



CHHATRAPATI SHAHU JI MAHARAJ UNIVERSITY, KANPUR

Programme: B.B.A.

Course Structure (with effect from 2025-26)

Semester - I			
Code	Paper	Courses	Credits
F010101TN	Core Course - I	Principles of Management	4
F010102TN	Core Course -II	Basic Accounting	4
F010103TN	Core Course -III	Business Economics	4
F010104TN	Minor	Business Statistics	3
VOC ¹⁶⁶	Skill Enhancement course (SEC)	Computer Applications	3
Z011101	Co-curricular Course	First Aid and Basic Health	2
Total credits			20

Semester - II			
Code	Paper	Courses	Credit
F010201TN	Core Course - I	Organizational Behaviour	4
F010202TN	Core Course -II	Business law	4
F010203TN	Core Course -III	Management & Cost Accounting	4
F010204TN	Minor Course	Business Mathematics	3
VOC ¹⁶⁸	Skill Enhancement course (SEC)	Business Communication	3
Z021201	Co-curricular Course	Human Values and Environment Studies	2
Total Credits			20

Note:

1. Total Credits 40 till semester II
2. Student is entitled for certificate in Faculty after successful completion of first two semesters

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Semester - III			
Code	Paper	Courses	Credits
F010301TN	Core Course - I	Business Finance	4
F010302TN	Core Course -II	Human Resource Management	4
F010303TN	Core Course -III	Marketing Management	4
F010304TN	Minor Course	Business Environment , Business Ethics & Governance	3
VOC.169	Skill Enhancement course (SEC)	Office Management and Secretarial Practices	3
Z031301	Co-curricular Course	Physical Education and Yoga	2
Total credits			20

Semester - IV			
Code	Paper	Courses	Credit
F010401TN	Core Course - I	Supply Chain Management	4
F010402TN	Core Course -II	Production Management	4
F010403TN	Core Course -III	International Trade	4
F010404TN	Minor Course	Research Methodology	3
F010405RN	Project	Internship Report (3-4 Weeks)	3
Z041402	Co-curricular Course	Indian Language	2
Total Credits			20

Note:

1. 3-4 weeks internship will be pursued during the winter break.
2. Z041402 Co-curricular Course Indian Language will be as decided by University/ Department.
3. Total Credits 80 till semester IV.
4. Student is entitled for Diploma in Faculty after successful completion of four semesters.

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Semester - V			
Code	Paper	Courses	Credits
F010501TN	Core Course - I	Project Management& Entreprenurship	5
F010502TN	Core Course -II	Business Policy & Strategic Management	5
	Elective Paper – 1	Refer Block 1	5
	Elective Paper – 2	Refer Block 1	5
F010505RN	Research Project	Research Project on topics in the concerned elective	5
Total credits			25

Semester - VI			
Code	Paper	Courses	Credit
F010601TN	Core Course - I	AI in Business	5
F010602TN	Core Course -II	Cross Cultural Management & Global Buisness Ethics	5
	Elective Paper – 3	Refer Block 2	5
	Elective Paper – 4	Refer Block 2	5
F010605RN	Research Project	Research Project on topics in the concerned elective	5
Total Credits			25

Note:

1. Total Credits 130 till semester VI
2. Student is entitled for Three Year B.B.A. UG Degree after successfully completion of six semesters.

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Elective Options for BBA – 5th Semester (BLOCK 1)

List of Elective Courses

Specialization Area	Paper Code	Elective Course
Marketing	F010603TN	Consumer Behaviour
Finance	F010604TN	Investment Analysis and Portfolio Management
Human Resource Management	F010605TN	Industrial Relations and Labour Legislation

Students are required to select any two electives from the specialization areas listed above.

Elective Options for BBA – 6th Semester (BLOCK 2)

Specialization Area	Paper Code	Elective Course
Marketing	F010503TN	Advertising Management
Finance	F010504TN	Income Tax and Goods & Services Tax (GST)
Human Resource Management	F010505TN	Human Resource Development

Note : Students are required to select any two electives from the specialization areas listed above

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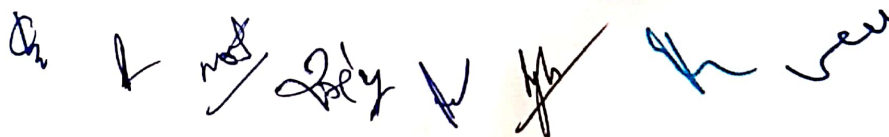
Programme : BBA		Year: First	Semester: First
Course Code: F010101TN		Course Title: Principles of Management	
Course outcomes:			
- Understand the core principles and functions of management. - Explain key contributions of classical and modern management thinkers. - Apply managerial concepts to basic business situations. - Demonstrate decision-making and communication skills through group activities.			
Credits: 4		MAJOR	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		No. of Lectures Total=45
I	Introduction: Concepts, objectives, nature, scope and significance of management, Contribution of Taylor, Weber and Fayol in management, Management Vs. Administration.		10
II	Planning: Concept, objectives, nature, importance and limitations of planning, planning process Concept of Decision Making and its Importance, forms, techniques and process.		12
III	Organizing: Concept, objectives, nature of organizing, Types of Organization, Delegation of authority, Authority and responsibility, Centralization and Decentralization, Span of Control.		10
IV	Directing: Concept, principles & aspects of directing, Concept and types of Coordination, Concept of leadership, Supervision, Motivation and Communication. Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and controlling.		13
Suggested Readings:			
1. Prasad, L.M. – Principles and Practice of Management (<i>Updated edition</i>) 2. Koontz, Harold & Heinz Weihrich – Essentials of Management 3. Robbins, Stephen P. & Mary Coulter – Management (<i>Pearson Education</i>) 4. Pagare, Dinkar – Principles of Management 5. V.S.P. Rao & Satya Narayan – Management: Text and Cases			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			

Programme: BBA	Year: First	Semester: First
Course Code: F010102 TN	Course Title: Basic Accounting	
Course outcomes: CO1: Demonstrate understanding of fundamental accounting principles, conventions, and the role of accounting in business operations.CO2: Apply accounting procedures to record transactions, rectify errors, and prepare financial statements. CO3: Evaluate and apply methods of stock valuation, depreciation accounting, and the treatment of reserves and provisions.CO4: Analyze the accounting procedures related to shares, debentures, and corporate financing instruments.		
Credits: 4	Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0		
Unit	Topics	No. of Lectures Total=45
I	Introduction: Meaning and process of accounting, Basic terminology of accounting, Difference between accounting & book keeping. Importance & limitations of Accounting, Various users of accounting information, Accounting Principles:Conventions & Concepts. Role of accounting in digital transactions and FinTech platforms.	10
II	Accounting equation, Dual aspect of accounting, Types of accounts, Rules of debit & credit, Preparation of Journal and Cash book including banking transactions, Ledger and Trial balance, Subsidiary books of accounts. Rectification of errors, Preparation of bank reconciliation statement, Bills of exchange and promissory notes.	15
III	Valuation of stocks, Accounting treatment of depreciation, Reserves and provisions, Preparation of final accounts along with adjustment entries. Overview of IFRS.	12
IV	Issue of shares and debentures, Issue of bonus shares and right issue, Redemption of preference shares and debentures, ESOPs	8
Suggested Readings: 1. Agarwal B.D., Advanced Accounting 2. Chawla & Jain, Financial Accounting 3. Chakrawarti K.S., Advanced Accounts. 4. Gupta R.L. & Radhaswamy, Fundamentals of Accounting 5. Jain & Narang, Advanced Accounts		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		

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Programme : BBA		Year: First	Semester: First
Course Code: F010103TN		Course Title: Business Economics	
Course outcomes: The aim of the course is to build knowledge and understanding business economics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about business economics. The outcome of the course will be as follows – - To provide knowledge about business economics. - To provide knowledge about Demand Analysis. - To Determine Production and cost analysis. - To Make aware with pricing and profit management.			
Credits : 4		Major	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics	No. of Lectures	
		TOTAL: 45	
I	Introduction to Business Economics: Nature and Scope of Business Economics, its relationship with other subjects. Fundamental Economic Tools-Opportunity cost concept, Incremental concept, Principle of time perspective, discounting principle and Equi-marginal principle. Macro-Economic Indicators- GDP calculation, Poverty line, Per-capita Income, Elementary idea of Inflation and National income.	10	
II	Demand Analysis: Concept of Demand & types of demand; Law of demand, Demand function. Substitution effects, Elasticity of demand: meaning, types, measurement and significance in managerial decisions, Concept of demand forecasting, methods of demand forecasting.	10	
III	Production and Cost Analysis: Meaning, Production function, Law of variable proportion and laws of return to scale, Various cost concepts and classification, Cost output relationship in short run & long run, Short run and long run Cost curves, Economics and diseconomies of scale. Revenue concepts. Schemes for supporting MSME's and Start-Up's in India.	13	
IV	Pricing: Nature of market, Types of markets and their characteristics, Pricing under different market structures-Perfect, Monopoly, Oligopoly and Monopolistic competition, Price discrimination under monopoly competition. Profit Management & Inflation: Profit, Functions of profit, Profit maximization, Break even analysis.	12	
Suggested Readings: "Business Economics" by H.L. Ahuja "Managerial Economics: Analysis, Problems, and Cases" by Dominick Salvatore "Principles of Economics" by N. Gregory Mankiw "Macroeconomics" by N. Gregory Mankiw "Macroeconomics: A European Text" by Michael Burda & Charles Wyplosz "Indian Economy" by Ramesh Singh "Managerial Economics" by William F. Samuelson & Stephen G. Marks "Microeconomics: Theory and Applications" by A. Koutsoyiannis "Managerial Economics in a Global Economy" by Dominick Salvatore "Indian Economy: Performance and Policies" by Uma Kapila "The Indian Economy: A Macro-Economic Perspective" by Bimal Jalan "Policies and Programmes for MSME Development" by SME Chamber of India "Business Economics and Managerial Decision Making" by Paul G. Keat & Philip K. Young "The Theory of Industrial Organization" by Jean Tirole			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.			
Suggested equivalent online courses:			

