



BENGALURU NORTH UNIVERSITY

TAMAKA, KOLAR – 563 103

Curriculum/Syllabus
for
Undergraduate Program
Bachelor of Business Administration

Choice Based Credit System
As per State Education Policy- Karnataka

Faculty of Commerce
(With Effect from Academic Year 2024-25)



BENGALURU NORTH UNIVERSITY

Tamaka, Sri Devaraj Urs Extension, Kolar - 563103



Chairperson, BoS

Dr. K S Sailaja

**Professor, Department of Commerce,
GFGC, Kolar**

Bachelor of Business Administration (BBA)

**Syllabus Framed as per the
Karnataka State Education Policy – 2024
Academic Year 2024-25 & Onwards**



BENGALURU NORTH UNIVERSITY

**Scheme of Teaching, Evaluation and Curriculum to be
introduced from the**

Academic Year 2024-25

Based on

State Education Policy – 2024

for

Three Year Undergraduate Program

**Bachelor of Business Administration
(BBA) – Regular - DEGREE
(SEP–SEMESTER SCHEME)**

A.Regulations

B.Course Matrix

C.Curriculum of Courses

Chairperson, BoS

Dr. K S Sailaja

Professor, Department of Commerce, GFGC, Kolar

DEPARTMENT OF MANAGEMENT

Tamaka, Sri Devraj Urs Extension,

Kolar, -5630103

Dr. K S Sailaja

M.Com, MBA, PhD.

Professor, Department of Commerce, GFGC, Kolar

Chairperson, Board of Studies – Management, Bengaluru North University

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The BBA program is designed to equip students with the knowledge and skills essential for thriving in the fields of Business Administration. The BBA program provides a gateway to a plethora of opportunities in the fields of Accounting, Finance, Taxation, Marketing, Human Resources, Data Analytics, E-commerce, Retail, Logistics, Banking, Insurance and other allied areas. It also provides financial acumen and a versatile skill set that sets the tone for today's competitive, dynamic, and challenging world. The Board of Studies – Management, Bengaluru North University, has taken utmost care in framing the syllabus so that the students are given broad directions that meet their needs and ensure they are employable.

I, on behalf of the Members, Board of Studies – Management, Bengaluru North University, assure that proper care is taken while framing the syllabus and also to enhance critical, analytical, problem-solving, and creative thinking skills amongst students in the learning process.

At the outset, I extend my gratitude to the **Hon. Vice-Chancellor, Dr. Niranjana Vanalli**, for having faith in me and giving me the responsibility of Chairperson, Board of Studies – Management, Bengaluru North University. He initiated the discussion with his presence at the BoS meeting and guided us at every step of progress.

I take this opportunity to express my sincere gratitude to **Hon. Registrar (Administration), Sri. C. N. Sridhar, KAS (Super Time Scale)**, for his wholehearted cooperation and unwavering support throughout the syllabus framing process. His insightful guidance has been instrumental in shaping the curriculum, and his emphasis on adhering strictly to the SEP norms ensured that academic standards were maintained at the highest level.

I also take this opportunity to thank **Hon. Registrar – Evaluation, Dr. N Lokanath**, for his unconditional support and guidance that has been influential in the successful completion of the task. He has extended expert advice in Credit Framework and Examination-related pattern designing.

I whole-heartedly thank **Hon. Dean, Faculty of Commerce, Bengaluru North University, Dr. Muralidhara S**, who has been a guiding force. His valuable inputs and contributions at every stage are immensely valuable in completing this task.

I extend my fullest gratitude to all the Members of the Board of Studies for their sincere efforts in framing the syllabus. The main aim was to ensure critical thinking, problem-solving and decision-making, which are the three major graduate attributes. Every member contributed significantly and successfully completed the assigned task within the stipulated time. Their expertise, inputs, suggestions, and feedback were of immense help in framing the syllabus.

I also thank all the support staff of Bengaluru North University for their support in the successful completion of the syllabus framing.

I once again thank each and every one for their invaluable time and service in their own possible way for the successful completion of the assigned task.

Dr. K S Sailaja
Chairperson, BoS - Management



REVISED NOTIFICATION

Sub: Constitution of Board of Studies in BBA, BBA (Aviation Management), BBA (Business Analytics), BBA (E-Commerce), BBA(Tourism & Hospitality Management) BBA (Tourism& Travel) and Bachelor of Tourism and Travel Management (BTM) UG- reg.

Ref: Vice – Chancellor's approval, dated: 10.04.2025

The Board of Studies BBA, BBA(Aviation Management), BBA(Business Analytics), BBA(E-Commerce), BBA(Tourism & Hospitality Management) BBA(Tourism& Travel) and Bachelor of Tourism and Travel Management(BTMM) UG (UG) is constituted under section 33 of the Karnataka State Universities Act -2000 and read with the existing statute 8.1 of Bangalore University statutes, with the following members for a period of 3 year (or till they attain superannuation whichever is earlier) from the date of this notification.

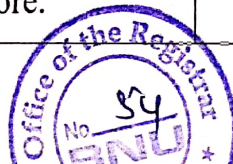
Sl. No.	Name and Address of Members of Board of Studies Sri/Smt.	Responsibility
01	Dr. K S SAILAJA, Professor of Commerce, Government First Grade College, Kolar	Chairperson
02	Prof. Lawrence Prasanna, Associate Professor of Commerce, Govt. First Grade College, Mulbagal.	Member
03	Dr. Lakshmi S Associate Professor of Commerce, KC Reddy Govt. First Grade College, Bangarpet.	Member
04	Dr. Amruthamma R, Associate Professor of Commerce, Govt. First Grade College, Hosakote.	Member



05	Dr. Rajani T V, Associate Professor of Commerce, Govt. First Grade College, Varthuru.	Member
06	Dr. Nirmala Sumithra, Associate Professor of Commerce, Govt. First Grade College, Bangaru Thirupathi.	Member
07	Dr. Zabiulla, Asst. Professor of Management, Govt. First Grade College, Gowribidanuru.	Member
08	G K Ramesh, Associate Professor of Commerce, Govt. First Grade College, Gowribidanuru.	Member
09	Dr. Mala K S, Associate Professor of Commerce, Govt. First Grade College, Vemagal.	Member
10	Dr. Kouser Unnisa, Associate Professor of Commerce, Govt. First Grade College, KGF.	Member
11	Prof. Mahesha R HOD & Asst. Professor of Tourism, Govt. First Grade College, KOLAR.	Member
12	Smt. Padmavathi Indaragi Asst. Professor of Management, Govt. First Grade College, Devanahalli.	Member
13	Smt. Vajjala Neelaveni Asst. Professor of Management, Govt. First Grade College, K R Puram.	Member
14	Smt. Srividya Santhosh, HOD, Department of Commerce, Kairali Nikethan Golden Jubilee Degree College, Indiranagar Bengaluru	Member
15	Smt. Sindu Akhilesh, Asst. Professor of Management, New Horizon College, Kasturi Nagar Bengaluru.	Member



16	Prof. Ayesha Sulthana, Assit. Professor of Commerce, Govt. First Grade College, Kolar.	Member
17	Santhosh Kumar N Assistant Professor of Management, Sacred Heart Degree College for Women, Jeevan Bheema Nagar, Bengaluru.	Member
18	Dr. Mamatha S, Associate Professor, Department of Commerce & Management, New Horizon College, Kasturi Nagar Bengaluru.	Member
19	Prof. Sandhya V, Associate Professor, Department of Commerce & Management, Sri Bhagvan Mahaveer Jain College, KGF.	Member
20	Prof. Srinivasa Murthy K N, Asst. Professor of Commerce, Government First Grade College, Kolar.	Member
21	Prof. Geetha Vishwanathan, Asst. Professor & HOD of Aviation, Krupanidhi Degree College, Varthuru, Bengaluru.	Member
22	Prof. Naveen S Asst. Professor of Commerce, Govt. First Grade College & PG Centre , Chinthamani.	Member
23	Sri. Manjunatha Y, Assistant Professor of Commerce & Management, SDC Degree and PG College, Kolar.	Member
24	Mamatha B M, Assistant Professor of Management, Sacred Heart Degree College for Women, Jeevan Bheema Nagar, Bengaluru.	Member
25	Prof. Smitha Biji, Assistant Professor, Department of Management, Koshys Institute of Management Studies, Bangalore.	Member



26	Dr. Shivakami V Asst. Professor of Travel & Tourism, Mount Carmel College College, Bengaluru.	Member (External)
27	Amalan E, HOD, Department of Tourism & Travel Management, KLE Society's Nijalingappa College, Bengaluru.	Member (External)
28	Dr. Siddalingappa Poojari, Asst. Professor of Tourism & Travel Management, St. Claret College, Bengaluru.	Member (External)
29	Dr. Yathiraju, Asst. Professor of Management, Govt. First Grade College, Nagamangala, Mandya District.	(External)
30	FCA Narayana.B.V Chartered Accountant Kolar	Corporate Representative Member

The Chairperson and members are requested to serve in the committee and extend your cooperation.

