations (self occupied – Let out – Partly self occupied Partly Let out – Portion wise and time wise) – Deductions (u/s. 24).

**Unit 4** Income from Business and Profession: Permissible deductions – Disallowable Expenses – Income and Expenses of Illegal Business – Computation of Business Income (simple problems) – Profession Computation of Doctors, Lawyers, Chartered Accountants, Civil Engineers.

**Suggested Readings:**

- Lal, B.B., Direct Taxes, Konark Publisher (P) Ltd.
- Prasad, Bhagwathi, Direct Taxes – Law and Practice, Vishwa Prakashna
- Dinakar Pagare Law and Practice of Income Tax, Sultan Chand and Sons
- Mehrotra & Goyal Direct Taxes – Law and Practice, Sahitya Bhavan Publication
- Singhanian, Vinod. K., Direct Taxes – Law and Practice, Taxmann Publication

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**ENTREPRENEURSHIP DEVELOPMENT**  
**(BBA/MD/8/DSC/406)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Acquire the knowledge to conduct project planning activities that accurately forecast project costs, timelines & quality.
- CO2:** Develop a strong working knowledge of ethics & professional responsibility.
- CO3:** Capable to demonstrate effective organizational leadership & change skills for managing projects, project teams & stakeholders.
- CO4:** Proficient to recognize & seize diverse opportunities for financial gain.

**Course Contents:**

**Unit 1** Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

**Unit 2** Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

**Unit 3** Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning.

**Unit 4** Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme.

**Suggested Readings:**

- Barringer, Bruce R., and Ireland Duane, R., “*Entrepreneurship: Successfully Launching New Ventures*”, Pearson Education, New Delhi.
- Gupta S. L. and Mittal Arun, “*Entrepreneurship Development*”, International Book House, New Delhi.
- Hisrich, Robert D., Peters P. Michael and Shepherd A. Dean, *Entrepreneurship*, McGraw Hill, New Delhi.
- Kuratko, D. F., *Entrepreneurship: Theory, Process, and Practice*, Cengage Learning.
- Burns, P., *Entrepreneurship and Small Business: Start-up, Growth and Maturity*, Palgrave Macmillan.



- Deakins, D., & Freel, M., *Entrepreneurship and Small Firms*, McGraw-Hill Education.
- Allen, K. R., & Meyer, M. H., *Entrepreneurship for Scientists and Engineers*, Pearson.
- Morris, M. H., Kuratko, D. F., & Covin, J. G., *Corporate Entrepreneurship & Innovation*, Cengage Learning.
- Bygrave, W. D., & Zacharakis, A., *Entrepreneurship*, Wiley.
- Hisrich, R. D., & Ramadani, V. (Eds.), *The Routledge Companion to Entrepreneurship Development*, Routledge.
- Gupta, V. K., & Batra, S., *Entrepreneurship Development in India: Text and Cases*, PHI Learning Pvt. Ltd.

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**AUDITING**  
**(BBA/MD/8/DSC/407)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of the course is to provide the knowledge of basic concepts in auditing.

**Course Contents:**

**Unit 1** Auditing: Meaning, Origin and Development, Objects, Scope, Principles, Advantages and Limitations, Audit Techniques, Qualities and Types of Auditors; Types of Audit.

**Unit 2** Audit Process and Audit Programme; Audit working papers and evidences, Routine checking and Test checking, Audit in Depth; Internal Check and Internal Control.

**Unit 3** Vouching: Meaning, objects, importance and vouching of subsidiary books; Verification: Meaning, Difference between Vouching and Verification, Difference between Verification and Valuation, General Rules of Verification, Verification of Assets and Liabilities.

**Unit 4** Appointment, qualification, remuneration, status, rights and power, duties and liabilities of Company Auditor; Audit Reports: Meaning, Contents, Importance and Types, Factors to be considered while preparing Audit Report, Investigation: Meaning, Procedure, Importance and Types, Difference between Auditing and Investigation.