Programme : BBA		Year: First	Semester: First
Course Code: F010104TN		Course Title: Business Statistics	
Course outcomes: After completing this course, students will be able to:			
CO1: Describe the basic concepts, types of data, and methods of organizing and representing data in tabular and graphical form.			
CO2: Compute and interpret measures of central tendency, dispersion, skewness, and kurtosis; and understand the application of the normal distribution.			
CO3: Analyze relationships between variables using correlation and regression techniques and interpret regression equations in business scenarios.			
CO4: Apply basic concepts of probability, sampling techniques, and hypothesis testing; and use MS Excel for basic statistical operations.			
Credits: 3		(MINOR)	
Max. Marks: 25+75		Min. Passing Marks: 10 +25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics		No. of Lectures Total=45
I	Introduction: Concept, features, significance & limitations of statistics, Types of data, Classification & Tabulation, Frequency distribution & graphical representation.		10
II	Measures of Central Tendency: Concept, Mean, Median, Mode, Measures of Variation: Concept, Normal Distribution, Range, Quartile Deviation, Mean Deviation and Standard Deviation, Significance & properties of a good measure of variation, Skewness & Kurtosis.		15
III	Correlation and Regression: Meaning and Types of Correlation, simple correlation, Scatter diagram method, Significance of correlation. Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation Coefficient Regression concept, Regression concept, Regression equations and Regression coefficient.		12
IV	Probability: Concept, Events, Addition Law, Conditional Probability, Multiplication Law. Sampling: Method of sampling (Probability and Non-Probability Sampling methods), Sampling and non-sampling errors, Introduction to hypothesis, Type-I and Type-II Errors, Introduction to MS Excel and its use in Business statistics.		8
Suggested Readings:			
1. Gupta, S.P. – Statistical Methods – Sultan Chand & Sons			
2. Levin, R.I. & Rubin, D.S. – Statistics for Management – Pearson Education			
3. Chandan, J.S. – Statistics for Business and Economics – Vikas Publishing			
4. Anderson, Sweeney, Williams, Camm & Cochran – Statistics for Business & Economics – Cenage, 13 th ed.			
5. Berenson, Levine & Krehbiel – Basic Business Statistics – Pearson Education			
6. Sinha, Saxena and Gupta – Business Statistics – SBPD Publications			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			



Programme : BBA		Year: First	Semester: First
Course Code: VOC166		Course Title: Computer Applications	
Course outcomes:			
• Understand the basic components and functions of computers and operating systems. • Create and format professional documents using word processing tools. • Prepare and analyze data using spreadsheets and develop presentations. • Explain the basics of database systems and computer networking in business contexts.			
Credits: 3		(Vocational)	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics		No. of Lectures Total=45
I	Introduction to computers and their applications in business, Components of a computer system: Input, Output, Memory, CPU, Storage, Generations and types of computers, Operating systems: Concepts of Disk OS, Windows, GUI, Basic file handling, system software, and utilities		12
II	Word Processing Tools: Creating, saving, and formatting documents, Paragraph settings, headers, footers, tables, and images, Templates for business letters, memos, and reports, Mail Merge: Concept and practical use with Excel data, Proofing tools: Spell check, grammar, track changes.		10
III	Excel Basics: Creating spreadsheets, formatting cells, Formulas and basic functions: SUM, AVERAGE, IF, etc. Charts, sorting, filtering, and printing. PowerPoint Basics: Creating slides, using themes, Inserting media, animations, and slideshow settings.		12
IV	Introduction to DBMS: Concepts and importance, Data hierarchy: field, record, file, database. File types: Master and transaction files. Database structure basics. Fundamentals of computer networks: LAN, WAN. Online vs. offline data processing and real-time sharing.		11
Suggested Readings:			
1. P. K. Sinha & P. Sinha, Computer Fundamentals, BPB Publication 2. V. Rajaraman, Computer Fundamentals, PHI 3. Tannenbaum, Computer Applications and Networks 4. 'O' Brien, Management Information Systems			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
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Further Suggestions:			
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Programme : Certificate		Year: First	Semester: First
Co-Curricular Course			
Course Code: Z011101		Course Title: First Aid and Basic Health	
Course outcomes: ● Learn the skill needed to assess the ill or injured person. ● Learn the skills to provide CPR to infants, children and adults. ● Learn the skills to handle emergency child birth ● Learn the Basic sex education help young people navigate thorny questions responsibly and with confidence. ● Learn the Basic sex education help youth to understand Sex is normal. It's a deep, powerful instinct at the core of our ● survival as a species. Sexual desire is a healthy drive ● Help to understand natural changes of adolescence ● Learn the skill to identify Mental Health status and Psychological First Aid			
Credits: 2		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 40	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics		No. of Lectures Total= 30
I	A. Basic First Aid ● Aims of first aid & First aid and the law. ● Dealing with an emergency, Resuscitation (basic CPR). ● Recovery position, Initial top to toe assessment. ● Hand washing and Hygiene ● Types and Content of a First aid Kit B. First AID Technique ● Dressings and Bandages. ● Fast evacuation techniques (single rescuer). ● Transport techniques. C. First aid related with respiratory system ● Basics of Respiration. ● No breathing or difficult breathing, Drowning, Choking, Strangulation and hanging ● Swelling within the throat, Suffocation by smoke or gases and Asthma. D. First aid related with Heart, Blood and Circulation ● Basics of The heart and the blood circulation. ● Chest discomfort, bleeding. D. First aid related with Wounds and Injuries ● Type of wounds, Small cuts and abrasions ● Head, Chest, Abdominal injuries E. First aid related with Bones, Joints Muscle related injuries ● Amputation, Crush injuries, Shock ● Basics of The skeleton, Joints and Muscles. ● Fractures (injuries to bones).		2 (Theory) 10 (Practical)

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II	F. First aid related with Nervous system and Unconsciousness ● Basics of the nervous system. ● Unconsciousness, Stroke, Fits convulsions seizures, Epilepsy. G. First aid related with Gastrointestinal Tract ● Basics of The gastrointestinal system. ● Diarrhea, Food poisoning. H. First aid related with Skin, Burns ● Basics of The skin. ● Electrical and Chemical burns, Sun burns, heat exhaustion and heatstroke. ● Burn wounds, Dry burns and scalds (burns from fire, heat and steam). ● Frost bites (cold burns), Prevention of burns, Fever and Hypothermia. I. First aid related with Poisoning ● Poisoning by swallowing, Gases, Injection, Skin J. First aid related with Bites and Stings ● Animal bites, Snake bites, Insect stings and bites K. First aid related with Sense organs ● Basic of Sense organ. ● Foreign objects in the eye, ear, nose or skin. ● Swallowed foreign objects. L. Specific emergency satiation and disaster management ● Emergencies at educational institutes and work ● Road and traffic accidents. ● Disasters and multiple casualty accidents. ● Emergencies in rural areas. ● Triage. M. Emergency Child birth	2 (Theory) 10 (Practical)
III	Basic Sex Education ● Overview, ground rules, and a pre-test ● Basics of Urinary system and Reproductive system. ● Male puberty- physical and emotional changes ● Female puberty - physical and emotional changes ● Male-female similarities and differences ● Sexual intercourse, pregnancy, and childbirth ● Facts, attitudes, and myths about LGBTQ+ issues and identities ● Birth control and abortion ● Sex without love harassment, sexual abuse, and rape ● Prevention of sexually transmitted diseases.	9 (Theory)
IV	Mental Health and Psychological First Aid ● What is Mental Health First Aid? ● Mental Health Problems in the India ● The Mental Health First Aid Action Plan ● Understanding Depression and Anxiety Disorders ● Crisis First Aid for Suicidal Behavior & Depressive symptoms ● What is Non-Suicidal Self-Injury? ● Non-crisis First Aid for Depression and Anxiety ● Crisis First Aid for Panic Attacks, Traumatic events ● Understanding Disorders in Which Psychosis may Occur ● Crisis First Aid for Acute Psychosis ● Understanding Substance Use Disorder ● Crisis First Aid for Overdose, Withdrawal ● Using Mental Health First Aid	2 (Theory) 10 (Practical)

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Suggested Readings:

- Indian First Aid Manual-<https://www.indianredcross.org/publications/FA-manual.pdf>
- Red Cross First Aid/ CPR/AED Instructor Manual
<https://mhfa.com.au/courses/public/types/youthedition4>
- Finkelhor, D. (2009). The prevention of childhood sexual abuse. Durham, NH: Crimes Against Children Research Center. www.unh.edu/core/pdf/CV192.pdf
- Kantor L. & Levitz N. (2017). Parents' views on sex education in schools: How much do Democrats and Republicans agree? PLoS ONE, 12 (7): 00180250.
- Orenstein, P. (2016). Girls and sex: Navigating the complicated new landscape. New York, NY: Harper
- Schwiengershausen, E. (2015, May 28). The Cut. www.thecut.com/2015/05/most-women-are-called-before-they-cum-17.html
- Wiggins, G. & McTighe, J. (2008). Understanding by design. Alexandria, VA: ASCD
- <https://marshallmemo.com/marshall-publications.phpes>

Suggested Continuous Evaluation Methods:

Assignments, Presentation, Group Discussion, and MCQ

Suggested equivalent online courses:

- <https://www.redcross.org/take-a-class/first-aid/first-aid-training/first-aid-online>
- <https://www.firstaidforfree.com/>
- <https://www.coursera.org/learn/psychological-first-aid>
- <https://www.coursera.org/learn/mental-health>

Further Suggestions:

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Programme : BBA		Year: First	Semester: Second
Course Code: F010201TN		Course Title: Organizational Behavior	
Course outcomes: - Understand the nature, scope, and importance of Organizational Behavior. - Explain key concepts of personality, perception, learning, and motivation. - Analyze group dynamics, leadership styles, and communication in organizations. - Apply strategies to manage organizational change, culture, and work-life quality.			
Credits: 4		(MAJOR)	
Max. Marks: 25+75		Min. Passing Marks: 10 +25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1 -0			
Unit	Topics		No. of Lectures Total=45
I	Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.		10
II	Individual Behavior: concept, Personality, Perception and its role in individual decision making, Learning, Motivation, Hierarchy of needs theory, Theory X and Y, Motivation-Hygiene theory, Vroom's expectancy theory.		12
III	Behavior Dynamics: Interpersonal behavior, Communication, Transaction Analysis, The Johari Window, Leadership, Its Theories and prevailing leadership styles in Indian Organizations. Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.		13
IV	Management of Change: Change and Organizational development, Resistance to change, Approaches to managing organizational change, Organizational effectiveness, Organizational culture, Power and Politics in Organization, Quality of work life, Recent advances in OB.		10
Suggested Readings: 1. Bennis, W.G., Organization Development 2. Breech Islwar, Organizational-The Framework of Management 3. Dayal, Keith, organizational Development 4. Sharma, R.A., organizational Theory and Behavior 5. Prasad, L.M., organizational Behavior 6. Stephen P. Robbins & Timothy A. Judge – Organizational Behavior 7. Fred Luthans – Organizational Behavior: An Evidence-Based Approach			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme : BBA		Year: First	Semester: Second
Course Code: F010202TN		Course Title: Business Law	
Course outcomes:			
CO1: Explain the essential elements and legal implications of valid contracts under the Indian Contract Act, 1872.			
CO2: Interpret key provisions of the Sale of Goods Act, 1930 and the Negotiable Instruments Act, 1881 in business contexts.			
CO3: Demonstrate understanding of company formation, structure, and winding-up procedures as per the Companies Act.			
CO4: Apply legal knowledge to resolve business disputes through remedies, arbitration, and legal instruments.			
Credits: 4		(MAJOR)	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		No. of Lectures Total=45
I	The Indian Contract Act 1872: Scope of the Act, Essential of A Valid Contract, Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts, E-contracts and legal implications in the digital age.		10
II	The Sale of Good Act, 1930: Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller, Performance of the Contract of Sale, Digital payment instruments and emerging legal frameworks for electronic negotiable instruments.		10
III	The Negotiable Instruments Act, 1881: Nature and Types of negotiable instruments, Negotiation and Assignment, Holder-in-Due Course, Dishonor and Discharge of Negotiable Instrument; Arbitration,		12
IV	The Companies Act, 1956: Nature and Type of Companies, Formation of Companies, Memorandum and Articles of Association, Prospectus, Share capital, Membership, Meetings and Winding-Up, Introduction to key changes under the Companies Act, 2013 and its relevance.		13
Suggested Readings:			
1. Avatar Singh, Company Law			
2. Khergamwalla, JS, The Negotiable Instrument Act			
3. Ramaya A, A Guide to Companies Act			
4. Tuteja SK, Business Law for Managers			
Suggested Continuous Evaluation Methods:			
Suggested equivalent online courses:			
Further Suggestions:			

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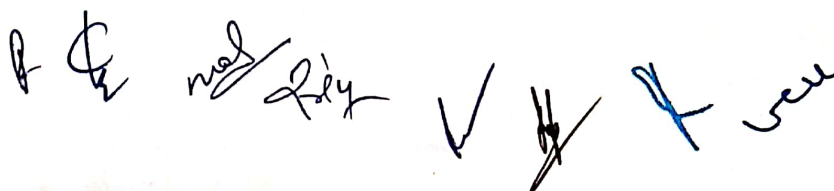


Programme : BBA		Year: First	Semester: Secoond
Course Code: F010203TN		Course Title: Management & Cost Accounting	
Course outcomes:			
CO1: Demonstrate understanding of management accounting principles and the role of cost behavior and classification in decision-making.			
CO2: Apply costing techniques in job order and process costing environments and analyze overhead variances.			
CO3: Perform cost-volume-profit (CVP) analysis and interpret break-even and sensitivity analysis for managerial planning.			
CO4: Evaluate budgets, variance analysis, and apply relevant cost information to make managerial decisions in complex business scenarios.			
Credits: 4		(MAJOR)	
Max. Marks: 25+75		Min. Passing Marks:10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		No. of Lectures Total=45
I	Management Accounting- purpose, nature and focus on decision making. Income statement and Balance Sheet of a manufacturer, Classification of costs by behavior, traceability, controllability, relevance and function. Cost concepts for service companies. Manufacturing Management principles- TQM, JIT, Theory of constraints and continuous improvement, Introduction to Activity-Based Costing (ABC) and its applications in service and manufacturing industries		11
II	Manufacturing and Job order Cost Accounting: Flow of manufacturing activities. Cost Accounting system using perpetual inventory system Job Order Cost accounting, Job order cost sheet, Adjusting over applied and under applied overhead, multiple overhead application rates Process cost accounting: Organisation of process operations, Equivalent Units of production, Process cost summary, Use of ERP and digital cost tracking systems in manufacturing operations		11
III	Cost- Volume – Profit Analysis: Identifying cost behavior- fixed, variable, mixed costs, step-wise Costs and their determination. Break-Even Analysis, Sensitivity analysis, computing multiproduct B.E.P., Decision making using CVP under uncertain and dynamic environments		11
IV	Budgeting process imperatives for analysis, focus, evaluation, employee motivation and communication. Master budget components –operating budgets, capital expenditure budget and financial budgets, flexible budgets and standard costs, computing labour, material and overhead variances Managerial decisions in addition or deletion of product/ department, make or buy, sell or process, selecting sales mix using relevant costs, Use of zero-based budgeting (ZBB) and rolling budgets in modern organizations.		12
Suggested Readings:			
1. Maheshwari S.N., Advanced Problem and Solutions in Cost Accounting			
2. Khan & Jain, Management Accounting			
3. Gupta, S.P., Management Accounting			
Suggested Continuous Evaluation Methods:			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme : BBA		Year: First	Semester: Second
Course Code: F010204TN		Course Title: Business Mathematics	
Course outcomes:			
CO1: Understand and apply matrix operations, inverse, and rank to solve systems of linear equations in business context.			
CO2: Calculate and analyze percentages, ratios, averages, and various types of mathematical series for business analysis.			
CO3: Apply set theory, permutations, and combinations to business-related problems and logical decision-making.			
CO4: Use basic concepts of differentiation to analyze functions and identify maxima and minima in business applications.			
Credits: 3		Compulsory (MINOR)	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics		No. of Lectures Total=45
I	Matrix: Introduction, Types of Matrix (Square Matrix, Row Matrix, Column Matrix, Diagonal Matrix, Identity Matrix), Addition, Subtraction & Multiplication of Matrix, Use of Matrix in Business, Mathematical Induction. Inverse of Matrix, Rank of Matrix, Solution of equations using Adjoint Method & Guassian Elimination Method.		15
II	Ratio and Proportion, Average, Percentage, Mathematical Series – Arithmetic, Geometric & Harmonic, Simple Interest & Compound Interest		14
III	Set theory: Notation of Sets, Singleton Set, Finite Set, Infinite Set, Equal Set, Null Set, Subset, Proper Subset, Universal Set, Union of Sets, Intersection of Sets, Use of set theory in business, Permutation & Combination.		9
IV	Concept of Differentiation, Maxima and Minima in Differentiation, Application of Differentiation (No proof of theorems, etc.)		7
Suggested Readings:			
1. D.C. Sancheti & V.K. Kapoor – Business Mathematics – Sultan Chand & Sons			
2. P.N. Arora & S. Arora – Mathematics for Management – S. Chand			
3. Sanjeev Verma – Business Mathematics – Pearson Education			
4. Dr. S.M. Shukla – Business Mathematics – Sahitya Bhawan Publications			
5. B.M. Aggarwal – Business Mathematics and Statistics – Ane Books			
6. R.S. Aggarwal – Quantitative Aptitude – S. Chand			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
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Further Suggestions:			
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Programme : BBA		Year: First	Semester: Second
Course Code: VOC168		Course Title: Business Communication	
Course outcomes: The aim of the course is to build knowledge, understanding and application business communication among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about business communication. The outcome of the course will be as follows – - To provide knowledge about business Communication. - To provide knowledge about Formal Communication. - To built an understanding of various types of communication. - To equip the learner for applying it in corporate settings			
Credits : 3		(Vocational)	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0			
Unit	Topics	No. of Lectures	
		TOTAL:45	
I	Introduction: Meaning and objective of Business communication, Verbal and Nonverbal Communication, Role of Body Language, Gestures and Posture, Communication process, Various barriers of Communication, Concept of proximity in communication. Time, color, pauses as language, Public address system.	10	
II	Oral & Non- verbal communication: Principles of Oral Presentation, Factors affecting Presentation, effective Presentation skills, Body Language, Para Language, Role of Listening and its importance, Modern forms of communication, International communication, Cultural sensitiveness and cultural context, Writing and presenting in international situations	12	
III	Corporate Communication: Formal and Informal Communication, Communication dynamics and network, Grapevine, Barriers in Communication, Essential of effective Business letters, Writing Important Business letters including correspondence with Bank and Insurance companies. Writing Resume, Writing Memo, Circular, Notice and Application; Conveying Bad news through letters.	13	
IV	Corporate Meetings, Delphi, Brainstorming and nominal group technique of group decision making, Group Discussion, framing of surveys, Writing Cover letter, Types of Interviews, Psychometric test in Employee selection. Cases and Presentations.	10	
Suggested Readings: - Bapat & Davar, A Text book of Business Correspondence - Bhende D.S., Business Communication - David Berio, The Process of Communication - Gowd & Dixit, Advance Commercial Correspondence - Gurky J.M., A Reader in Human Communication - Business Communication: Concepts, Cases and Applications – P.D. Chaturvedi & Mukesh Chaturvedi - Business Communication Today – Courtland L. Bovee & John V. Thill - Effective Business Communication – Herta A. Murphy, Herbert W. Hildebrandt & Jane P. Thomas - Business Communication – Meenakshi Raman & Prakash Singh - Essentials of Business Communication – Mary Ellen Guffey & Dana Loewy - Business and Administrative Communication – Kitty Locker & Donna Kienzler - The Definitive Book of Body Language – Allan & Barbara Pease - Nonverbal Communication in Human Interaction – Mark L. Knapp & Judith A. Hall			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill instudent a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.			
Suggested equivalent online courses:			