BY ORDER


REGISTRAR
Registrar
Bengaluru North University
Tamaka, Kolar, Karnataka-563 103.

Copy to:

1. The Chairperson and Members of Board of Studies.
2. P.S. to Vice – Chancellor, Bengaluru North University, Tamaka,Kolar.
3. The Registrar (Evl), Bengaluru North University, Tamaka,Kolar.
4. Finance Officer, Bengaluru North University, Tamaka,Kolar.
5. Guard File.



BENGALURU UNORTH UNIVERSITY

Tamaka, Sri Devaraj Urs Extension, Kolar– 563103

BACHELOR OF BUSINESS ADMINISTRATION (REGULAR)

2024-25 Onwards

REGULATIONS PERTAINING TO BBA (REGULAR) DEGREE **(State Education Policy 2024 Scheme)**

1. INTRODUCTION

The BBA (Regular) Degree curriculum framework is designed to provide a comprehensive understanding of emerging career opportunities, aligned with evolving industrial and societal needs. Updated to reflect students' aspirations, the course offers specializations in accounting, finance, marketing, human resources, and business analytics, guiding students toward careers in these domains. Core subjects have been revised to include recent advancements and techniques, enhancing learners' skills across various business functions.

The curriculum incorporates problem-based learning to deepen understanding of administration and management in business, and industry. The syllabus under SEP-2024 is expected to enhance the level of understanding among students and maintain the high standards of graduate program offered to the student community. Efforts have been made to integrate recent technology and MOOCs, enriching the teaching and learning process.

The primary objective of the graduate program is to enhance students' subject knowledge and develop their critical thinking skills, enabling them to address issues in industry and other business sectors effectively.

2. OBJECTIVES OF THE BBA (REGULAR) DEGREE

The BBA (Regular) degree is designed to provide students with a comprehensive understanding of business fundamentals while developing specialized skills relevant to various business functions. The program aims to prepare students for diverse careers and leadership positions in the business world. Specifically, the objectives include:

- a) To provide insight into the areas of Accounting, Finance, Marketing, Human Resource Management, Taxation, and contemporary developments in Business Management.
- b) To prepare students for careers in various management roles while keeping them informed about the latest advancements in the field of management.
- c) To foster entrepreneurship by equipping students with the necessary skills and knowledge to start and manage a business.
- d) To develop committed managers with strong ethical standards and values.
- e) To enable students to apply management theories and practices effectively to solve business problems.
- f) To promote ethical and value-based leadership abilities among students.

- g) To prepare students for the evolving job market, focusing on the skills needed for future work environments.
- h) To enable students to demonstrate the use of appropriate techniques to effectively manage business challenges.
- i) To encourage analytical and critical thinking abilities for sound business decision-making.
- j) To enhance personal and executive skills, improving decision-making efficiency and strengthening problem detection, analysis, and resolution skills.
- k) To develop global middle-level managers capable of addressing and solving real-time operational issues in management.
- l) To cultivate business leaders with a focus on social responsibility and ecological sustainability.

3. PROGRAM OUTCOMES

- a) To conceptualize and appreciate theoretical knowledge of the management domain.
- b) To appreciate the importance of effective communication skills in presenting opinions and ideas.
- c) To nurture an ability to articulate a business environment.
- d) To identify a problem with the help of data and logical thinking.
- e) To describe the theoretical domain knowledge along with the managerial skills.
- f) To be an effective communicator to present opinions and ideas based on critical thinking, analysis, and logical reasoning.
- g) To learn and demonstrate professional conduct.
- h) To appreciate the importance of group work culture.
- i) To develop an ability for innovation and creative thinking.
- j) To exhibit factual and theoretical knowledge of management in general and business in particular.
- k) To recognize their role as a manager, entrepreneur and a leader in business management.
- l) To conduct and demonstrate professional and ethical behaviour.

4. GRADUATE ATTRIBUTES

The graduate attributes are the outline of the expected course learning outcomes mentioned at the beginning of each course. The characteristic attributes that a graduate will be able to demonstrate through learning various courses in BBA are listed below:

Disciplinary Knowledge:

- Capability of executing comprehensive knowledge and understanding of one or more disciplines that form part of management.

Communication Skills:

- Ability to communicate long-standing, unsolved problems in management.
- Ability to show the importance of management as a precursor to various market developments since the beginning of civilization.

Critical Thinking:

- Ability to engage in reflective and independent thinking by understanding the concepts in every area of business administration.

- Ability to examine the results and apply them to various problems appearing in different branches of business administration.

Problem Solving:

- Capability to reduce a business problem and apply the classroom learning into practice to offer a solution for the same.
- Capabilities to analyze and synthesize data and derive inferences for valid conclusions.
- Able to comprehend solutions to sustain problems originating in the diverse management areas such as Finance, Marketing, Human Resource, Taxation, and so on.

Research-Related Skills:

- Ability to search for, locate, extract, organize, evaluate, and use or present information that is relevant to a particular topic.
- Ability to identify the developments in various branches of business administration.

Information and Communication Technology (ICT) / Digital Literacy:

- Capability to use various ICT tools (like spreadsheets) for exploring, analyzing, and utilizing the information for business purposes.

Self-Directed Learning:

- Capability to work independently in diverse projects and ensure detailed study of various facets of business administration.

Moral and Ethical Awareness / Reasoning:

- Ability to ascertain unethical behavior, falsification, and manipulation of information.
- Ability to manage self and various social systems.

Life-Long Learning:

- Capability of self-paced and self-directed learning aimed at personal development and for improving knowledge/skill development and reskilling in all areas of business administration.

5. ELIGIBILITY FOR ADMISSION

Candidates who have completed two years Pre-University Course of Karnataka State or its equivalent as notified by the University from time to time are eligible to seek admission for this course.

6. DURATION OF THE PROGRAMME

The duration of the programme is three (03) years consisting of six semesters.

7. MEDIUM OF INSTRUCTION

The medium of instruction shall be in English.

8. ATTENDANCE

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

- A student shall be considered to have satisfied the requirement of attendance for the semester if he/she has attended not less than 75% in aggregate of the number of working periods in each of the courses compulsorily.
- A student who fails to satisfy the above condition shall not be permitted to take the University examination.

9. TEACHING AND EVALUATION

MBA and M.Com graduates with B.Com, BBA, BBM or BBS as basic degrees from a recognized University are only eligible to teach and to evaluate the courses (except Languages, Constitutional and Moral Values, and Environmental Studies) mentioned in this regulation.

Languages, Constitutional and Moral Values, and Environmental Studies shall be taught by the postgraduates as recognized by the respective Board of Studies.

10. RECORD MAINTENANCE AND SUBMISSION

- Every college is required to establish an Innovative Business Lab / Computer Lab to enable students to gain practical knowledge of business activities and online learning.
- In every semester, the student should keep a record book for each course in which skill development activities must be written. The record has to be submitted to the concerned faculty.
- The Board of Examiners (BOE) is authorized to make random surprise visits to the colleges and verify record books and the internal marks awarded.

11. GUIDELINES FOR CONTINUOUS INTERNAL EVALUATION (CIE) AND SEMESTER END EXAMINATION (SEE)

- The CIE and SEE will carry 20% and 80% weightage respectively, enabling the course to be evaluated for a total of 100 marks, irrespective of its credit value.
- The evaluation system of the course is comprehensive and continuous throughout the entire duration of the semester.

Sl. No.	Parameters for the Evaluation	Marks
	CONTINUOUS INTERNAL EVALUATION (CIE)–(A+B)	
A	Continuous & Comprehensive Evaluation(CCE)	10 Marks
B	Internal Assessment Tests (IAT)	10 Marks
	TOTAL OF CIE (A+B)	20 Marks
C	Semester End Examination(SEE)	80 Marks
	TOTAL OF CIE AND SEE(A+B +C)	100 Marks

A. Continuous & Comprehensive Evaluation (CCE):

The CCE will carry a maximum of 10% weightage (10 marks) of the total marks for a course. The faculty member shall ensure that each student maintains a Record Book for Skill Development Activities, for which 5 marks are to be awarded.