**Suggested Readings:**

- Gower L. C. B., *Principles of modern Company Law*, Stevens & Sons, London.
- Gupta Kamal, *Contemporary Auditing*, McGraw Hill, New Delhi.
- Kapoor N. D., *Company Law- Incorporating the Provisions of the Companies*, Sultan Chand & Sons, New Delhi.
- Kuchal M. C., *Auditing*, Shri Mahavir Books, Noida.
- B. N. Tandon, S. Sudharsanam and S. Sundharabahu, *A Handbook of Practical Auditing*, S. Chand & Co. Delhi.
- Tandon, B.N., *Auditing*, S. Chandra & Co. Ltd., Delhi.
- Jain, D.P., *Auditing*, Konark Publishers Pvt. Ltd, Delhi
- Chopde, L.N., Choudhari, D.H., Taywade, B., *Auditing*, Sheth Publishers Private Limited, Mumbai.
- Dixit, K.R., *Auditing*, Vishwa Publishers & Distributors, Nagpur
- Mehta, S.K., *Auditing*, Diamond Publication Pune.
- Sharma, T. R., *Auditing*, SahityaBhavan, Agra.
- Gupta Kamal and Arora, A., *Fundamentals of Auditing*, Tata McGraw Hills

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**DIGITAL MARKETING**  
**(BBA/MD/8/DSC/408)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To understand the role of Interactive Media in marketing and promotional efforts in the twenty-first century.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Explain and identify cyber space.

**CO2:** Use and operate e-networks which are most commonly used in organizations.

**CO3:** Question and test the various operations of the internet.

**CO4:** Evaluate and examine the perspectives of cyber security hence bearing ethical responsibility.

**Course Contents:**

**Unit 1** Cyber-space: Concept of Cyber Space and Internet, advantages and Challenges in using Internet, Customer Relationship Management, Knowledge Management.

**Unit 2** E-Marketing: Introduction to E-commerce, Advantages and limitations of cyber marketing, Future Trends and Challenges in Cyber Marketing, E-retailing, Interactive KIOSKS in the retail environment, Search engines.

**Unit 3** World-Wide-Web: Concept of world-wide-web, Website Management, Web Hosting, Blogs, Viral marketing, Permission marketing, Home page, Hits, Views, Visits, Hyperlinks,

**Unit 4** E-Marketing Strategies: Media and marketing strategies for cyber marketing, Advertising on Internet, Public relations and Promotion on Internet, Measuring Effectiveness of Interactive Media vis-à-vis Traditional Media. Future of marketing-gamification and apps.

**Suggested Readings:**

- Ahuja, Vandana, *Digital Marketing*, Oxford Publishing House, New Delhi.
- Khengar, Thomas Jr., *Web Advertising and Marketing*, Premier Press, USA.
- Lewis H. G., Lewis Robert D., *Selling on the Net: The Complete Guide*, NTCI Contemporary Publishing, Chicago.
- Mantravadi, Pramod M, *E-Marketing: The Emerging Trends*, ICFAI University Press, Hyderabad.
- Prasad, R, *Digital Marketing*, ICFAI University Press, Hyderabad.
- Chaffey, D., & Smith, P. R., *Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing*, Routledge.
- Jain, A., *Social Media Marketing for Businesses*, Notion Press.
- Kalyanaram, G., *Strategic Digital Marketing: A Handbook for Marketing Professionals and Business Leaders*, Notion Press.



- Khanna, P., *Digital Marketing Success: Grow Your Business by Leveraging Online Marketing Tools and Techniques*, Create Space Independent Publishing Platform.
- Kulkarni, A., *Digital Marketing: A Comprehensive Guide for Beginners*, Notion Press.
- Mehta, S., *Content Marketing: Strategies for Engaging Customers and Building Your Brand*, Notion Press.
- Patel, N., *The Ultimate Guide to Digital Marketing*, Create Space Independent Publishing Platform.
- Rao, P., *The Basics of Digital Marketing*, Notion Press.
- Sharma, V., *The Art of SEO and Content Marketing*, Notion Press.
- Srinivasan, R., *Marketing in the Digital Age: Trends, Strategies, and Insights*, Sage Publications India.

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**EVENT MANAGEMENT**  
**(BBA/MD/8/DSC/409)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The purpose of this course is to make the students familiar with techniques and skills required for successful organisation of special events.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of Event Management.

**CO2:** Analyse the concept of Leadership.

**CO3:** Assess Marketing Tools for Event.

**CO4:** Explain Media Tools and different Evaluations for Events.

**Course Contents:**

**Unit 1** Principles of Event Management; Types of events: Sports, Rallies, Wedding, Festivals, Educational and Corporate events; Developing mission, Establishing objectives, Preparing event proposal.