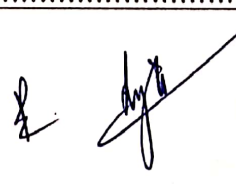
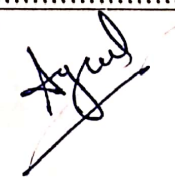
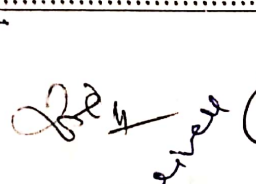
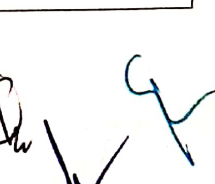
Programme : Certificate	Year: First	Semester: Second
Co-Curricular Course		
Course Code: Z021201	Course Title: Human Values and Environment Studies	
Course outcomes: The mission of the course on Human Values and Environmental Studies is to create morally articulate solutions to be truthful and just and to become responsible towards humanity. The course seeks to establish a continuous interest in the learners to improve their thought process with intent to develop a new generation of responsible citizens capable of addressing complex challenges faced by the society due to disruptions in human interactions effecting human values. This course works towards ● Building fundamental knowledge of the interplay of markets, ethics, and law, ● Look at various challenges faced by individual to counter unethical issues ● Look at core concepts for business ethics ● Look at core concepts of anti-corruption ● Look at core concepts for a morally articulate solution evolver to management issues in general, ● Issues of sustainable development for a better environment. ● To know how environmental degradation has taken place. ● Be aware of negotiations and international efforts to save environment. ● How to develop sustainably? ● Efforts taken up by UN in Sustainable Development. ● Efforts taken by India in Sustainable Development. ● The course intends to create a sense of how to be more responsible towards the environment. Upon finishing of the course students will be able to come up with using ethical reasoning for decision making and frame ethical issues as well as operationalise ethical choices. The course integrates various facets of human values and environment		
Credits: 2		
Max. Marks: 100		Min. Passing Marks: 40
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0		
As the course requires two areas of Human Values and Environment Studies institutions can even of for a parallel delivery		
Unit	Topics	No. of Lectures Total= 30
I	Human Values Introduction- Values, Characteristics, Types Developing Value system in Indian Organisation Values in Business Management, value based Organisation, Trans-cultural Human values in Management. Swami Vivekananda's philosophy of Character Building, Gandhi's concept of Seven Sins, APJ Abdul Kalam view on role of parents and Teachers.	02
	Human Values and Present Practices Issues: Corruption and Bribe Privacy Policy in Web and Social Media, Cyber threats Online Shopping etc. Remedies UK Bribery Act, Introduction to sustainable policies and practices in Indian Economy.	02
	Principles of Ethics	03
	Secular and Spiritual Values in Management-Introduction- Secular and Spiritual values, features Levels of value Implementation. Features of spiritual Values, Corporate Social Responsibility Nature, Levels Phases and Models of CSR. Corporate Governance CSR and Modern Business Tycoons Ratan Tata, Azim Premji and Bill Gates	

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II	Holistic Approach in Decision making- Decision making, the decision making process The Bhagavad Gita: Techniques in Management Dharma and Holistic Management Discussion through Dilemmas- Dilemmas in Marketing and Pharma Organisations, moving from Public to Private monopoly context Dilemma of privatisation, Dilemma on liberalization, Dilemma on social media and cyber security Dilemma on Organic food. Dilemma on standardization Dilemma on Quality standards. Case Studies	03 03 02
III	Ecosystem. Concept, structure & functions of ecosystem: producer, consumer, decomposer, foodweb, food chain, energy flow, Ecological pyramids Conservation of Biodiversity-In-situ & Ex-situ conservation of biodiversity Role of individual in Pollution control Human Population & Environment Sustainable Development India and UN Sustainable Development Goals Concept of circular economy and entrepreneurship	7
IV	Environmental Laws? International Advancements in Environmental Conservation Role of National Green Tribunal Air Quality Index Importance of Indian Traditional knowledge on environment Bio assessment of Environmental Quality Environmental Management System Environmental Impact Assessment and Environmental Audit	8
Suggested Readings: 1. A foundation course in Human Values and Professional Ethics by RR. Gaur, R. Sangal et.al 2. JUSTICE: What's the Right Thing to Do? Michael J. Sandel 3. Human Values by A.. Tripathi New Age International 4. Environmental Managersent by NK. Uberos 5. https://www.un.org/sustainabledevelopment/sustainable-development-goals/ 6. https://www.india.gov.in/my-government-schemes 7. https://www.legislation.gov.uk/ukpes/2010/23/contents 8. Daniel Kahneman, Thinking, Fast and Slow, Allen Lane Nov 2011 ISBN: 9780141918921		
Suggested Continuous Evaluation Methods In addition to the theoretical inputs the course will be delivered through case studies and dilemmas. Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making an practical learning The course participants can be evaluated on the following structure. ➤ Assignments (10) ➤ Presentation (10) ➤ Attendance (5) ➤ Final exam (75)		

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Programme/Class: UG Degree		Year: Second	Semester: Third
Subject: BBA			
Course Code: F010301TN		Course Title: Business Finance	
Course outcomes: On completion of the course, the learner will be able to			
Credits (4)		Major/ Minor/ Vocational/ Elective Paper (Specialization): Core course - I	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0			
Unit	Topics		No. of Lectures
			TOTAL: 30
I	Introduction to Finance: Finance functions, objectives of financial management- Profitability vs. Shareholder wealth maximization. Various Decisions (Investment, Financing & Dividend). Time Value of Money, Present values, relationship between present value and Discount rate, present value and future value of an annuity, Valuation of bonds.		10
II	Capital Budgeting- Meaning, Objectives, & Process of Capital Budgeting, Various Techniques of Capital Budgeting Decision- Payback Period, NPV Method, Profitability Index, & IRR Method,		7
III	Capital Structure- Concept, Factors determining capital structure, Leverage- Meaning, Objectives & Uses, Operating, Financial, & Combined Leverage, Cost of Capital- Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Weighted Average Cost of Capital.		7
IV	Dividend Decision: Concept, Significance of Dividend Policy, Factors Affecting Dividend Decision, Relevance Dividend Models- Gordon and Walter Model, Working Capital Management -Meaning, Types of Working Capital, Operating Cycle, Determinants of Working Capital Requirement.		6
Suggested Readings: 1. Maheshwari S.N., Financial Management 2. Khan and Jain, Financial Management 3. Singh H.K., Business Finance			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.			
Suggested equivalent online courses:			



Programme/Class: UG Degree		Year: 2	Semester: 3
Subject: BBA			
Course Code: F010302TN		Course Title: HUMAN RESOURCE MANAGEMENT	
Course outcomes: On completion of the course, the learner will be able to - Describe the evolution, importance, and strategic functions of Human Resource Management - Apply foundational techniques of human resource planning, job analysis, recruitment methods, and selection tools to meet organizational staffing requirements - Identify organizational training needs, select appropriate development methods - Explain the principles governing wage structure administration, employee welfare mechanisms			
Credits: 4		Major/ Minor/ Vocational/ Elective Paper (Specialization): Core Course - II	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0			
Unit	Topics		No. of Lectures
			TOTAL:45
I	Introduction to Human Resource Management Evolution of HRM, definition, objectives, scope and importance of HRM in modern organizations. HRM vs. Personnel Management, Role & responsibilities of HR Managers, required competencies, and the changing role of HR in the era of globalization and digital transformation.		10
II	Talent Acquisition (Procurement) Concept of Human Resource Planning, process, and factors affecting HRP; forecasting demand and supply of human resources. Job Analysis, Job Description (JD) and Job Specification (JS) Recruitment: Meaning, factors affecting recruitment, and internal vs. external sources of recruitment. Selection: The selection process, types of tests (aptitude, personality, situational), and interviewing techniques.		12
III	Development & Performance Management Training & Development: Need and importance; identifying training needs; methods of training (On-the-job vs. Off-the-job techniques; evaluating training effectiveness. Performance Appraisal: Concept and objectives; traditional vs. modern methods (e.g., Management by Objectives (MBO), 360-degree appraisal, Behaviorally Anchored Rating Scales (BARS)); common biases in performance evaluation.		12

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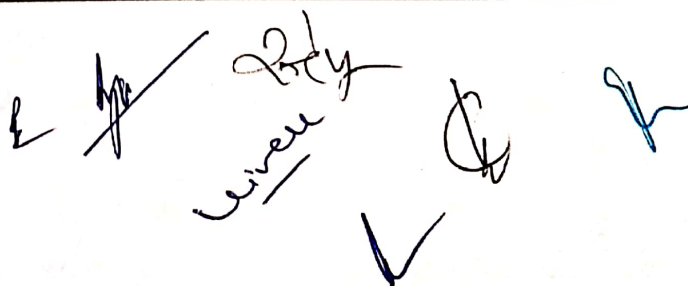
	Career Planning & Development: Concept of career stages, succession planning, and individual vs. organizational career management.	
IV	Compensation, Employee Welfare, & Industrial Relations Job Evaluation, Objectives and components of employee compensation (base pay, incentives, fringe benefits); Wage policy, Wage determination, wage board, factors influencing wage and salary administration. Industrial Relations (IR): Concept and importance; overview of industrial disputes, collective bargaining, and grievance handling machinery.	11
Suggested Readings: • Dessler, G., & Varrkey, B. – <i>Human Resource Management</i> (Pearson Education) • Aswathappa, K. – <i>Human Resource Management: Text and Cases</i> (Tata McGraw-Hill) • Rao, V. S. P. – <i>Human Resource Management</i> (Excel Books) • Armstrong, M., & Taylor, S. – <i>Armstrong's Handbook of Human Resource Management Practice</i> (Kogan Page) • Bhattacharyya, D. K. – <i>Human Resource Management</i> (Excel Books) • Ivancevich, J. M., & Konopaske, R. – <i>Human Resource Management</i> (McGraw Hill)		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		