The remaining 5 marks should be assessed using any one of the following methods:

Assessment Methods:

- Individual Assignments
- Seminars / Classroom Presentations / Quizzes
- Group Discussions / Classroom Discussion / Group Assignments

- Case Studies / Caselets
- Participatory & Industry-Integrated Learning / Field Visits
- Practical Activities / Problem-Solving Exercises
- Participation in Seminars / Academic Events / Symposia, etc.
- Mini Projects / Capstone Projects
- Any other academic activity

B. Internal Assessment Tests (IAT):

- The IAT will carry a maximum of 10% weightage (10 marks) of the total marks for a course.
- Under this component, two tests will have to be conducted in a semester for 20 marks each.
- The total score obtained from these tests will be proportionately scaled down to 10 marks.

12. APPEARANCE FOR THE EXAMINATION

- A candidate shall be considered to have appeared for the examination only if he/she has submitted the prescribed application for the examination along with the required fees to the university.

13. PATTERN OF QUESTION PAPER

SECTION-A 1.a,b,c,d,e,f,g	(Conceptual questions) Answer any FIVE out of seven sub-questions	(05X02=10Marks)
SECTION-B 2,3,4,5,6	(Application questions) Answer any THREE out of five questions	(03X06=18Marks)
SECTION-C 7,8,9,10, 11	(Analysis and understanding questions) Answer any THREE out of five questions	(03X14=42Marks)
SECTION-D 12	(Skill Development Question & Case Study) Answer any ONE out of two questions	(01X10=10Marks)
Total		80 Marks

13. INDUSTRIAL VISITS/ WORKSOPS AND EXPERT LECTURES

To ensure holistic development and industry readiness of students, the following activities are mandated as part of the academic curriculum:

- **Industrial / Field Visits:** At least one Industrial / Field Visit per semester shall be organised to provide students with practical exposure to industry operations, real-world applications of academic concepts and current technological trends.
- **Workshops:** Workshops shall be conducted every semester focusing on key employability skills such as resume writing, group discussions), personal interviews, communication skills and workplace etiquette aimed at enhancing students' career readiness.
- **Expert Lectures:** A minimum of **one expert lecture per semester** shall be organized, inviting professionals from industry or academia to share current trends, practical insights and domain-specific knowledge.

Notes:

- One Hour of Lecture is equal to 1 Credit (for Discipline Specific Core Courses)
- Two Hours of Practical is equal to 1 Credit

Acronyms:

- **L1** : Language 1 (Kannada or any other Indian Language)
- **L2** : Language 2 (English or any other Foreign Language)
- **DSC** : Discipline Specific Core (Course)
- **DSE** : Discipline Specific Elective
- **SEC** : Skill Enhancement Course
- **DSS** : Discipline Specific Specialization
- **CMV I & II** : Constitutional and Moral Values I & II
- **EVS** : Environmental Studies
- **EC & CC** : Extra-Curricular & Co-Curricular
- **CIE** : Continuous Internal Evaluation
- **SEE** : Semester End Examination
- **L+T+P** : Lecture + Tutorial + Practical
- **IAT** : Internal Assessment Test



BENGALURU NORTH UNIVERSITY

Tamaka, Sri Devaraj Urs Extension, Kolar – 563 103

BACHELOR OF BUSINESS ADMINISTRATION (Regular) (State Education Policy (SEP) 2024)

COURSE MATRIX

FIRST SEMESTER BBA

Sl. No	Course Code	Title of the Course	Category of Course	Teaching hours Per week (L+T+P)	Exam Duration (Hours)	SEE	CIE	Total Marks	Credits
1	BBA 1.1	Language– I	L-1	4+0+0	3	80	20	100	3
2	BBA 1.2	Language– II	L-2	4+0+0	3	80	20	100	3
3	BBA 1.3	Principles and Practices of Management	DSC-1	4+0+0	3	80	20	100	4
4	BBA 1.4	Business and Market Dynamics	DSC-2	4+0+0	3	80	20	100	4
5	BBA 1.5	Fundamentals of Accounting	DSC-3	4+0+0	3	80	20	100	4
6	BBA 1.6	Soft Skills for Managers	DSC-4	4+0+0	3	80	20	100	4
7	BBA 1.7	Constitutional and Moral Values-I	CMV I	2+1+0	1 ½	40	10	50	2
Sub-Total(A)								650	24
Extra-Curricular & Co-Curricular Activities (EC&CC): Sports/Yoga/Health & Wellness/Culturals/NCC/NSS/R&R(EC&CC)									

SECOND SEMESTER BBA

Sl. No	Course Code	Title of the Course	Category of Course	Teaching hours Per week (L+T+P)	Exam Duration (Hours)	SEE	CIE	Total Marks	Credits
1	BBA 2.1	Language– I	L-1	4+0+0	3	80	20	100	3
2	BBA 2.2	Language– II	L-2	4+0+0	3	80	20	100	3
3	BBA 2.3	Organisational Behaviour	DSC-5	4+0+0	3	80	20	100	4
4	BBA 2.4	Marketing Management	DSC-6	4+0+0	3	80	20	100	4
5	BBA 2.5	Financial Accounting	DSC-7	4+0+0	3	80	20	100	4
6	BBA 2.6	Business Statistics and Logic	DSC-8	4+0+0	3	80	20	100	4
7	BBA 2.7	Environmental Studies	EVS	2+1+0	1 ½	40	10	50	2
Sub-Total(B)								650	24
Extra-Curricular & Co-Curricular Activities (EC&CC): Sports/Yoga/Health & Wellness/Culturals/NCC/NSS/R&R(EC&CC)									

THIRD SEMESTER BBA

Sl. No	Course Code	Title of the Course	Category of Course	Teaching hours Per week (L+T+P)	Exam Duration (Hours)	SEE	CIE	Total Marks	Credits
1	BBA 3.1	Language– I	L-1	4+0+0	3	80	20	100	3
2	BBA 3.2	Language– II	L-2	4+0+0	3	80	20	100	3
	BBA 3.3	Human Resource Management	DSC-9	4+0+0	3	80	20	100	4
4	BBA 3.4	Financial Management	DSC-10	4+0+0	3	80	20	100	4
5	BBA 3.5	Corporate Accounting and Reporting	DSC-11	4+0+0	3	80	20	100	4
6	BBA 3.6	(A) Corporate Administration (B) Business Environment (C) Business Mathematics (Any one paper to be selected)	DSE-1	4+0+0	3	80	20	100	4
7	BBA 3.7	Computer Skills for Managers	SEC-1	3+0+2	3	80	20	100	3
8	BBA 3.8	Constitutional and Moral Values - II	CMV II	2+1+0	1 ½	40	10	50	2
Sub-Total(C)								750	27
Extra-Curricular & Co-Curricular Activities (EC&CC): Sports/Yoga/Health &Wellness/Culturals/NCC/NSS/R&R(EC&CC)									

FOURTH SEMESTER BBA

Sl. No	Course Code	Title of the Course	Category of Course	Teaching hours Per week (L+T+P)	Exam Duration (Hours)	SEE	CIE	Total Marks	Credits
1	BBA 4.1	Language– I	L-1	4+0+0	3	80	20	100	3
2	BBA 4.2	Language– II	L-2	4+0+0	3	80	20	100	3
3	BBA 4.3	Entrepreneurship and Startup Ecosystem	DSC-12	4+0+0	3	80	20	100	4
4	BBA 4.4	Cost Accounting	DSC-13	4+0+0	3	80	20	100	4
5	BBA 4.5	Business Law	DSC-14	4+0+0	3	80	20	100	4
6	BBA 4.6	(A) Production and Operations Management (B) Enterprise Resource Planning (C) Retail Management (Any one paper to be selected)	DSE-2	4+0+0	3	80	20	100	4
7	BBA 4.7	Banking, Financial Markets and Services	SEC-2	3+1+0	3	80	20	100	3
Sub-Total(D)								700	25
Extra-Curricular & Co-Curricular Activities (EC&CC): Sports/Yoga/Health &Wellness/Culturals/NCC/NSS/R&R(EC&CC)									

FIFTH SEMESTER BBA

Sl. No	Course Code	Title of the Course	Category of Course	Teaching hours Per week (L+T+P)	Exam Duration (Hours)	SEE	CIE	Total Marks	Credits
1	BBA 5.1	Management Accounting	DSC-15	4+0+0	3	80	20	100	4
2	BBA 5.2	Income Tax-I	DSC-16	4+0+0	3	80	20	100	4
3	BBA 5.3	Management Information System	DSC-17	4+0+0	3	80	20	100	4
4	BBA 5.4	Strategic Management	DSC-18	4+0+0	3	80	20	100	4
5	BBA 5.5	Elective(Paper-I)	DSS-1	3+1+0	3	80	20	100	3
6	BBA 5.6	Elective(Paper-II)	DSS-2	3+1+0	3	80	20	100	3
7	BBA 5.7	Business Research Methodology	BRM	3+1+0	3	80	20	100	3
Sub-Total(E)								700	25