**Unit 2** Leadership Traits and characteristics, Crowd management, Major risks and emergency planning; Event Budget; Different types of sponsorships, Strategic development and Implementation.

**Unit 3** Purpose, Venue, Timing, Guest list, Invitations, Food & drink, Room dressing, Equipment, Protocols, Dress codes, Staging, Guest of honor, Speakers, Media, Photographers, Podium, Exhibition.

**Unit 4** Marketing tools: Advertising and Promotions, Flyers, Posters, Newsletters, Blogs and Tweets; Media tools: Media invitations, Photo-calls, Press releases, Telecast, Radio interviews; Evaluation: Budget, Cost of event, Return on investment, Media coverage, Attendance and Feedback.

**Suggested Readings:**

- Anton Shone & Bryn Parry, *Successful Event Management*, Cengage Learning, New Delhi.
- Chaturvedi Ashutosh, *Event Management: A Professional Approach*, Global India Publications, New Delhi.
- Singh, R., *Meeting Conference Association, Event and Destination Management*, Kanishka Publishers.
- Hoyle, L. H., Dorf, D.C., & Jones, T. J. A., *Convention Management and Service*, Educational Institute of AH & MA.
- Montgomery, R. & Strick S. K., *Meetings, Conventions, and Expositions: An Introduction to the Industry*, John Wiley & Sons Inc.
- Singh, S. and Kaur, H., *Event Management*, Arihant Publications.



- Lawson, F., *Congress, Convention & Exhibition Facilities: Planning, Design & Management*, Oxford: Architectural press.
- Sonderrn, Mark, *Event Entertainment and Production*, CSEP Publisher: Wiley & Sons, Inc.
- Ghouse Basha, *Advertising & Media Mgt*, VBH.
- Stephen, Anne, *Event Management*, HPH.
- Venkataramana, K., *Event Management*, SHBP.

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**LABOUR LAWS IN INDIA**  
**(BBA/MD/8/DSC/410)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and other labour issues.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the various labour laws and related terminology.

**CO2:** Explain the importance of various labour legislations.

**CO3:** Apply the knowledge of labour laws in their working organizations

**CO4:** Distinguish the employee rights and obligations according to the legal environment.

**Course Contents:**

**Unit 1** Labour Legislation: Nature, Objectives, Need and Importance of Labour Legislations in India, Types of Labour Legislation, Principles, Indian Constitution and Labour Legislations.

**Unit 2** International Labour Organization: Principles, Functions, Influence of ILO on Indian Labour Legislations. Regulative Legislations: Trade Union Act, Industrial Disputes Act and Factories Act.

**Unit 3** Wage Legislations: Payment of Wages Act, Minimum Wages Act, Equal Remuneration Act and Payment of Bonus Act.

**Unit 4** Social Security Legislations: Workmen's Compensation Act, Employee State Insurance Act, The Employees' Provident Funds and Miscellaneous Provisions Act and Maternity Benefit Act, Payment of Gratuity Act.

**Suggested Readings:**

- Kapoor, N.D., *Elements of Industrial Laws*, Sultan Chand and Sons, New Delhi
- Singh, B.D., *Labour Laws for Managers*, Excel Books, New Delhi
- Padhi, P.K., *Labour and Industrial Laws*, Prentice Hall of India, New Delhi.
- Srivastava, S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House, New Delhi.
- Saravanave I, P., *Industrial and Labour Laws*, Galgotia Publications, New Delhi.
- Gupta, A., *Labour Laws for Managers: A Comprehensive Guide to Indian Labour Laws*, Universal Law Publishing.
- Padhi, P. K., *Industrial Relations and Labour Laws*, Lexis Nexis.
- Srivastava, R. M., *Labour Laws in India*, Universal Law Publishing.
- Puri, R. R., & Bakshi, P. M., *Industrial Disputes Act, 1947: Law and Practice*, Lexis Nexis.
- Chaturvedi, R. C., *Labour and Industrial Laws*, Allahabad Law Agency.
- Singh, B. P., *Guide to Indian Labour Laws*, Bharat Law House.
- Khan, A. A., *Industrial Law: Including Labour and Environmental Laws*, Eastern Book Company.
- Garg, R. K., *Industrial and Labour Laws*, Allahabad Law Agency.
- Bagchi, P. C., *Labour Laws*, Eastern Book Company.