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Programme: UG Degree	Year: 1	Semester: 3
Subject: BBA		
Course Code: F010303TN	Course Title: Marketing Management	
Course Outcomes: On completion of the course, the learner will be able to — (CO1) Explain core marketing concepts and management philosophies; (CO2) Analyse consumer behaviour and apply marketing research tools; (CO3) Develop segmentation, targeting, and positioning strategies; (CO4) Design an integrated marketing mix for a product or service.		
Credits: 4	Paper Type: Major / Compulsory <i>(Core course - III)</i>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (per week): L-2 T-0 P-0		
Unit	Topics	Lectures (Total = 45)
I	Introduction to Marketing: Definition, nature, scope & importance; Core marketing concepts. Market orientations: production, product, selling, marketing & societal concepts. Overview of digital & green marketing (contemporary context).	11
II	Consumer Behaviour: Concept, importance & factors (cultural, social, personal, psychological). Marketing Information System: Meaning, importance & scope. Marketing Research: Process, tools & importance for decision-making.	11
III	STP Strategy: Market Segmentation — concept, bases & importance; Targeting — types & strategies; Positioning — concept, brand positioning & repositioning. Introduction to value proposition.	10
IV	Marketing Mix (4Ps): Product — product mix, NPD, PLC, branding & packaging. Price — pricing methods, adapting & discriminating price. Place — distribution channels, types & logistics. Promotion — promotion mix tools (advertising, personal selling, sales promotion, PR, digital media).	13
Suggested Readings: 1. Kotler, P., & Keller, K. L. (2022). Marketing Management (16th ed.). Pearson Education. 2. Saxena, R. (2020). Marketing Management (5th ed.). Tata McGraw-Hill. 3. Etzel, M. J., Walker, B. J., & Stanton, W. J. (2018). Marketing (14th ed.). McGraw-Hill Education. 4. Kumar, N. (2019). Marketing as Strategy: Understanding the CEO's Agenda for Driving Growth. Harvard Business Review Press. 5. Lamb, C. W., Hair, J. F., & McDaniel, C. (2021). MKTG: Principles of Marketing (13th ed.). Cengage Learning.		
Suggested Continuous Evaluation Methods: Written Tests, Assignments, Presentations, Group Discussions, Case Studies, Quizzes, and Field Assignments. Students will develop problem-identification, solution-generation, and decision-making skills through experiential learning.		
Suggested Equivalent Online Courses: NPTEL — Principles of Marketing; Coursera — Marketing in a Digital World (University of Illinois); Google Digital Garage — Fundamentals of Digital Marketing.		

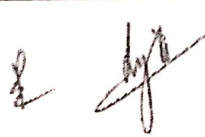
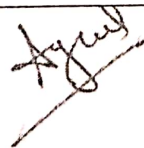
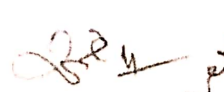
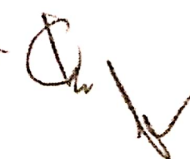




Programme/Class: UG Degree	Year: 2 nd	Semester: 3 rd
Subject: BBA		
Course Code: F010304TN	Course Title: Business Environment ^{Business} Ethics & Governance	
Course outcomes: On completion of the course, the learner will be able to: Understand Factor which govern business and role of government and societal force to influence its function by regulation and social norms		
Credits: (3)	Major/minor/vocational/elective paper(specialization) Minor	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0		
Unit	Topics	No. of Lectures
		TOTAL:40
I	Concept of business environment, internal and external factor PESTLE analysis, role of government in business, ethical values of society and corporate social responsibility	15
II	Economic system, policies, role of LPG, impact an its upon Indian economics and social outcomes . Different regulations regarding environmental protections and unethical business practices. consumerism an its role in awakening consumers rights.	15
III	Ethical codes used in business and there relevance like Promoting honesty integrity fairness environmental sustainability community engagement, rights and transparency in business conduct.	10
IV	Case study based on above issues.	0
Suggested Readings: 1. Kaur Tripat, Values & Ethics in Management, Galgotia Publishers. 2. Chakraborty S.K., Human values for Managers 3. McCarthy, F.J., Basic Marketing 4. Chakraborty S.K., Ethics in Management: A Vedantic Perspective, Oxford University Press.		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		



Programme: BBA.		Year: 2 nd	Semester: 3 rd Sem.
Course Code: VOC169		Course Title: Office Automation and Secretarial Practices	
Course outcomes: On completion of the course, the learner will be able to: understand the basic concepts of office management and office automation in modern workplaces * develop practical skills in filing, indexing, record keeping, and office documentation understand the use of office forms, communication systems, and routine office procedures * acquire vocational skills related to secretarial functions, business correspondence, and conduct of meetings * understand the role of secretary, directors, chairman, and office personnel in organizational functioning * apply practical knowledge of office administration in business, commercial, and service sector organizations.			
Credits (3):		Minor Paper	
Max. Marks: 40+60		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0			
Unit	Topics	No. of Lectures 30	
		TOTAL	
I	Meaning and importance of office, functions of an office, office organization, role of office staff, office manager and support services. Concept of modern office, paperless office, virtual office, front office and back office. Basics of office layout, office environment, workplace ethics, and use of office machines and equipment. Filing and Indexing: Meaning, objectives and importance of filing, essentials of a good filing system, centralized and decentralized filing, practical filing methods and indexing systems.	8	
II	Office Forms and Record Management: Meaning and importance of office forms, types of forms used in business organizations, objectives of forms, principles of forms design, control of forms, and preparation of common office forms. Record Management: Meaning, need and importance of record keeping, methods of maintaining records, classification and preservation of records, centralization and decentralization of record keeping, use of digital record systems in offices.	7	
III	Secretarial Practice and Business Communication: Meaning and importance of secretary, kinds of secretaries, qualifications, qualities, duties and responsibilities of a secretary. Drafting of business letters, notices, agenda, office memoranda, circulars and email communication. Reception and handling of visitors, telephone etiquette, appointment scheduling, mail handling, inward and outward correspondence, and office communication systems.	8	


IV	Company Office Procedures and Meeting Management: Secretary - appointment, qualifications, functions and position in office and company setup. Basic knowledge of directors, chairman and auditor, their roles and responsibilities. Meaning and types of meetings, duties of secretary before, during and after meetings, notice, agenda, quorum, voting, motions and resolutions. Minutes writing, types of minutes, minutes book, contents of minutes, and practical training in meeting documentation and office procedure.	7
Suggested Readings:		
1. Chhabra, T.N., Modern Business Organisation, New Delhi, 2. Dhanpat Rai & Sons. 3. Duggal, Balraj, Office Management and Commercial Correspondence, Kitab Mahal, New Delhi. 4. P.K. Ghosh, Office Management, Sultan Chand & Sons. New Delhi 5. R.K. Chopra, Office Management, Himalaya Publishing House 6. Bhatia, R.C. Office Management - Galgotia Publishers, New Delhi. 7. P.K. Ghosh & V. Balachandran, Company Secretarial Practice, Sultan Chand & Sons, New Delhi 8. M.C. Kuchhal, Secretarial Practice, Vikas Publications 9. Garg, K.C., Gupta, Vijay & Dhingra, Joy, Company Law & Secretarial Practices (Revised as per Companies Act 2013), Kalyani Publishers 10. N.D. Kapoor, Elements of Company Law, Sultan Chand & Sons, New Delhi 11. Bovee & Thill, "Business Communication Essentials A Skill – Based Approach to Vital Business English", Pearson.		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses: Swayam		

Programme/Class: UG Degree		Year: Second	Semester: Fourth
Subject: BBA			
Course Code: F010401TN		Course Title: SUPPLY CHAIN MANAGEMENT	
After successful completion of the course, the students will be able to:			
CO1: Explain the fundamental concepts, evolution, drivers, typologies, and operational views of Supply Chain Management and identify major challenges faced in supply chains.			
CO2: Analyze the role of demand management, demand forecasting, supply management, ERP systems, and various planning strategies in improving supply chain efficiency and responsiveness.			
CO3: Apply benchmarking concepts, processes, and procedures to evaluate and improve supply chain performance and operational effectiveness.			
CO4: Examine contemporary developments in Supply Chain Management, including outsourcing, co-makership, e-commerce integration, and green supply chain practices.			
CO5: Evaluate the significance of Distribution Resource Planning (DRP) and World-Class Supply Chain Management practices in achieving organizational competitiveness and sustainability.			
Credits (4):		Major/ Minor/ Vocational/ Elective Paper (Specialization): Major Core Course - I	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0			
Unit	Topics		No. of Lectures
			TOTAL : 40
I	Introduction, Supply Chain Management Concept, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Push vs. Pull Supply Chains, Bullwhip Effect and its Causes, Problems in SCM and Suggested Solutions		12
II	Three Components of SCM, Demand Management, Demand Forecasting; Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies		10
III	Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure, Supply Chain Key Performance Indicators (KPIs), Balanced Scorecard in SCM		8
IV	New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, Third-Party Logistics (3PL), Reverse Logistics, The Role of E- Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management		10
Suggested Readings:			
1. Supply Chain Management: Strategy, Planning, and Operation – Sunil Chopra & Peter Meindl.			
2. Designing and Managing the Supply Chain – David Simchi-Levi et al.			
3. Supply Chain Management – Janat Shah.			
4. Logistics and Supply Chain Management – Martin Christopher.			
5. Operations and Supply Chain Management – F. Robert Jacobs & Richard Chase.			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.			