SIXTH SEMESTER BBA

Sl. No	Course Code	Title of the Course	Category of Course	Teaching hours Per week (L+T+P)	Exam Duration (Hours)	SEE	CIE	Total Marks	Credits
1	BBA 6.1	International Business	DSC-19	4+0+0	3	80	20	100	4
2	BBA 6.2	Security Analysis & Portfolio Management	DSC-20	4+0+0	3	80	20	100	4
3	BBA 6.3	Income Tax-II	DSC-21	4+0+0	3	80	20	100	4
4	BBA 6.4	Goods and Services Tax	DSC-22	4+0+0	3	80	20	100	4
5	BBA 6.5	Elective (Paper-III)	DSS-3	3+1+0	3	80	20	100	3
6	BBA 6.6	Elective (Paper-IV)	DSS-4	3+1+0	3	80	20	100	3
7	BBA 6.7	Project	PROJECT	2+0+4	-	Project +Viva 80+20		100	3
Sub-Total(F)								700	25

ELECTIVE GROUPS

Elective Group	V SEMESTER		VISEMESTER	
	Code	Title of the Course	Code	Title of the Course
<i>Finance</i>	FN1	Advanced Financial Management	FN2	Corporate Restructuring & Valuation
<i>Marketing</i>	MK1	Consumer Behaviour	MK2	Digital Marketing
<i>Human Resource Management</i>	HR1	Employee Relationship Management	HR2	Performance and Compensation Management
<i>Business Analytics</i>	BA1	Fundamentals of Business Analytics	BA2	Data Analytics using R
<i>International Business</i>	IB1	Global Business Environment	IB2	International Marketing
<i>Supply Chain Management</i>	SCM1	Logistics and Supply Chain Management	SCM2	Sustainability and Green Supply Chain Management

Note: Dual specialization should be offered. Students have to choose TWO Elective Groups in the V Semester and continue with the same Elective Groups in the VI Semester

Course Code	:	BBA 1.3		
Title of the Course	:	PRINCIPLES AND PRACTICES OF MANAGEMENT		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the concept, characteristics and importance of management.				
b) To learn the planning process and the steps involved in effective decision making.				
c) To comprehend the principles of organizing and the importance of staffing in management.				
d) To grasp the principles of direction and the process of effective communication.				
e) To understand the techniques of control and the principles of coordination in management.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand core management concepts and their application at different organizational levels.				
b) Describe the planning process and decision-making steps.				
c) Understand organizing principles and the staffing process.				
d) Comprehend the essentials of effective direction and communication.				
e) Identify principles of coordination and steps of effective control systems				
SYLLABUS				
UNIT – 1: INTRODUCTION TO MANAGEMENT				16 HOURS
Management: Definition, Nature and Significance of Management, Differences between Management and Administration, Levels of Management, Role of Managers, Functional Areas of Management; Management as a Science, an Art or a Profession, Functions of Management				
Principles of Management: Henri Fayol's Principles of Management, F W Taylor's Principles of Scientific Management, Contributions of Peter F Drucker to the field of Management				
UNIT – 2: PLANNING AND DECISION MAKING				8 HOURS
Planning: Meaning, Nature, Importance and Purposes of Planning, Types of Plans: Strategic, Tactical and Operational (Meaning only); Planning Process				
Decision Making: Meaning, Importance and Steps Involved in Decision Making, MBO and MBE (Meaning only)				
UNIT – 3: ORGANISING AND STAFFING				14 HOURS
Organising: Meaning and Purpose of Organising; Principles of Organizing; Delegation of Authority; Departmentation, Committees; Centralization versus Decentralization of Authority and Responsibility, Span of Control (Meaning Only)				
Staffing: Meaning, Nature and Importance, Staffing Process				
UNIT – 4: DIRECTING AND COMMUNICATING				14 HOURS
Direction: Meaning, Nature and Principles of Direction.				
Communication: Meaning, Importance of Communication, Communication Process, Types of Communication, Barriers to Communication, Steps to Overcome Communication Barriers				
UNIT – 5: CONTROLLING AND CO-ORDINATING				8 HOURS
Controlling: Meaning, Steps in Controlling, Essentials of a Sound Control System, Techniques of Control (To be discussed in brief).				
Coordination: Meaning, Importance and Principles of Co-ordination.				

SKILL DEVELOPMENT ACTIVITIES

1. You have been assigned a new project with tight deadlines. How would you plan and prioritize your tasks?
2. A team member is struggling with their assigned tasks. How would you approach delegation and provide support?
3. You notice frequent misunderstandings in team communications. What steps would you take to improve clarity and reduce barriers?
4. You are leading a team meeting, but some members are not participating actively. How would you direct and engage everyone effectively?
5. Your project is falling behind schedule. How would you implement control measures to get it back on track?

BOOKS FOR REFERENCE

1. Appanniah, R., & Reddy, P. N. *Management*. HPH.
2. Aswathappa, K. *Organizational Behaviour*. HPH.
3. Bateman, T. S., & Snell, S. A. *Management: Leading & Collaborating in a Competitive World*. McGraw Hill.
4. Dessler, G. (Year). *Management: Leading People and Organizations in the 21st Century*. Prentice Hall.
5. Hill, C. W. L., & McShane, S. L. . *Principles of Management*. McGraw Hill.
6. Jones, G. R., & George, J. M. *Essentials of Contemporary Management*. McGraw Hill.
7. Koontz, H., & O'Donnell, C. *Management*. McGraw Hill.
8. Prasad, L. M. *Principles of Management*. Sultan Chand and Sons.
9. Ramaswamy, T. *Principles of Management*. HPH.
10. Rao, V. S. P., & Bajaj, P. *Management Process and Organization*. Excel Books.
11. Robbins, S. P. *Management*. Pearson.
12. Bright, D. et al. *Principles of Management*. OpenStax Textbooks, Houston
13. Kapoor, Premvir, *Principles of Management*, Khanna Book Publishing.
14. Jones, G. R., and George, J. M. *Essentials of contemporary management*. New York, McGraw-Hill Education.

Course Code	:	BBA 1.4		
Title of the Course	:	BUSINESS AND MARKET DYNAMICS		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the central economic problems b) To analyze the determinants and types of demand. c) To comprehend the meaning and determinants of supply. d) To explore the laws of production and cost concepts. e) To identify and understand different market structures.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Explain the functions of business and their role in the economy. b) Understand the determinants of demand and analyze changes in demand. c) Comprehend the determinants of supply and evaluate changes in supply. d) Describe production functions, cost structures, and revenue concepts. e) Gain knowledge of different market structures.				
SYLLABUS				
UNIT – 1: INTRODUCTION TO BUSINESS AND MARKET MECHANISMS				10 HOURS
Business: Meaning, Objectives of Business, Classification of Business Activities, Role of Business in Economic Development, The Central Economic Problems Basic Terminologies: Production, Producer, Exchange, Distribution, Market, Consumer, Consumption, Utility, Consumer Surplus, Opportunity Cost (Concepts Only)				
UNIT – 2: DEMAND ANALYSIS				14 HOURS
Demand: Meaning of Demand, Determinants of Demand, Demand Function, Law of Demand, Exceptions to the Law of Demand, Causes for Downward Sloping Demand Curve, Types of Demand – Price Demand, Income Demand and Cross Demand, Expansion and Contraction of Demand; Indifference Curve: Meaning and Properties Elasticity of Demand: Meaning, Types of Elasticity of Demand – Price, Income and Cross Elasticity of Demand, Simple Problems on Price Elasticity of Demand (Percentage Method and Total Outlay Method with Diagram)				
UNIT – 3: PRODUCTION AND COST ANALYSIS				12 HOURS
Production: Meaning, Factors of Production, Production Function and its Types Laws of Production: Law of Variable Proportions: Meaning, Product Concepts (Total Product, Average Product and Marginal Product), Assumptions and Importance; Law of Returns to Scale – Meaning, Types of Returns to Scale Cost: Meaning, Types of Costs, Cost Curves, Cost Function, Economies of Scale. Simple Problems on TC, AC and MC				
UNIT – 4: SUPPLY AND REVENUE ANALYSIS				8 HOURS
Supply: Meaning of Supply, Determinants of Supply, Law of Supply, Supply Function, Supply Schedule, Types of Supply Schedule, Change in Supply – Extension and Contraction of Supply Elasticity of Supply: Meaning, Types of Price Elasticity of Supply, Simple Problems on Price Elasticity of Supply Revenue: Meaning, Concepts of Revenue, Revenue Curve, Simple Problems on TR, AR and MR				
UNIT – 5: MARKET STRUCTURES				12 HOURS
Meaning of Market, Classification of Markets based on Competition – Perfect Competition and Imperfect Competition (Monopoly, Duopoly, Oligopoly, Monopolistic Competition): Meaning, Features, Price and Output Determination (under Perfect and Monopolistic Competition Only)				

SKILL DEVELOPMENT ACTIVITIES

1. Give a brief account of classification of business activities with relevant examples.
2. Explain how an increase in consumer income affects the demand for a normal good.
3. Explain how the determinants of supply can affect the supply curve of a product, providing one example for each determinant.
4. Explain the concept of the law of variable proportion and discuss its importance in production.
5. Describe the key differences between perfect competition and monopolistic competition and explain how prices are determined.