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**PERSONALITY DEVELOPMENT**  
**(BBA/MD/8/MIC/402)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills and etiquettes to help them in developing their overall personality.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Analyse the basics of Personality.

**CO2:** Capable to innovate Leadership skills.

**CO3:** Able to analyse resume writing, Interview skills, Group discussion.

**CO4:** Capable to analyse Stress management, Time management, Conflict Management.

**Course Contents:**

**Unit 1** Personality: Basics of Personality, Analyzing Strengths and Weakness; Building Self-Confidence and Team Building.

**Unit 2** Leadership Skills, Making positive attitude a way of life, Positive Thinking and Character Building.

**Unit 3** Preparation for Self-Introduction, Sense of Dressing, Body Language.

**Unit 4** Resume Writing, Interview Skills. Time Management, Conflict Management, Boss Management.

**Suggested Readings:**

- Brown, David, *Dealing with Difficult People*, Harper Collins Publishers, London
- Kahnean, Daniel et. al, *On Making Smart Decisions*, Harvard Business School Publishing Corporation Ltd., Boston
- Manser, Martin, *Time Management*, Harper Collins Publishers, London
- Narula, S. S., *Personality Development and Communication Skills*, Taxmann Publications Pvt. Ltd., New Delhi
- Slater, Rus, *Getting Things Done*, Harper Collins Publishers, London

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**Multidisciplinary Course(s)**  
**EVENT MANAGEMENT**  
**(BBA/MD/1/MDC/101)**

**Course Credits: 3**

**External: 50**

**Internal: 25**

**Total Marks: 75**

**Time Allowed: 3 Hours**

**Course Objective:** To give an exposure to the students about business etiquette and event management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships.

**CO2:** Adopt attitudes and behaviors consistent with standard workplace expectations.

**CO3:** To make the students familiar with techniques and skills required for successful organization of special events.

**CO4:** To make students acquire leadership traits.

**Course Contents:**

**Unit 1** Definition of Event Management, Need and Importance of Event Management, Principles of Event Management; Types of events- Sports, Rallies, Wedding, Festivals.

**Unit 2** Educational and Corporate events; steps involved in Event Management Procedures, Preparing event proposal; Leadership Traits and characteristics.

**Unit 3** Crowd management, Major risks and emergency planning; Event Budget Different types of sponsorships, Strategic development and Implementation.

**Suggested Readings:**

- Kishore, D., *Event Management: A Blooming Industry and an Eventful Career*, Har-anand Publications Pvt. Ltd.
- Goyal K., *Event Management*, Adhyayan Publisher 2009
- Mohan. Savita, *Event Management & Public Relations*, Enkay Publishing House.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (15 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 50 marks covering the whole syllabus.
2. The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.

**E-COMMERCE**



**Course Credits: 3**

**External: 50**

**Internal: 25**

**Total Marks: 75**

**Time Allowed: 3 Hours**

**Course Objective:** This course exposes students to environment for E-commerce and developing application skills for the same.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Illustrate the feature of internet, intranet, extranet and explain how they relate to each other.
- CO2:** Compare the different electronic payment system
- CO3:** Select the infrastructure for E-Commerce.
- CO4:** Create business model and strategy for online business

**Course Contents:**

**Unit 1** Technology and Infrastructure for E-Commerce: Framework of E-commerce; Network Infrastructure for E-Commerce.

**Unit 2** E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing.

**Unit 3** Intranets and Manufacturing: Integrated Logistics, Agile Manufacturing, Emerging Business Requirements, Manufacturing Information Systems.

**Suggested Readings:**

- Kalakota&Whinston, *Electronic Commerce: A Manager's Guide*, Pearson Education.
- Greenstien&Vasarhelyi, *Electronic Commerce: Security, Risk Management and Control*, Tata McGraw Hill.
- Joseph, *E-Commerce: An Indian Perspective*, Prentice Hall of India.
- Turbon, et. al., *Electronic Commerce: A Managerial Perspective*, Pearson Education.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (15 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 50 marks covering the whole syllabus.
2. The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.