Dr. Anu Viree

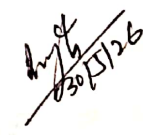


Programme/Class: UG Degree		Year: 2026	Semester: 4
Subject: BBA			
Course Code: F010402TN		Course Title: Production management	
Course outcomes: On completion of the course, the learner will be able to • Explain the concepts, functions, and significance of production and operations management in organizations. • To develop knowledge of production planning, facility management, and inventory control • Analyze factors affecting product design, facility location, and plant layout decisions. • Apply production planning and control techniques for efficient utilization of organizational resources. • To enable students to apply production management tools for business decision - making.			
Credits(): 4		Major/ Minor/ Vocational/ Elective Paper (Specialization): Core course -II	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0			
Unit	Topics	No. of Lectures	
		TOTAL: 45	
I	Introduction to Production Management: History of Production Management; Definitions of Production Management; Production Process; Production: The Heart of an Organization; Objectives of Production Management; Scope of Production Management; Importance of Technology in Production. Facility management : Plant Location Factors, Plant Layout Types.	12	
II	Productivity Concepts and Measurement, types of Production Systems. Concept of Forecasting: Purpose of Sales Forecasting, Basic Elements of Forecasting, Importance of Forecasting, Objectives of Forecasting. Classification of Forecasting; Qualitative and Quantitative Techniques of Forecasting.	8	
III	Product Selection; Definitions of Product Design and Development: Need for Product Design and Development, Origin of the Product Idea and Selection from Various Alternatives, Choosing among Alternative Products, Modifying the Existing Products, Sources of Product, Work Study, Method Study.	15	
IV	Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Main Functions of Production Planning and Control (PPC). Inventory Management: Materials Management, Purchasing Procedures, inventory Control.	10	
Suggested Readings: • Production and Operations Management – S. N. Chary, McGraw Hill. • Production Management – Himalaya Publishing House. • Production and Operations Management – Oxford University Press. • Production and Operations Management – PHI Learning. • Production and Operations Management – PHI Learning.			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution and decision making .Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.			
Suggested equivalent online courses:			

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Programme/Class: UG Degree	Year: 2 nd	Semester: 4 th
Subject: BBA		
Course Code: F010403TN	Course Title: International trade	
Course outcomes: On completion of the course, the learner will be able to: How international trade is done and roles of various international institution in promoting economic and social welfare of country by international trade		
Credits: (4)	Major/minor/vocational/elective paper(specialization) Core course - III	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0		
Unit	Topics	No. of Lectures
		TOTAL:40
I	Basic of International trade, how it help in economic and social development of country, factors influence international trade various international trade theories.	10
II	International economic institution its and instructor function and role in promoting international trade viz. world bank, IMF, WTO, UNCTAD, Regional economic group, FTA, CU. CM. EU, Trade blocks amd free trade.	10
III	Balance of trade, balance of payment. India's trade policy and its instruments for controlling and promoting international trade. How unfavorable balance of Payment is remove and its measure.	10
IV	India's institution and there role in trade promotions importance of EPZ and SEZ in export promotions.	10
Suggested Readings: 1. Francis Cherunilum, Business Environment 2. K. Aswathapa, Business Environment		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		








Programme/Class: UG Degree		Year: Second	Semester: Fourth
Subject: BBA			
Course Code: F010404TN		Course Title: Research Methodology	
Course outcomes: On completion of the course, the learner will be able to			
CO1: Explain concepts, types, and processes of scientific research in management.			
CO2: Formulate research problems and design suitable research methodologies.			
CO3: Apply sampling techniques, data collection methods, and statistical tools for data analysis.			
CO4: Develop research proposals and prepare research reports with ethical considerations.			
Credits(3)		Major/ Minor/ Vocational/ Elective Paper (Specialization): <u>Minor</u>	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0			
Unit	Topics	No. of Lectures	
		TOTAL : 40	
I	Introduction to Research and Research Process Meaning and objectives of research; Characteristics of scientific research; Types of research (basic, applied, exploratory, descriptive, causal, qualitative and quantitative); Research process; Identification of research Problem and problem definition.	10	
II	Research Design and Literature Review Research design: exploratory, descriptive and experimental; Literature review and sources; Identification of research gaps; Development of conceptual framework; Hypothesis formulation and testing concepts; Measurement and scaling techniques.	10	
III	Data Collection, Sampling and Statistical Analysis Primary and secondary data sources; Questionnaire design; Observation, interviews, focus groups and surveys; Sampling techniques (probability and non-probability); Sample size determination; Data coding and tabulation; Descriptive statistics; Correlation and regression; Hypothesis testing (Z-test, t-test, Chi-square, ANOVA), Introduction to qualitative data analysis.	12	
IV	Research Proposal, Report Writing and Ethics Structure of research proposal; Research report writing and presentation; Citation and referencing styles (APA); Plagiarism and research ethics; Use of software tools (SPSS/Excel/R); Interpretation and presentation of results	8	
Suggested Readings:			
1. Cooper, D. R., & Schindler, P. S. (2019). <i>Business research methods</i> (13th ed.). McGraw-Hill Education.			
2. Sekaran, U., & Bougie, R. (2019). <i>Research methods for business: A skill-building approach</i> (8th ed.). Wiley.			
3. Kothari, C. R., & Garg, G. (2019). <i>Research methodology: Methods and techniques</i> (4th ed.). New Age International Publishers.			
4. Creswell, J. W., & Creswell, J. D. (2018). <i>Research design: Qualitative, quantitative, and mixed methods approaches</i> (5th ed.). Sage Publications.			
5. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). <i>Multivariate data analysis</i> (8th ed.). Cengage Learning.			
6. Malhotra, N. K., Nunan, D., & Birks, D. F. (2017). <i>Marketing research: An applied approach</i> (5th ed.). Pearson Education.			
7. Babbie, E. (2016). <i>The practice of social research</i> (14th ed.). Cengage Learning.			

8. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson.
9. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods* (9th ed.). Cengage Learning.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:
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John Weller

Programme/Class: UG Degree		Year: III	Semester: 5
Subject: BBA			
Course Code: FO10501TN		Course Title: Project Management and Entrepreneurship	
Course outcomes: On completion of the course, the learner will be able to			
1. Understand the key concepts of entrepreneurship in the modern business environment.			
2. To provide knowledge about entrepreneurial concept			
3. To provide knowledge about entrepreneurship development, EDPs and support system.			
4. Develop business models and startup plans using contemporary tools.			
5. Apply project management principles to real-world business projects.			
Credits(5)		Major/ Minor/ Vocational/ Elective Paper (Specialization):	
Max. Marks: 25+75		Core Course - I	
		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-1			
Unit	Topics		No. of Lectures TOTAL: 45
I	Entrepreneurship: Concept, Role & Importance in Indian Economy, Theories of Entrepreneurship, Entrepreneurs – Evolution of concept, Types of entrepreneurs, traits of entrepreneur, entrepreneurs Vs managers, Entrepreneurs, problems faced by entrepreneurs, Women Entrepreneurs, Rural Entrepreneurs, Indian startup ecosystem: Support by government and private institutions Case studies: Successful Indian entrepreneurs		10
II	Business plan development – structure and components, Value Proposition Canvas and Business Model Canvas, Entrepreneurship development, Concept and Significance, Entrepreneurial Development Programmes (EDP), problems of EDP, Institutional support to entrepreneurs, Arrangement of finance and support from financial institutions, Strategic Planning and its steps for small business, Incentives and subsidies available to small business, forms of ownership, Registration as SSI Group activity: Business model and investor pitch		12
III	Definition and nature of project management, Identification of projects, Selection of project, Project formulation, Project report, Time management: Gantt chart, CPM, PERT Lab work: Basic project planning using digital tools		12
IV	Plant layout, Organisational locations, project appraisal, Project Termination: Types of Terminations, Project Termination Process, Project closure and post-project review		11

	Group task: Monitoring report preparation and evaluation	
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Suggested Readings:

1. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
3. Kumar, Arya; Entrepreneurship; Pearson Education.
4. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
5. Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation. Wiley.
6. Kachru, U. (2020). Project Management for Beginners. Excel Books.
7. Project Management Institute. (2017). PMBOK® Guide (6th Ed.).

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Programme/Class: UG Degree	Year: Third	Semester: Fifth
Subject: BBA		
Course Code: F010502TN	Course Title: Business Policy and Strategic Management	
Course outcomes: On completion of the course, the learner will be able to		
• Understand the concepts, nature and significance of business policy and strategic management. • Analyze the internal and external business environment using strategic management tools and techniques. • Formulate suitable corporate, business and functional level strategies for organizations. • Evaluate strategic alternatives and apply strategic frameworks for managerial decision-making. • Understand the process of strategy implementation, evaluation and control in business organizations.		
Credits(5) :	Major/ Minor/ Vocational/ Elective Paper (Specialization): Core Course – II	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0		
Unit	Topics	No. of Lectures
		TOTAL : 60
I	Introduction to Business Policy and Strategic Management Meaning, Nature and Importance of Business Policy and Strategic Management. Strategic Management Process. Difference between Policy and Strategy. Levels of Strategy – Corporate, Business and Functional Level. Strategic Intent: Vision, Mission, Objectives and Goals. Characteristics and Importance of Mission and Vision Statements. Role of Strategic Management in Business Organizations.	15
II	Environmental Analysis and Organizational Capability Concept of Business Environment. Environmental Scanning and Monitoring. External Environment Analysis – PESTLE Analysis. Industry Analysis using Porter’s Five Forces Model. Internal Environment Analysis – Resources, Capabilities, Core Competencies and Competitive Advantage. Value Chain Analysis. SWOT Analysis and VRIO Framework.	15
III	Strategy Formulation and Strategic Choice Corporate Strategy, Business Strategy and Functional Strategy. Porter’s Generic Competitive Strategies. Growth Strategies – Market Penetration, Market Development, Product Development, Diversification, Vertical and Horizontal Integration. Stability and Retrenchment Strategies. Strategic Alternatives and Strategic Choice. Portfolio Analysis – BCG Matrix and GE Matrix. Global and International Strategies: Franchising, Licensing and Joint Ventures.	15
IV	Strategy Implementation, Evaluation and Control Strategy Implementation: Resource Allocation, Organizational Structure, Leadership and Corporate Culture. Functional Plans and Strategic Change. Strategic Evaluation and Control: Meaning and Importance. Techniques of Strategic Evaluation and Control. Strategic	15

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	Audit. Performance Measurement and Feedback Systems. Contemporary Issues in Strategic Management.	
Suggested Readings: • Azhar Kazmi – <i>Strategic Management and Business Policy</i> • Fred R. David & Forest R. David – <i>Strategic Management: A Competitive Advantage Approach</i> • Thompson, Strickland & Gamble – <i>Crafting and Executing Strategy</i> • Jauch & Glueck – <i>Business Policy and Strategic Management</i> • Arthur A. Thompson Jr. – <i>Strategic Management: Concepts and Cases</i> • Pearce & Robinson – <i>Strategic Management: Formulation, Implementation and Control</i> • Michael Porter – <i>Competitive Strategy</i>		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses: 		