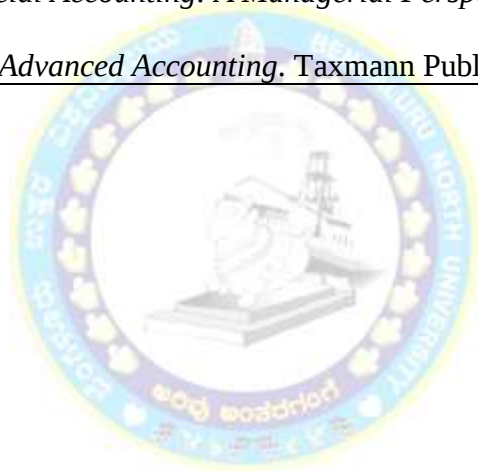
BOOKS FOR REFERENCE

1. Damodaran, S. *Managerial Economics*. Oxford University Press.
2. Dwivedi, D. N. *Managerial Economics*. Vikas Publication.
3. Gethika, P., Ghosh, P., & Choudhury, P. R. *Managerial Economics*. Tata McGraw Hill.
4. Mankiw, N. G. *Principles of Microeconomics*. Cengage Learning.
5. Pannerselvam, R., Sivasankaran, S., & Senthilkumar. *Managerial Economics*. Cengage Learning.
6. Petersen, L., Lewis, C., & Jain, P. *Managerial Economics*. Pearson.
7. Pindyck, R., Rubinfeld, D., & Mehta, P. *Microeconomics*. Pearson.
8. Salvatore, D. *Managerial Economics*. Oxford University Press.
9. Sinha, R. *Economics for Manager*. SBPD Publishing House.
10. Samuelson, W., & Marks, S. *Managerial Economics*. Wiley.



Course Code	:	BBA 1.5		
Title of the Course	:	FUNDAMENTALS OF ACCOUNTING		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the objectives, functions, and limitations of accounting. b) To learn the steps involved in the accounting process. c) To prepare a Bank Reconciliation Statement. d) To understand the concept, causes, and methods of accounting for depreciation. e) To prepare the final accounts of a sole proprietorship.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand the basic principles, concepts and limitations of financial accounting. b) Explain the accounting process. c) Explain various subsidiary books and prepare bank reconciliation statements. d) Calculate and apply different methods of depreciation in accounting. e) Prepare final accounts for a sole proprietorship with various adjustments.				
SYLLABUS				
UNIT -1: INTRODUCTION TO ACCOUNTING				8 HOURS
Accounting: Meaning and Definition, Objectives and Functions of Accounting, Stakeholder Using Accounting Information, Branches of Accounting, Limitations of Accounting Accounting Principles: GAAP, Accounting Concepts and Accounting Conventions Accounting Standards: Meaning, Objectives, List of Indian Accounting Standards				
UNIT – 2: ACCOUNTING PROCESS				12 HOURS
Accounting Process: Meaning, Source Document, Steps in Accounting Process Double Entry System: Meaning, Accounting Equation (Concept Only). Account: Meaning, Kinds of Accounts, Corresponding Rules for Debit and Credit, Transaction Analysis, Journal, Ledger, Balancing of Accounts, Trial Balance; Simple Problems				
UNIT – 3: SUBSIDIARY BOOKS AND BANK RECONCILIATION STATEMENT (BRS)				14 HOURS
Subsidiary Books: Meaning, Significance, Types of Subsidiary Books: Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book, Cash Book, Journal Proper (Theory Only) Cash Book: Meaning, Types of Cash Book – Problems on Simple Cash Book, Three Column Cash Book and Petty Cash Book Only Bank Reconciliation Statement: Meaning, Objectives, Reasons for Differences in Balance as per Pass Book and Cash Book, Simple Problems on Preparation of BRS (When Bank Balance as per Pass Book Or Bank Balance as Per Cash Book is Given)				
UNIT – 4: ACCOUNTING FOR DEPRECIATION				10 HOURS
Meaning, Causes of Depreciation, Concepts Related to Depreciation: Depreciable Base, Salvage Value, Basket Purchases, Group Depreciation Depreciation Accounting: Meaning, Need for Providing Depreciation, Depreciation Methods: Straight Line Method, Diminishing Balance Method, Sum of Years' Digit Method and Production Units' Method. Simple Problems on Calculation of Depreciation Only (Excluding Journal Entries and Problems on Preparation of Asset Account and Depreciation Account)				
UNIT – 5: FINAL ACCOUNTS OF SOLE PROPRIETARY CONCERN				12 HOURS
Meaning, Objectives and Components of Final Accounts, Simple Problems on Preparation of Statement of Profit and Loss and Balance Sheet of a Proprietary Concern with Adjustments like Depreciation, Outstanding Expenses, Prepaid Expenses, Accrued Incomes and Incomes Received in Advance, Provision for Doubtful Debts, Drawings, Interest on Capital and Interest on Drawings.				

SKILL DEVELOPMENT ACTIVITIES	
1.	List out the accounting concepts and conventions.
2.	Imagine five business transactions. Pass journal entries, post them to ledger and prepare a trial balance.
3.	Prepare a simple cash book using imaginary figures.
4.	Calculate depreciation under various methods and compare the amount of depreciation.
5.	Prepare a balance sheet of a sole proprietary concern using imaginary figures.
BOOKS FOR REFERENCE	
1.	Jawaharlal, & Srivastava, S. <i>Financial Accounting</i> . HPH.
2.	Saha. <i>Fundamentals of Accounting</i> . HPH.
3.	Maheswari, S. N. <i>Financial Accounting</i> . HPH.
4.	Grewal, T. S., & Gupta, S. C. <i>Advanced Accounting</i> . Sultan Chand.
5.	Jain, S. P., & Narang, K. L. <i>Financial Accounting</i> . Kalyani Publishers.
6.	Rajan, A. S., & Venkataramana, K. <i>Financial Accounting</i> . SHB Publishers.
7.	Bhattacharyya, A. K. (2019). <i>Essentials of Financial Accounting</i> . PHI Learning Pvt. Ltd.
8.	Gupta, R. L., & Radhaswamy, M. <i>Advanced Accountancy</i> . Sultan Chand & Sons.
9.	Mukherjee, A., & Hanif, M. <i>Modern Accountancy</i> . Tata McGraw Hill.
10.	Shukla, M. C., Grewal, T. S., & Gupta, S. C. <i>Advanced Accounts</i> . S. Chand Publishing.
11.	Narayanswami, R. <i>Financial Accounting: A Managerial Perspective</i> . PHI Learning Pvt. Ltd.
12.	Sehgal, A., & Sehgal, D. <i>Advanced Accounting</i> . Taxmann Publications.