**INTRODUCTION TO BUSINESS ORGANIZATION**  
**(BBA/MD/2/MDC/103)**

**Course Credits: 3**

**External: 50**

**Internal: 25**

**Total Marks: 75**

**Time Allowed: 3 Hours**

**Course Objective:** To facilitate an understanding of concepts, principles and functions of management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of management in Business organisation.

**CO2:** Analyse different Financial Activities for organisation.

**CO3:** Assess the potential effects Human Resource activities in organisation.

**CO4:** Explain the Marketing activities and marketing conditions.

**Course Contents:**

**Unit 1** Business: Concept and Nature; Organization: Concept, Scope, Significance and Functions. Management: Concept, Nature and Scope; Management Process, Principles and Functions of Management; Levels of Management; Management versus Administration, Managerial Roles.

**Unit 2** Financial Management: Concept, Approaches, Objectives, Functions and Importance; Organization of Finance Functions.

**Unit 3** Human Resource Management: Concept, Scope, Significance and Functions; Marketing: Concept, Nature and Scope; Marketing Mix, Product Life Cycle; Advertising and Sales Promotion.

**Suggested Readings:**

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Prasad, L.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Kotler Philip, Keller Kevin Lane, Koshy Abraham, JhaMithileshwar, *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (15 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 50 marks covering the whole syllabus.
2. The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.

**PERSONALITY DEVELOPMENT**



(BBA/MD/2/MDC/104)

**Course Credits: 3**

**External: 50**

**Internal: 25**

**Total Marks: 75**

**Time Allowed: 3 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills and etiquettes to help them in developing their overall personality.

**Course Outcomes:**

After completing the course students would be able to:

**CO5:** Analyse the basics of Personality.

**CO6:** Capable to innovate Leadership skills.

**CO7:** Able to analyse resume writing, Interview skills, Group discussion.

**CO8:** Capable to analyse Stress management, Time management, Conflict Management.

**Course Contents:**

**Unit 5** Personality: Basics of personality, analyzing strengths and weakness; Building self-confidence and Team building.

**Unit 6** Leadership skills, Making positive attitude a way of life, Positive thinking and Character building.

**Unit 7** Preparation for self-introduction, Sense of dressing, Body language, Application and resume writing, Interview skills. Time management, Conflict management, Boss management.

**Suggested Readings:**

- Brown, David, *Dealing with Difficult People*, Harper Collins Publishers, London
- Kahnean, Daniel et. al, *On Making Smart Decisions*, Harvard Business School Publishing Corporation Ltd., Boston
- Manser, Martin, *Time Management*, Harper Collins Publishers, London
- Narula, S. S., *Personality Development and Communication Skills*, Taxmann Publications Pvt. Ltd., New Delhi
- Slater, Rus, *Getting Things Done*, Harper Collins Publishers, London
- Bandura, A., *Social Foundations of Thought and Action: A Social Cognitive Theory*, Prentice-Hall.
- Cattell, R. B., *The Scientific Analysis of Personality*, Penguin.
- Mischel, W., *Personality and Assessment*, John Wiley & Sons.
- Allport, G. W., *Pattern and Growth in Personality*, Holt, Rinehart & Winston.
- Deci, E. L., & Ryan, R. M., *Intrinsic Motivation and Self-Determination in Human Behavior*, Plenum Press.
- Seligman, M. E. P., *Learned Optimism: How to Change Your Mind and Your Life*, Vintage Books.

**Note:**



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2. The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.



**BUSINESS AMBIENCE AND ETIQUETTE**  
**(BBA/MD/3/MDC/201)**

**Course Credits: 3**

**External: 50**

**Internal: 25**

**Total Marks: 75**

**Time Allowed: 3 Hours**

**Course Objective:** To give an exposure to the students about business etiquette and event management.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships.
- CO2:** Adopt attitudes and behaviors consistent with standard workplace expectations.
- CO3:** To make the students familiar with techniques and skills required for successful organization of special events.
- CO4:** To make students acquire leadership traits.

**Course Contents:**

**Unit 1** Meaning of Business Etiquette, understanding business etiquette, the importance of behaving in a professional manner, Knowledge and appreciation of courtesy and good manners at work. Need and Importance of Professionalism, Email and Telephone Etiquette.