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Programme/Class: UG Degree	Year: 3	Semester: 5
Subject: BBA		
Course Code: F010503TN	Course Title: Advertising Management	
Course outcomes: The aim of the course is to build knowledge and understanding of advertisement among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about advertising Management. The outcome of the course will be as follows – To provide knowledge about advertisement and its use in business. To make able about advertisement concept and its management. To learn about the use of advertisement in business.		
Credits: 5	Major/ Minor/ Vocational/ Elective Paper (Specialization): <i>Elective</i>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-1		
Unit	Topics	No. of Lectures
		TOTAL:
I	Advertising: Introduction, Scope, objectives, functions & importance in business : Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising, Classification of advertising.	12
II	Marketing Communication: Meaning and its objectives , Integrated Marketing Communication (IMC): concepts and process, IMC promotion Mix, Branding-meaning, importance in advertising,	11
III	Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Agencies, AIDA model, Advertising Budget importance, establishing the budget- approaches allocation of budget.	11
IV	Advertising Copy-meaning components types of advertising copy, importance of creativity in advertising; Media Planning and Strategy: Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, media mix., international Vs local advertising.	11
Suggested Readings:		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		

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Programme/Class: UG Degree		Year: 3	Semester: V
Subject: BBA			
Course Code: F010504TN		Course Title: Income Tax and Goods & Services Tax (GST)	
Course outcomes: On completion of the course, the learner will be able to:			
CO1 Explain the basic concepts, structure, and provisions relating to Income Tax and taxable income determination.			
CO2 Apply provisions of Income Tax for computation of taxable income under different heads and filing procedures.			
CO3 Understand the concepts, structure, levy, and collection mechanism of Goods & Services Tax (GST).			
CO4 Analyze GST procedures including input tax credit, returns, assessment, audit, and special provisions under GST law.			
Credits: 5		Elective Paper (Specialization): Finance	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-30 T-20 P-0			
Unit	Topics		No. of Lectures: 40
I	Introduction to Income Tax: Basic concepts, assessee, previous year, assessment year, residential status, exempted income, agricultural income, and tax authorities.		3
II	Computation of Income Tax: Heads of income, deductions under Income Tax Act, computation of total income, taxable income, and filing procedures.		12
III	Introduction to GST: Constitutional framework, concept and structure of GST, GST Council, registration, supply of goods and services, and levy & collection of GST.		7
IV	GST Procedures and Special Provisions: Input Tax Credit, returns, assessment, audit, e-way bills, reverse charge mechanism, offences, penalties, and appeals.		8
Suggested Readings: 1. Singhania, V. K. – Direct Taxes Law and Practice, Taxmann Publications. 2. Girish Ahuja & Ravi Gupta – Systematic Approach to Income Tax, Bharat Law House. 3. Datey, V. S. – GST Ready Reckoner, Taxmann Publications. 4. Bansal, K. M. – Goods and Services Tax (GST), Taxmann Publications. 5. Mehrotra, H. C. & Goyal, S. P. – Income Tax Law and Accounts, Sahitya Bhawan Publications. 6. The Central Goods and Services Tax Act, 2017 and Rules. 7. The Income Tax Act, 1961 (Latest Amendments).			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will help students develop problem identification, analytical thinking, decision-making ability, and practical learning skills. Student learning will be evaluated through Written Tests, Projects, Field Assignments, Quizzes, Class Participation, and Practical Problem-Solving Exercises.			
Suggested equivalent online courses:			

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Programme/Class: UG Degree	Year: 3 rd	Semester: 5 th
Subject: BBA		
Course Code: F010505TN	Course Title: Human Resource Development	
Course outcomes: On completion of the course, the learner will be able to:		
• Differentiate HRD from HRM and design basic HRD systems. • Assess training needs, design programs, and evaluate their effectiveness. • Apply concepts of potential appraisal, management development, job enrichment, and career management. • Analyze and suggest interventions for stress management and human resource accounting.		
Credits: 5	Elective Paper (HR Specialization):	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0		
Unit	Topics	No. of Lectures
		TOTAL:45
I	HRD Concept: Definition, evolution, philosophy, and objectives. Importance and Benefits, Distinction between HRD and HRM, Structure of HRD System: Sub-systems (training, performance appraisal, career planning, potential appraisal, organizational development, etc.), Focus of HRD System, Competencies of HRD professionals, Strategic HRD	12
II	Learning, Training & Contemporary Development Methods: Adult Learning Theory & Instructional Design, Training Needs Analysis: Competency-based & Digital Approaches, Contemporary Training Methodologies, Management Development: Concept, need, and importance in a dynamic business environment, Management Development Methods: On-the-job and off-the-job.	13
III	Potential Appraisal: Concept, need, and objectives, Methods of Potential Appraisal: Psychological tests, assessment centers, 360-degree feedback, performance reviews, interviews, and observation. HR score card: Introduction and Applications Obstacles in Potential Appraisal: Subjectivity, bias, lack of trained appraisers, resistance from employees, and implementation challenges. Career Management, Competency mapping & its linkage with Career Development and Succession planning, Succession Management and contemporary issues	10
IV	Employee Engagement & Well-being, Job Enrichment, Job Design & Work Redesign: JCM, Agile Teams, Remote Work, HR Analytics & Human Resource Accounting (HRA), Career Management, DEI, Global HRD & Emerging HRD Trends, HRD in the Future of Work	10

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Suggested Readings:

- Werner, J. M., & DeSimone, R. L. (2012). *Human resource development* (6th ed.). Cengage Learning.
- Nadler, L., & Nadler, Z. (1989). *Developing human resources: Concepts and a model* (3rd ed.). Jossey-Bass.
- Rao, T. V. (1990). *The HRD missionary: Understanding and facilitating human resource development*. Oxford & IBH Publishing.
- Rao, T. V. (Ed.). (1991). *Readings in human resource development*. Oxford University Press.
- Pareek, U., & Rao, T. V. (2004). *Designing and managing human resource systems* (3rd ed.). Oxford & IBH Publishing.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:
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Dr. J. V. Rao

Programme/Class: UG Degree	Year: Third	Semester: Sixth
Subject: BBA		
Course Code: F010601TN	Course Title: AI in Business	
Course outcomes: On completion of the course, the learner will be able to		
• Introduce students to the concepts, evolution, and significance of Artificial Intelligence in business. • Familiarize students with AI tools, technologies, and emerging digital innovations. • Develop understanding of AI applications across various business functions and industries. • Enable students to analyse strategic, ethical, and managerial implications of AI adoption in organizations.		
Credits(5) :	Major/ Minor/ Vocational/ Elective Paper (Specialization): core course - I	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0		
Unit	Topics	No. of Lectures
		TOTAL : 60
I	Introduction to Artificial Intelligence and Business • Meaning, concepts, and terminology of Artificial Intelligence • Evolution and history of AI • Foundations and characteristics of AI • Types of AI: Narrow AI, General AI, and Generative AI • AI, Machine Learning, Deep Learning, and Data Science • Opportunities, benefits, and risks of AI in business • Role of AI in managerial decision-making • Challenges in AI implementation	15
II	AI Tools, Technologies, and Business Integration • Introduction to AI tools and platforms • AI technologies: Machine Learning, NLP, Chatbots, Recommendation Systems, Predictive Analytics • Generative AI and virtual assistants • AI-driven automation and intelligent systems • Role of data in enterprise AI • AI implementation strategies in organizations • AI-enabled innovation and digital transformation • Human-machine collaboration in business	15

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III	AI Applications in Business Functions • AI in Marketing and Customer Analytics • AI in Sales Forecasting and Consumer Behaviour Analysis • AI in Finance and Investment Analysis • AI in Human Resource Management and Talent Analytics • AI in Supply Chain Management and Logistics • AI in Retail, Healthcare, Education, and Agriculture • AI-powered Decision Support Systems • Case Studies of AI adoption by companies such as Google, Netflix, Amazon, and Alibaba	15
IV	Strategic, Ethical, and Legal Dimensions of AI • Strategic integration of AI in business models • AI and organizational competitiveness • Ethical implications of AI • Bias, fairness, and accountability in AI systems • Data privacy and cybersecurity concerns • Responsible AI and governance • Legal and regulatory frameworks for AI adoption • Future of AI and work environment	15

Suggested Readings:

- Russell, Stuart & Norvig, Peter, *Artificial Intelligence: A Modern Approach*, Pearson Education.
- Agrawal, Ajay, Gans, Joshua & Goldfarb, Avi, *Prediction Machines: The Simple Economics of Artificial Intelligence*, Harvard Business Review Press.
- Davenport, Thomas H. & Mittal, Nitin, *All-in on AI: How Smart Companies Win Big with Artificial Intelligence*, Harvard Business Review Press.
- Marr, Bernard, *Artificial Intelligence in Practice*, Wiley Publications.
- Akerkar, Rajendra, *Artificial Intelligence for Business*, Springer Publications.
- Rose, Doug, *Artificial Intelligence for Business*, Pearson FT Press.
- Nilsson, Nils J., *Artificial Intelligence: A New Synthesis*, Elsevier Publishers.
- Leon, Alexis, *Artificial Intelligence*, Vikas Publishing House.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Programme: UG Degree		Year: Third	Semester: Sixth
Subject: BBA			
Course Code: F010602TN		Course Title: Cross Cultural Management & Global Business Ethics	
Course Outcomes: On completion of the course, the learner will be able to — (CO1) Describe the concept of culture and apply Hofstede's 6-D model to analyse cross-cultural business scenarios; (CO2) Demonstrate effective cross-cultural communication and negotiation skills in global business contexts; (CO3) Evaluate globalisation strategies and ethical dilemmas faced by firms operating internationally; (CO4) Assess CSR obligations, ESG frameworks, and DEI practices relevant to Indian and multinational organisations.			
Credits: 5		Paper Type: Core Course – II	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (per week): L-3 T-1 P-0			
Unit	Topics		Lectures (Total = 45)
I	Foundations of Cross-Cultural Management Culture: meaning, characteristics and elements (values, beliefs, norms, language, religion); Dimensions of culture: Hofstede's 6-D model (Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long-term Orientation, Indulgence); Cultural Intelligence (CQ): concept and importance for managers; India's cultural profile and its implications for business; Ethnocentrism, cultural relativism and stereotyping in management		11
II	Cross-Cultural Communication & Negotiation Verbal and non-verbal communication across cultures; Cross-cultural communication barriers and strategies to overcome them; Business etiquette across major cultures: USA, Japan, Middle East, Europe, China; Cross-cultural negotiation styles and strategies; Managing virtual and remote multicultural teams		11
III	Managing in a Global Business Environment & Ethics Globalisation: meaning, drivers and impact on business; Entry strategies: exporting, joint ventures, FDI, licensing and franchising; Organisational structures for global firms: international, multinational, global, transnational; Culture shock and expatriate management; Global Business Ethics: meaning, importance and ethical dilemmas (bribery, corruption, child labour, environmental standards etc.)		11
IV	CSR, Sustainability & Contemporary Global Issues Corporate Social Responsibility (CSR) in global context; India focus: Companies Act 2013, Section 135; ESG (Environmental, Social, Governance) frameworks in international business; Diversity, Equity & Inclusion (DEI) in multinational organisations; Digital globalisation: managing multicultural remote and hybrid workplaces; Emerging economies as global players: India, and BRICS context; Indian MNCs going global; select cases and insights		12
Suggested Readings: 1. Deresky, H. (2021). International Management: Managing Across Borders and Cultures (9th ed.). Pearson Education. 2. Hill, C. W. L., & Hult, G. T. M. (2022). International Business: Competing in the Global Marketplace (13th ed.). McGraw-Hill Education. 3. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and Organizations: Software of the Mind (3rd ed.). McGraw-Hill. 4. Crane, A., & Matten, D. (2022). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization (5th ed.). Oxford University Press. 5. Bhattacharyya, D. K. (2020). Cross Cultural Management (2nd ed.). Oxford University Press India.			
Suggested Continuous Evaluation Methods: Written Tests, Assignments, Presentations, Group Discussions, Case Studies (Indian and global MNCs), Quizzes, and Field/Industry Assignments. Students will develop cross-cultural sensitivity, ethical reasoning, and global business awareness through experiential learning.			
Suggested Equivalent Online Courses: NPTEL — Managing Workplace Diversity; Coursera — Everyday Leadership (Duke University); edX — Business Ethics (Wharton/UPenn); Google for India — Business Communication Across Cultures.			