Course Code	:	BBA 1.6		
Title of the Course	:	SOFT SKILLS FOR MANAGERS		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To recognize the importance of soft skills in managerial roles. b) To enhance communication skills for effective interaction in the workplace. c) To learn techniques for building and managing effective teams. d) To understand the key aspects of etiquettes in a professional environment. e) To develop foundational skills for group discussions and personal interviews.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand the importance of soft skills and their impact on organizational success. b) Develop effective communication skills essential for professional interactions. c) Apply different leadership styles to enhance teamwork. d) Develop effective time management skills. e) Understand and apply corporate etiquettes.				
SYLLABUS				
UNIT 1: INTRODUCTION TO SOFT SKILLS				8 HOURS
Introduction to Soft Skills: Meaning, Significance in Managerial Roles, Importance of Soft Skills in Organizational Success Key Soft Skills for Managers: Communication Skills, Leadership Skills, Teamwork and Collaboration Skills, Time Management Skills, Problem-Solving and Decision-Making Skills				
UNIT 2: COMMUNICATION SKILLS				12 HOURS
Communication: Meaning and Objectives of Communication, Principles of Effective Communication, Channels of Communication Written Communication: Purpose of Writing, Principles of Effective Writing Interpersonal Skills: Building Rapport and Trust, Handling Difficult Conversations, Strategies of Conflict Resolution at Workplace – Avoiding, Competing, Accommodating, Compromising and Collaborating				
UNIT 3: LEADERSHIP AND TEAMWORK				10 HOURS
Leadership: Concept of Leadership, Importance of Leadership in Management, Leadership Styles: Transformational, Transactional and Situational Leadership; Qualities of a Good Leader, Honing Leadership Skills Teamwork: Definition of a Team, Team vs. Group, Importance of Teams in Organizations, Characteristics of High-Performing Teams, Role of a Manager in Team Building				
UNIT 4: CORPORATE ETIQUETTES				12 HOURS
Meaning of Etiquette, Importance of Etiquette in the Workplace Etiquettes at the Workplace: Telephone Etiquette, Handshake Etiquette, Office Etiquette, Customer Interaction Etiquette; Meeting Etiquette; Presentation Etiquette, Board Room Etiquette, Interview Etiquette				
UNIT 5: RESUME, GROUP DISCUSSION AND PERSONAL INTERVIEW				14 HOURS
Online Job Searching: Online Job Portals (LinkedIn, Indeed and Glassdoor), Creating and Maintaining a Professional Profile, Using Social Media (LinkedIn, Twitter) for Job Opportunities Resume: Resume and its Importance in Job Applications, Key Sections of a Resume, Do's and Don'ts of Resume Writing, Preparing Resume and Covering Letter for Job Applications Group Discussion (GD): Meaning, Role of GD in Hiring Process, Strategies for Leading a GD, Do's and Don'ts in a GD, Evaluation Criteria in GD. Personal Interview (PI): Meaning and Types of PI, Do's and Don'ts Before, During and After an Interview.				

SKILL DEVELOPMENT ACTIVITIES

1. As a new manager, how would you explain to your team the significance of soft skills in achieving organizational success?
2. During a team meeting, how would you ensure everyone feels heard and understood, considering different communication styles?
3. Your team is facing a deadline and tensions are rising. How would you use adaptive leadership to maintain team cohesion and ensure effective collaboration?
4. Create a weekly schedule prioritizing your tasks and incorporate customer interaction, office, meeting, telephone, and presentation etiquette practices.
5. Organise a group discussion on a specific topic.

BOOKS FOR REFERENCE

1. Agarwal, P. *Effective Business Communication*. Tata McGraw-Hill Education.
2. Singh, R. *Soft Skills: Enhancing Employability*. Pearson Education India.
3. Bhatia, S. K. *Corporate Communication: Principles and Practice*. Himalaya Publishing House.
4. Sharma, R. C. *Business Communication: Principles and Practice*. Pearson Education India.
5. Sinha, B. K., & Sinha, M. K.. *Communication Skills for Professionals*. Prentice Hall India.
6. Raman, M. *Professional Communication*. Oxford University Press.
7. Bhattacharya, D. *Leadership in Organizations: Indian Perspectives and Practices*. Sage Publications India.
8. Sinha, J. B. P. (2014). *Leadership and Corporate Governance*. PHI Learning Pvt. Ltd.
9. Mohanty, A. *Team Dynamics and Conflict Resolution in Organizations*. Pearson Education India.
10. Bhatia, S. K. *Business Etiquette and Grooming*. Himalaya Publishing House.
11. Baruah, A. K. *How to Write a CV and Cover Letter: An Essential CV Writing Guide*. Pustak Mahal.
12. Kaul, A., & Bhandari, V. *Group Discussion: Structure and Methodology*. PHI Learning Pvt. Ltd.
13. Bansal, S. *Effective Interviewing: A Handbook of Skills and Techniques*. Oxford University Press India.

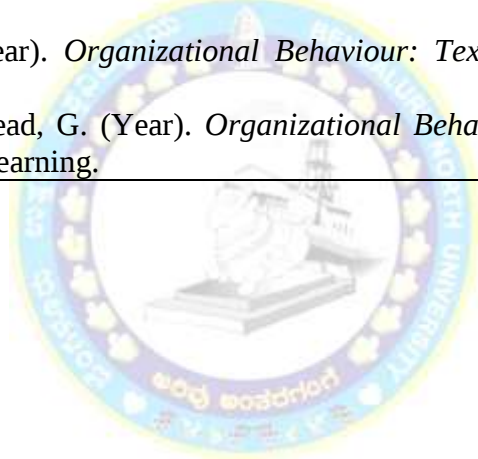
Course Code	:	BBA 2.3		
Title of the Course	:	ORGANISATIONAL BEHAVIOUR		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand importance of organisational behaviour and analyze factors influencing organisational behaviour.				
b) To explore individual behaviour in an organisation.				
c) To examine group dynamics and strategies for improving group dynamics.				
d) To analyze motivation theories and leadership styles in the context of organisational effectiveness.				
e) To evaluate the significance of organisational culture and climate.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Identify the role of organisational behaviour in business organization.				
b) Demonstrate an understanding of individual behaviour.				
c) Explain the concept group behaviour and team dynamics.				
d) Analyse and understand the various motivation and leadership theories.				
e) Understand the process of organizational development.				
SYLLABUS				
UNIT – 1: INTRODUCTION TO ORGANISATIONAL BEHAVIOUR				10 HOURS
Meaning, Definition, Importance, Nature and Scope of OB, Conceptual Models of OB, Factors Influencing Organisational Behaviour				
UNIT – 2: INDIVIDUAL BEHAVIOUR				12 HOURS
Individual Behaviour: Meaning, Factors affecting Individual Behaviour, Reasons for Understanding Individual Behaviour.				
Personality: Meaning, Types, Determinants and Traits of Personality				
Learning: Meaning, Types of Learners, Learning Process, Learning Curve				
Attitude: Meaning, Characteristics, Components, Formation of Attitude.				
Perception: Meaning, Importance, Factors Influencing Perception				
UNIT – 3: GROUP AND TEAM DYNAMICS				12 HOURS
Group Dynamics: Meaning, Types of Groups, Functions of Groups, Stages of Group Development, Strategies for Improving Group Dynamics, Determinants of Group Behaviour.				
Team Dynamics: Meaning, Types of Teams, Team Building, Effective Team Management, Stages of Professional Interpersonal Relations, Differences Between Groups and Teams.				
UNIT – 4: MOTIVATION AND LEADERSHIP				12 HOURS
Motivation: Meaning, Nature and Importance of Motivation, Motivation Theories: Maslow’s Need Hierarchy Theory, Herzberg’s Two Factor Theory, McGregor’s Theory X and Theory Y				
Leadership: Meaning and Importance, Qualities of a Good Leader, Types of Leadership, Theories of Leadership: Fiedler’s Contingency Theory, Path Goal Theory, Managerial Grid Theory				
UNIT – 5: DYNAMICS OF ORGANISATIONAL BEHAVIOUR				10 HOURS
Organizational Culture and Climate: Meaning, Importance and Factors Influencing Organizational Climate.				
Organizational Change: Meaning, Importance, Change Process, Resistance to Change, Managing Change.				
Organizational Development: Meaning, Objectives, Benefit, OD Process.				

SKILL DEVELOPMENT ACTIVITIES

1. Prepare a chart summarizing different organizational behaviour (OB) models, including their key concepts and applications.
2. Form a team and identify different personality traits among them.
3. Conduct a role-playing session demonstrating different dynamics within a team, focusing on stages of team development and strategies for effective collaboration.
4. Visit two organizations to gather data on motivational models they employ. Create a comparative report highlighting these models, their implementation, and outcomes.
5. Develop a chart outlining the stages of Organizational Development (OD)

BOOKS FOR REFERENCE

1. Luthans, F. *Organizational Behaviour*. McGraw Hill.
2. Robbins, S. *Organizational Behaviour*. International Book House.
3. Newstrom, J. W., & Davis, K. *Organizational Behaviour*. McGraw Hill.
4. Aswathappa, K. *Organizational Behaviour*. HPH.
5. Reddy, K., & Appanniah. *Management and Behavioural Process*. HPH.
6. Sharma, R. K., & Gupta, S. K. *Management and Behaviour Process*. Kalyani Publishers.
7. Rekha, & Vibha. *Organizational Behaviour*. VBH.
8. Aquinas, P. G. *Organizational Behaviour*. Excel Books.
9. Gangadhar, M., Rao, V. S. P., & Narayan, P. S. *Organizational Behaviour*. HPH
10. Udai Pareek and Sushama Khanna. (Year). *Understanding Organizational Behaviour*. Oxford University Press.
11. Uday Kumar Halder. (Year). *Organizational Behaviour: Text and Cases*. McGraw Hill Education.
12. Griffin, R. W., & Moorhead, G. (Year). *Organizational Behavior: Managing People and Organizations*. Cengage Learning.