**Unit 2** Workplace Etiquette - Personal Appearance - Formal Dressing, Casual Dressing, Using the Right Tone of Voice, managing your volume in Business Settings.

**Unit 3** Sounding Confident, Etiquette for Personal Contact- Introductions, Getting the names right, Handshakes, Facial Expressions, Eye Contact, Hand gestures & Posture.

**Suggested Readings:**

- Sarvesh Gulati, *Corporate Grooming and Etiquette*, Rupa Publications India Pvt. Ltd.
- Lynn Van DerWagen & Brenda R Carlos, *Event Management*, Pearson, New Delhi.
- Barbara Pachter, Marjorie Brody, *Complete Business Etiquette Handbook*, Prentice Hall.
- Dhanavel, S.P., *English and Soft Skills*, Orient Black Swan.
- Koneru, Aruna, *Professional Communication*, McGraw.
- Mahanand, Anand, *English for Academic and Professional Skills*, McGraw.
- Nancy Mitchell, *Etiquette Rules: A Field Guide to Modern Manners*, Wellfleet Press.
- Rani, D Sudha, TVS Reddy, D Ravi, and AS Jyotsna. *A Workbook on English Grammar and Composition*, McGraw.
- Raghu Palat, *Indian Business Etiquette*, Jaico Books.
- Rizvi, M. Ashraf, *Effective Technical Communication*, McGraw.
- Pease, Allan and Barbara Pease, *The Definitive Book of Body Language*, New Delhi: Manjul Publishing House.
- Tengse, Ajay R., *Soft Skills: A Textbook for Undergraduates*, Orient Black Swan.



**Note:**

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2. The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.





**ESSENTIALS OF PUBLIC RELATIONS**  
**(BBA/MD/3/MDC/202)**

**Course Credits: 3**

**External: 50**

**Internal: 25**

**Total Marks: 75**

**Time Allowed: 3 Hours**

**Course Objective:** To develop basic skills among students to independently handle the Public Relationship.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the historical background and role Public Relations in various areas

**CO2:** Have insight into the use of the technological advancements in Public Relations

**CO3:** Comprehend tools of Public Relations in order to develop the required skills.

**CO4:** Understand the ethical aspects and future of Public Relations in India

**Course Contents:**

**Unit 1** Public Relations-Meaning, Definition, Nature and Scope, Historical Background, Technological and Media Revolution and Role in Business, Government, Politics, NGOs and Industry.

**Unit 2** Concepts of Public Relations-Press, Publicity, Lobbying, Propaganda, Advertising, Sales Promotion and Corporate Marketing Services, Tools of Public Relations, Press Conferences, Meets, Press Releases, Announcements, Webcasts.

**Unit 3** Verbal Public Relations and Mass Media, Present and future of Public Relations in India, Ethics of Public Relations and Social Responsibility.

**Suggested Readings:**

- Brown, Rob, *Public Relations and the Social Web*, Kogan Page India, New Delhi, 2010.
- Cutlipscottetal, *Effective Public Relations*, London, 1995.
- Black Sam, *Practical Public Relations*, Universal Publishers, 1994.
- Vilanilam, J.V., *Public Relations in India: New Tasks and Responsibilities*, SAGE Publications.
- Bhimari, Rita, *PR 2020: The Trending Practice of Public Relations*, Bee Books Pvt. Ltd.
- Sachdeva, Iqbal, *Public Relations – Principles and Practices*, Oxford University Press, India.
- Reddi, Narasimma. C.V., *Effective Public Relations and Media Strategy*, Prentice Hall, India.
- Rogers, Danny. *Campaigns that Shook the world – Evolution of Public Relations*, Kogan Page Ltd.
- Stacks, Don. W; Michaelson, David, *Practitioner's Guide to Public Relations Research, Measurement and Evaluation*, Business Expert Press.



**Note:**

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2. The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.



**FUNDAMENTALS OF MANAGEMENT**  
**(BBA/MD/1/SEC/101)**

**Course Credits: 3**

**External: 50**

**Internal: 25**

**Total Marks: 75**

**Time Allowed: 3 Hours**

**Course Objective:** To facilitate an understanding of concepts, principles and functions of management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of management in organisation.