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Programme/Class: UG Degree	Year: Third	Semester: Sixth
Subject: BBA		
Course Code: F010603TN	Course Title: Consumer Behaviour	
Course outcomes: On completion of the course, the learner will be able to		
CO1: Explain fundamental concepts, models, and theories of consumer behavior.		
CO2: Analyze psychological, social, and cultural factors influencing consumer behavior.		
CO3: Evaluate consumer decision-making processes and market behavior patterns.		
CO4: Apply consumer behavior concepts in developing marketing strategies and managerial decisions.		
Credits(5):	Major/ Minor/ Vocational/ Elective Paper (Specialization): Marketing	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0		
Unit	Topics	No. of Lectures
		TOTAL : 40
I	Introduction to Consumer Behaviour Meaning and importance of consumer behavior; Nature and scope; Consumer roles and types; Evolution of consumer behavior; Consumer research process; Models of consumer behavior; Contemporary issues and trends	12
II	Individual Determinants of Consumer Behaviour Motivation and needs theories; Personality and self-concept; Perception process; Learning theories; Attitude formation and change; Consumer values and lifestyle analysis	10
III	Social and Cultural Influences on Consumer Behaviour Family and household decision-making; Reference groups; Social class; Culture and subculture; Cross-cultural consumer behavior; Social media and digital consumer influence	10
IV	Consumer Decision Process and Applications Consumer decision-making process; Purchase behavior models; Market segmentation and targeting; Customer satisfaction and loyalty; Online consumer behavior; Consumer behavior applications in marketing strategy and managerial decision.	8
Suggested Readings:		
1. Schiffman, L. G., & Wisenblit, J. (2019). <i>Consumer behavior</i> (12th ed.). Pearson Education.		
2. Solomon, M. R. (2020). <i>Consumer behavior: Buying, having, and being</i> (13th ed.). Pearson.		
3. Hawkins, D. I., Mothersbaugh, D. L., & Best, R. J. (2019). <i>Consumer behavior: Building marketing strategy</i> (14th ed.). McGraw-Hill Education.		
4. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2006). <i>Consumer behavior</i> (10th ed.). Thomson South-Western.		
5. Kotler, P., Keller, K. L., Chernev, A., & others. (2022). <i>Marketing management</i> (16th ed.). Pearson.		
6. Peter, J. P., & Olson, J. C. (2019). <i>Consumer behavior and marketing strategy</i> (11th ed.). McGraw-Hill Education.		

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7. Assael, H. (2004). *Consumer behavior: A strategic approach*. Houghton Mifflin.
8. Loudon, D. L., & Della Bitta, A. J. (2018). *Consumer behavior: Concepts and applications*. McGraw-Hill Education.
9. Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2018). *Consumer behavior* (7th ed.). Cengage Learning.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:
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Programme/Class: UG Degree		Year: Third	Semester: 6 th
Subject: BBA			
Course Code: F010604TN		Course Title: Investment Analysis & Portfolio Management	
Course outcomes: On completion of the course, the learner will be able to - Understand different investment avenues and their risk-return profiles. - Analyze and evaluate securities using fundamental and technical approaches. - Construct and manage diversified investment portfolios. - Apply investment and portfolio management concepts for informed financial decision-making.			
Credits (5)		Major/ Minor/ Vocational/ Elective Paper (Specialization): Finance	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-0 T-0 P-0			
Unit	Topics	No. of Lectures	
		TOTAL: 30	
I	Investments: Nature, scope, objective and Process of investments analysis, concept of return and risk analysis, measurement of return and risk: Systematic and Unsystematic Risk. Computation of Standard Deviation, Covariance, and Beta.	8	
II	Portfolio Management: Meaning, importance and objectives of portfolio and portfolio management. Markowitz Portfolio Theory. Portfolio Analysis, Estimating expected rate of return and standard deviation of portfolio returns; Effects of Combining securities.	7	
III	Fundamental Analysis: Economic analysis industry analysis and company analysis Technical Analysis: Trends, indicators, indices and moving average applied in technical analysis. Efficient Market Hypothesis: weak, semi-strong and strong market and its testing techniques	8	
IV	Evaluation of Portfolio Performance: Sharpe Model, Treynor's Model, Jensen's Model, Capital Asset Pricing Model and its application and limitation, Security Market line, SML vs CAPM.	7	
Suggested Readings: 1. Security analysis and Portfolio Management by Punithavathy Pandian			
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill instudent a sense of problem identification, generating solution, decision making and practical learning.Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.			
Suggested equivalent online courses:			

Programme/Class: UG Degree	Year: 3	Semester: 6
Subject: BBA		
Course Code: F010605TN	Course Title: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION	
Course outcomes: On completion of the course, the learner will be able to • Interpret Workplace Dynamics, Analyze the dynamics of employee-employer relationships using multiple behavioral approaches • Identify the root causes of industrial disputes and navigate both statutory dispute settlement mechanisms • Evaluate Safety & Social Security Compliance, apply the statutory provisions of the <i>Factories Act, 1948</i> alongside social security laws • Calculate basic wage entitlements and statutory deductions based on core wage legislations		
Credits: 5	Major/ Minor/ Vocational/ Elective Paper (Specialization): HRM	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-0		
Unit	Topics	No. of Lectures
		TOTAL: 45
I	INDUSTRIAL RELATIONS AND LABOUR LEGISLATION Concept & Scope: Definition, evolution, characteristics, and determinants of Industrial Relations; the internal and external factors affecting IR environments. Approaches to IR: Theoretical perspectives including the Unitary, Pluralistic, Marxist, and Gandhian approaches. Trade Unionism: Concept, objectives, functions, and historical growth of trade unions in India; problems of trade unions, overview of the <i>Trade Unions Act, 1926</i> .	10
II	Industrial Disputes & Conflict Resolution Industrial Conflicts: Meaning, types, and causes of industrial disputes; forms of conflicts (strikes, lockouts, boycott, gherao). Dispute Prevention Machinery: Codes of Discipline, Tripartite bodies, Works Committees, and Joint Management Councils (Worker's Participation in Management). Dispute Settlement Machinery: Statutory mechanisms under the <i>Industrial Disputes Act, 1947</i> —Conciliation (Conciliation Officers and Boards), Arbitration (Voluntary vs. Compulsory), and Adjudication (Labour Courts, Industrial Tribunals, National Tribunals). Standing Orders: Concept, nature, and significance of	13

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	certifying working conditions under the <i>Industrial Employment (Standing Orders) Act, 1946</i> .	
III	Legislation Governing Social Security & Employee Welfare Philosophy of Labour Legislation: Principles of labor legislation (Social Justice, Social Equity, National Economy). The Factories Act, 1948: Crucial provisions relating to health, safety, welfare of workers, working hours, and employment of young persons/women. Social Security Legislations: Main provisions, coverage, and benefits under: • <i>The Employees' Compensation Act, 1923</i> (Employer's liability for compensation) • <i>The Employees' State Insurance (ESI) Act, 1948</i>	12
IV	Legislation Governing Wages & Code of Wages Framework Wage Concepts: Minimum Wage, Fair Wage, and Living Wage; components of wages. Statutory Wage Regulations: Core provisions, deductions, and payment obligations under: • <i>The Payment of Wages Act, 1936</i> • <i>The Minimum Wages Act, 1948</i> Modern Legislative Shift: A brief orientation on the conceptual merging of traditional acts into the modern Labour Codes (specifically the <i>Code on Wages</i> and <i>Industrial Relations Code</i>).	10
Suggested Readings: • Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. – <i>Industrial Relations, Trade Unions, and Labour Legislation</i> (Pearson Education) • Mamoria, C. B., Mamoria, S., & Gankar, S. V. – <i>Dynamics of Industrial Relations</i> (Himalaya Publishing House) • Padhi, P. K. – <i>Labour and Industrial Laws</i> (Prentice Hall of India) • Malik, P. L. – <i>Handbook of Labour and Industrial Law</i> (Eastern Book Company) • Srivastava, S. C. – <i>Industrial Relations and Labour Laws</i> (Vikas Publishing House) • Malhotra, O. P. (Revised by E. M. Rao) – <i>The Law of Industrial Disputes</i> (LexisNexis)		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		