Course Code	:	BBA 2.4		
Title of the Course	:	MARKETING MANAGEMENT		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the fundamental concepts and recent trends in marketing. b) To analyze the micro and macro environments affecting marketing decisions. c) To explore market segmentation strategies. d) To develop a comprehensive understanding of the marketing mix elements and their applications. e) To apply the seven P's framework to design effective services marketing strategies.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand the concepts and functions of marketing. b) Analyze marketing environment impacting the business. c) Segment the market and understand the consumer behaviour. d) Analyse the 4P's of marketing and also strategize marketing mix. e) Describe 7P's of service marketing mix.				
SYLLABUS				
UNIT – 1: INTRODUCTION TO MARKETING				10 HOURS
Meaning, Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing Recent Trends in Marketing: E- Business, M-Business, Green Marketing, Influencer Marketing, AI Marketing, Chat bots, Content Marketing, Digital Marketing, Social Media Marketing and e-Tailing (Concepts only).				
UNIT – 2: MARKETING ENVIRONMENT				12 HOURS
Micro Environment: The Company, Suppliers, Marketing Intermediaries, Competitors and Customers Macro Environment: Demographic, Economic, Natural, Technological, Political, Legal, Socio- Cultural Environment				
UNIT – 3: MARKET SEGMENTATION AND CONSUMER BEHAVIOUR				10 HOURS
Market Segmentation: Meaning, Bases of Market Segmentation, Requisites of Sound Market Segmentation Consumer Behaviour: Meaning, Buyer vs. Consumer, Factors Influencing Consumer Behaviour, Buying Roles, Buying Decision Process.				
UNIT – 4: MARKETING MIX				16 HOURS
Marketing Mix: Meaning, Elements of Marketing Mix Product: Product Mix, Product Line (Meaning only), Product Life Cycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling (Meaning Only) Pricing: Meaning, Objectives, Factors Influencing Pricing Policy, Methods of Pricing Physical Distribution: Meaning, Factors affecting Channel Selection, Types of Marketing Channels Promotion: Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning only)				
UNIT – 5: SERVICES MARKETING				8 HOURS
Meaning of Services, Differences between Product and Services, Unique Characteristics of Services, Classification of Services, 7P's of Services Marketing (Concepts only), SERQUAL Model, Growth and Significance of Service Sector in India				

SKILL DEVELOPMENT ACTIVITIES

1. Imagine you are starting a small business. How would you use social media to reach potential customers?
2. Analyze how changes in the company's suppliers, competitors, and socio-cultural environment can influence the launch of a new product.
3. Conduct a market segmentation exercise for a new fitness app targeting young adults. Identify at least three bases of segmentation you would use and explain why each base is relevant for this target market.
4. Design a new product launch campaign for a sustainable clothing line. Outline the product's life cycle stages and propose pricing strategies.
5. Create a service blueprint for a local spa offering wellness packages. Include all seven P's of services marketing (process, people, physical evidence, etc.) and explain how each element contributes to delivering exceptional customer experiences and retaining clients.

BOOKS FOR REFERENCE

1. Reddy, P. N., & Appanniah. *Marketing Management*. HPH.
2. Kotler, P. *Marketing Management*. Prentice Hall.
3. Gandhi, J. C. *Marketing Management*. Tata McGraw Hill.
4. Bose, B. *Marketing Management*. Himalaya Publishers.
5. Stanton, W. J., Etzel, M. J., & Walker, B. J. *Fundamentals of Marketing*. McGraw Hill Education.
6. Ramesh, & Prasad, J. *Marketing Management*. I.K. International.
7. Sontakki. *Marketing Management*. Kalyani Publishers.
8. Keller, K. L., & Kotler, P. *Marketing Management*. Pearson.
9. Armstrong, G., & Kotler, P. *Marketing: An Introduction*. Pearson.
10. Lamb, C. W., Hair, J. F., & McDaniel, C. *Essentials of Marketing*. Cengage Learning.

Course Code	:	BBA 2.5		
Title of the Course	:	FINANCIAL ACCOUNTING		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the preparation of Final Accounts of a Partnership Firm. b) To calculate and process fire insurance claims for stock loss. c) To prepare ledger accounts for joint ventures. d) To understand the accounting framework for converting a partnership to a limited company. e) To explore contemporary accounting practices.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand the preparation of final accounts of a partnership firm. b) Learn the process of calculating fire insurance claims. c) Gain the ability to prepare ledger accounts for joint ventures. d) Understand the modes of calculating and discharging purchase consideration and preparing relevant ledger accounts and balance sheets. e) Acquire knowledge of emerging concepts in accounting.				
SYLLABUS				
UNIT – 1: FINAL ACCOUNTS OF PARTNERSHIP FIRM				12 HOURS
Meaning of Partnership Firm, Partnership Deed-Clauses in Partnership Deed, Preparation of Final Accounts of Partnership Firm-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partners Capital Account (Fluctuating Method Only) and Balance Sheet				
UNIT – 2: INSURANCE CLAIMS				10 HOURS
Meaning, Need, Loss of Stock Policy, Steps for Ascertaining Fire Insurance Claims, Treatment of Salvage, Average Clause, Treatment of Abnormal Items, Simple Problems on Fire Insurance Claims				
UNIT – 3: ACCOUNTING FOR JOINT VENTURES				12 HOURS
Meaning, Objectives, Distinction between Joint Venture and Partnership, Simple Problems on Preparation of Ledger Accounts when Separate Set of Books are Maintained for Joint Ventures; Simple Problems on Preparation of Ledger Accounts when Separate Set of Books are not Maintained for Joint Ventures (Excluding Problems on Journal Entries in both Cases)				
UNIT – 4: CONVERSION OF PARTNERSHIP INTO A LIMITED COMPANY				14 HOURS
Meaning, Objectives of Conversion, Purchase Consideration: Meaning, Methods of Calculation of Purchase Consideration (Net Asset Method, Net Payment Method and Lump Sum Method); Modes of Discharge of Purchase Consideration; Simple Problems on Preparation of Ledger Accounts in the Books of Vendor (Excluding Problems on Journal Entries); Incorporation Journal Entries and Preparation of Balance Sheet of the Purchasing Company				
UNIT – 5: RECENT DEVELOPMENTS IN ACCOUNTING				8 HOURS
Human Resource Accounting, Social Responsibility Accounting, Forensic Accounting, Green Accounting and Sustainable Reporting (Concepts only)				

SKILL DEVELOPMENT ACTIVITIES

1. Draft a partnership deed for a new firm including clauses on profit sharing and duties of partners
2. What steps would you take to determine the amount of an insurance claim for a business that experienced partial inventory loss due to fire considering the average clause?
3. How would you differentiate between the accounting treatments of a joint venture and a partnership in the books of accounts?
4. Explain the different methods of calculating purchase consideration.
5. Analyse the recent developments in the field of accounting.

BOOKS FOR REFERENCE

1. S.P. Jain, K I Naranag and Simi Agarwal. *Financial Accounting and Reporting*. Kalyani Publishers
2. Anil Kumar, A., & Others. *Financial Accounting & Reporting*. HPH.
3. Arunachalam, M. A., & Raman, K. S. *Advanced Accountancy*. HPH.
4. K S Raman and M A Arulanandan, . *Advanced Accountancy. Vol II*. HPH
5. Goyal, V. K. *Financial Accounting* (2nd ed.). PHI Learning
6. Shukla, M. C., & Grewal, T. S. *Advanced Accountancy*. S Chand Publishers
7. Gupta, R. L., & Radhaswamy, M. *Advanced Accountancy Vol I & II*. S Chand Publishers
8. Agarwal, R. K., & Jain, S. P. *Advanced Financial Accounting*. New Age International Publishers.
9. Guruprasad Murthy, *Financial Accounting*. HPS
10. Nigam, B. M. L., & Sharma, G. L. *Advanced Accountancy*. HPH
11. Maheshwari, S., & Maheshwari, S. K. *Financial Accounting*. Vikas Publishing House