**CO2:** Analyse different Financial Activities for organisation.

**CO3:** Assess the potential effects Human Resource activities in organisation.

**CO4:** Explain the Marketing activities and marketing conditions.

**Course Contents:**

**Unit 1** Management: Concept; Management Process, Principles and Functions of Management; Management as an Art, Science and Profession.

**Unit 2** Levels of Management; Management versus Administration, Managerial Roles; Financial Management: Concept, Approaches, Objectives, Functions and Importance.

**Unit 3** Human Resource Management: Concept, Scope, Significance and Functions; Job Analysis: Job Description and Job Specification. Marketing: Concept Marketing Mix; Market Segmentation: Introduction, Importance and Basis of Segmentation

**Suggested Readings:**

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Prasad, L.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Khan, M. Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar, *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A., *Fundamentals of Management*, Pearson.
- Jones, G. R., & George, J. M., *Essentials of Contemporary Management*, McGraw-Hill Education.
- Lussier, R. N., & Achua, C. F., *Leadership: Theory, Application, & Skill Development*, Cengage Learning.
- Hitt, M. A., Black, S. J., & Porter, L. W., *Management*, Pearson.
- Carpenter, M. A., Bauer, T., & Erdogan, B., *Principles of Management*, Flat World.
- Kinicki, A., & Williams, B. K., *Management: A Practical Introduction*, McGraw-Hill Education.
- DuBrin, A. J., *Fundamentals of Organizational Behavior*, Cengage Learning.



- Schermerhorn, J. R., Osborn, R. N., Uhl-Bien, M., & Hunt, J. G., *Organizational Behavior*, Wiley.
- Hellriegel, D., Slocum, J. W., & Woodman, R. W., *Organizational Behavior*, Cengage Learning.
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T., *Organizational Behavior and Management*, McGraw-Hill Education.

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2. The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.

**ENTREPRENEURIAL SKILLS FOR INNOVATORS**  
**(BBA/MD/1/SEC/102)**

**Course Credits: 3**

**External: 50**

**Internal: 25**

**Total Marks: 75**

**Time Allowed: 3 Hours**

**Course Objective:** To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Acquire the knowledge to conduct project planning activities that accurately forecast project costs, timelines & quality.
- CO2:** Capable to demonstrate effective organizational leadership & change skills for managing projects, project teams & stakeholders.
- CO3:** Proficient to recognize & seize diverse opportunities for financial gain.
- CO4:** Capable to create entrepreneurship skills in students. After studying they form their own business.

**Course Contents:**

**Unit 1** Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises.

**Unit 2** Government Clearance for Establishing a New Enterprise. Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business.

**Unit 3** Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business. Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise

**Suggested Readings:**

- Barringer, Brace R., and Duane, R., *Entrepreneurship*, Prentice Hall, New Jersey.
- Gupta S. L. and Mittal Arun, *Entrepreneurship Development*, International Book House, New Delhi.
- Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
- Kumar S. Anil, Poornima S. C. and Abraham M. K., *Entrepreneurship Development*, New Age Publishers, New Delhi.
- Kuratko, D. F., *Entrepreneurship: Theory, Process and Practice*, Cengage Learning.
- Blank, S., & Dorf, B., *The Startup Owners Manual: Step-by-Step Guide for Building a Great Company*, K&S Ranch, Inc.
- Ries, E., *The Lean Startup: How Today's Entrepreneurs use Continuous Innovation to Create Radically Successful Businesses*, Crown Business.



- Kuratko, D. F., & Hodgetts, R. M., *Entrepreneurship: Theory, Process, and Practice*, Cengage Learning.
- Blank, S., & Dorf, B., *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*, Wiley.
- Crainer, Stuarde, *Business the Jack Welch Way: Ten secrets of the World's Greatest Turnaround King*, India Book Distributer, Mumbai.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (15 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end term examination of 50 marks covering the whole syllabus.
2. The question paper will consist of seven questions in all. The first question will be compulsory and will consist of four short questions of 2 marks each covering the whole syllabus. In addition, six more questions of 14 marks each will be set unit-wise comprising of two questions from each of the three units. The candidates are required to attempt one compulsory question and three more questions selecting one question from each unit.

**PERSONALITY DEVELOPMENT**  
**(BBA/MD/1/VAC/101)**

**Course Credits: 2**

**External: 35**

**Internal: 15**

**Total Marks: 50**

**Time Allowed: 2 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills and etiquettes to help them in developing their overall personality.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Analyse the basics of Personality and develop a strong Personality.

**CO2:** Capable to innovate Leadership skills.

**CO3:** Able to analyse resume writing, Interview skills, Group discussion.

**CO4:** Capable to analyse Stress management, Time management, Conflict Management.

**Course Contents:**

**Unit 1** Personality: Basics of personality, analyzing strengths and weakness; Building self-confidence and Team building. Leadership skills, Making positive attitude a way of life, Positive thinking and Character building.

**Unit 2** Preparation for self-introduction, Sense of dressing, Body language, Application and resume writing, Interview skills. Time management, Conflict management, Boss management.

**Suggested Readings:**

- Brown, David, *Dealing with Difficult People*, Harper Collins Publishers, London
- Kahnean, Daniel et. al, *On Making Smart Decisions*, Harvard Business School Publishing Corporation Ltd., Boston
- Manser, Martin, *Time Management*, Harper Collins Publishers, London
- Narula, S. S., *Personality Development and Communication Skills*, Taxmann Publications Pvt. Ltd., New Delhi
- Slater, Rus, *Getting Things Done*, Harper Collins Publishers, London.

**Note:**

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid- term examination (10 marks) covering two units of the syllabus, an assignment (03 marks) and class attendance (02 marks). The external evaluation includes end term examination of 35 marks covering the whole syllabus.
2. The question paper will consist of five questions in all. The first question will be compulsory and will consist of seven short questions of 1 marks each covering the whole syllabus. In addition, four more questions of 14 marks each will be set unit-wise comprising of two questions from each of the two units. The candidates are required to attempt one compulsory question and two more questions selecting one question from each unit.



**BUSINESS ETHICS**  
**(BBA/MD/1/VAC/102)**

**Course Credits: 2**

**External: 35**

**Internal: 15**

**Total Marks: 50**

**Time Allowed: 2 Hours**

**Course Objective:** This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Describe the different concepts of Business Ethics.

**CO2:** Explain the ethical dimension of business in 21<sup>st</sup> century.

**CO3:** Understand the Corporate Governance and its Regulatory Framework.

**CO4:** Know the key constituents of corporate governance

**Course Contents:**

**Unit 1** Introduction to Business Ethics: The concept, nature and growing significance of Ethics in Business, Ethical Principles in Business, Ethics in Management.

**Unit 2** Theories of Business Ethics, Ethical Dilemma: Causes and resolution, Ethical Issues in Business, Business Ethics in 21st Century. Ethics in various functional areas of Business: Ethics in Finance, Ethics in HRM, Ethics in Marketing.

**Suggested Readings:**

- Balachandran & Chandrasekaran, *Corporate Governance and Social Responsibility*, PHI Learning, New Delhi.
- Fernando A. C., *Business Ethics: An Indian Perspective*, Pearson Education, New Delhi
- Fernando, A. C., *Corporate Governance* Pearson Education, New Delhi.
- William H. Shaw, *Business Ethics*, Cengage Learning, Boston (USA).
- Shikha Neeti and Sharma Geetanjali., *Corporate Governance in India: Principles and Policies*, Cengage India, New Delhi
- Goel Sandeep, *Corporate Governance: Principles and Practices*. McGraw Hill, New Delhi.
- Iyer, S.S., *Managing for Value*, New Age International Publishers.
- Laura P Hartman Chatterjee, A., *Business Ethics*, Tata McGraw Hill.
- Bhatia, S.K., *Business Ethics and Managerial Values*, Deep & Deep Publications Pvt. Ltd.
- Velasquez, *Business Ethics – Concepts and Cases*, Prentice Hall.
- Reed, Darryl, *Corporate Governance, Economic Reforms & Development*, Oxford
- Mathur, U.C., *Corporate Governance & Business Ethics*, Mc Millan.
- Tripathi, A.N., *Human Values*, New Age International.





**Note:**

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2. The question paper will consist of five questions in all. The first question will be compulsory and will consist of seven short questions of 1 marks each covering the whole syllabus. In addition, four more questions of 14 marks each will be set unit-wise comprising of two questions from each of the two units. The candidates are required to attempt one compulsory question and two more questions selecting one question from each unit.