Course Code	:	BBA 2.6		
Title of the Course	:	BUSINESS STATISTICS AND LOGIC		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the foundational concepts of statistics and its applications in various fields.				
b) To calculate and interpret measures of central tendency and dispersion for data analysis.				
c) To analyze relationships between variables using correlation and regression techniques.				
d) To construct and interpret index numbers for measuring changes in economic variables and analyze time series data and forecast future trends.				
e) To apply logical reasoning skills and apply the same in problem solving.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand basic concepts and data collection methods in statistics.				
b) Learn to tabulate and graphically represent data.				
c) Calculate and interpret central tendency and dispersion measures.				
d) Use index numbers and time series in business decision making.				
e) Apply logical reasoning skills in problem solving				
SYLLABUS				
UNIT – 1: INTRODUCTION TO STATISTICS				8HOURS
Statistics: Meaning, Definition, Importance, Objectives and Limitations of Statistics; Data: Meaning, Types of Data – Primary Data and Secondary Data, Methods of Data Collection: Questionnaire, Schedule (Meaning Only) Classification of Data: Meaning, Types of Classification Statistical Series: Meaning, Types of Series Tabulation of Data: Meaning of a Table, Tabulation, Parts of a Statistical Table, Simple Problems on Construction of Tables				
UNIT – 2: MEASURES OF CENTRAL TENDENCY AND DISPERSION				14 HOURS
Measures of Central Tendency: Meaning, Objectives, Requisites of an Ideal Average. Various Measures of Central Tendency: Arithmetic Mean (Simple and Weighted Average), Median and Mode for Individual, Discrete and Continuous Series – Simple Problems (Excluding Problems on Missing Frequencies); Empirical Relation Between Mean, Median and Mode. Graphs – Histogram and Ogive Curves Measures of Dispersion: Meaning, Methods of Measuring Dispersion: Range, Quartile Deviation, Mean Deviation (Theory Only), Problems on Standard Deviation (Only Direct Method) and Co-efficient of Variation				
UNIT – 3: CORRELATION AND REGRESSION				10 HOURS
Correlation: Meaning, Types of Correlation, Karl Pearson's Coefficient of Correlation (Deviation from Actual / Assumed Mean), Computation of Probable Error. Spearman's Rank Correlation Coefficient (Simple Problems) Regression: Meaning, Regression Lines, Regression Equations – Simple Problems				
UNIT – 4: INDEX NUMBERS AND TIME SERIES				16 HOURS
Index Numbers: Meaning and Uses of Index Numbers, Classification of Index Numbers, Problems on Fishers' Ideal Index Number, Tests of Adequacy (Time Reversal Test and Factor Reversal Test), Problems on Construction of Consumer Price Index Time Series: Meaning, Uses and Components of Time Series, Fitting a Straight-Line Trend Using Least Square Method (Problems Where $\Sigma X=0$ Only), (for both odd and even numbers of years), Calculation and Estimation of Trend Values.				
UNIT – 5: LOGICAL REASONING				8 HOURS
Number Series, Coding and Decoding, Direction Tests, Seating Arrangements				

SKILL DEVELOPMENT ACTIVITIES

1. Design a questionnaire for collecting primary data on consumer preferences for a new product, considering both offline and online formats.
2. Calculate the mean and standard deviation of quarterly revenue for two companies. Identify which company has more consistent revenue.
3. Collect sales and advertisement expenses data of a company for last 10 years and compute correlation.
4. Use the Least Square Method to fit a straight-line trend to sales data over the past ten years.
5. Estimate future sales based on the trend line and interpret

BOOKS FOR REFERENCE

1. Gupta, S. P. *Statistical Methods*. Sultan Chand.
2. Gupta, B. N. *Statistics*. Sahithya Bhavan.
3. Gupta, S. C. *Business Statistics*. HPH.
4. Naidu, N. V. R. *Operation Research*. I.K. International.
5. Elhance, D. N. *Statistical Methods*. Kitab Mahal.
6. Sancheti, D. C., & Kapoor, V. K. *Business Maths*. Sultan Chand.
7. Veerachamy, R. *Operation Research*. I.K. International.
8. Mani, A. *Quantitative Analysis for Business Decisions - I*. SBH.
9. Jayashankar, S. *Quantitative Techniques for Management*. Excel Publishers.
10. Apte, D. P. *Statistical Tools for Managers using MS Excel*. Excel Publishers.
11. Chikoddi, R. S., & Satyaprasad, B. G. *Quantitative Analysis for Business Decision*. HPH.



Course Code	:	BBA 3.3		
Title of the Course	:	HUMAN RESOURCE MANAGEMENT		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the basics, evolution, and role of HRM in organizations. b) To learn recruitment, selection and on-boarding processes. c) To gain knowledge of training, career development and employee mobility. d) To understand performance appraisal and compensation methods. e) To explore recent trends in HRM.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Explain the structure and functions of the HR department. b) Analyze different recruitment and selection methods c) Apply appropriate training methods to enhance employee growth and mobility. d) Evaluate different performance appraisal methods. e) Examine emerging HR trends.				
SYLLABUS				
UNIT – 1: INTRODUCTION				10 HOURS
Meaning of HRM, Role of HRM in Organizations, Structure and Functions of HR Department; Key Terminologies: Job Analysis, Job Design, Job Description, Job Specification, Job Rotation, Job Enlargement, Job Enrichment, Flexible Work Arrangements, Ergonomics (Meaning only); HR Planning: Meaning, Importance, Objectives and Process of HR Planning				
UNIT – 2: RECRUITMENT AND SELECTION				12 HOURS
Recruitment: Meaning and Importance of Recruitment, Factors Affecting Recruitment, Sources of Recruitment (Internal and External); Selection: Meaning and Process of Selection Induction and Orientation: Meaning and Objectives of Induction and Orientation, Benefits of Effective Induction and Orientation Programs				
UNIT – 3: HUMAN RESOURCE DEVELOPMENT				14 HOURS
Human Resource Development: Meaning and Significance; Training and Development: Meaning and Importance of Training and Development, Training Process, On-the-Job and Off-the-Job Methods of Training; Career Management and Development: Meaning and Importance; Career Planning: Meaning, Stages in Career Planning; Employee Mobility: Meaning, Internal Mobility - Promotions, Transfers, Job Enrichment; External Mobility - Resignations, Lateral Moves, Retirement and Outplacement.				
UNIT – 4: PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT				12 HOURS
Performance Appraisal: Meaning, Purpose, Methods (Traditional and Modern Methods), Process of Performance Appraisal; Compensation Management: Meaning, Components of Compensation, Factors Influencing Compensation Decisions, Forms of Compensation Incentives: Meaning, Types of Incentives: Monetary Incentives (Bonuses, Commissions, Profit Sharing) and Non-Monetary Incentives (Recognition, Job Enrichment, Career Development) - To be discussed in brief; Group Incentives: Team-Based Incentives, Profit Sharing Plans, ESOPs (To be discussed in brief)				
UNIT – 5: RECENT TRENDS AND ETHICAL ISSUES IN HRM				8 HOURS
Recent Trends in HRM: Gig Workers, Work from Home, e-HRM, Green HRM, Workforce Diversity and Inclusion, Downsizing, Work Life Balance, HR Analytics (Concepts Only) Ethical Issues in HRM: Concept of Ethics in HRM, Ethical Dilemmas in Recruitment, Performance Appraisal, Compensation and Termination, Promoting Ethical Behavior in HR Practices				

SKILL DEVELOPMENT ACTIVITIES
1. Create a Job Description and Job Specification for a given role. 2. Role-play as HR managers and candidates, conducting resume screening, interviews, and selection tests. 3. Design and present a training program for a specific industry. 4. Assess an employee's performance using different appraisal methods. 5. Analyze how companies implement remote work, gig economy, Green HRM, or HR analytics, followed by a group discussion
BOOKS FOR REFERENCE
1. Aswathappa, K. (2010). <i>Human Resource Management</i>. Tata McGraw-Hill. 2. Basak, S. P. (2012). <i>Human Resource Management: Text & cases</i>. Pearson. 3. Dessler, G. (2010). <i>Human Resource Management</i>. Prentice Hall. 4. Dessler, G., & Varkkey, B. (2009). <i>Human Resource Management</i>. Pearson. 5. Durai, P. (2010). <i>Human Resource Management</i>. Pearson. 6. Price, A. (2007). <i>Human Resource Management</i>. Cengage Learning. 7. Rao, S. (2010). <i>Essentials Of Human Resource Management & Industrial Management: Text & Cases</i>. Himalaya Publication. 8. Ratnam, C. S. V., & Srivastava, B. K. <i>Personnel Management And Human Resources</i>. Tata McGraw-Hill. 9. Snell, S., Bohlander, G., & Vohra, V. (2010). <i>Human Resource Management</i>. Cengage.



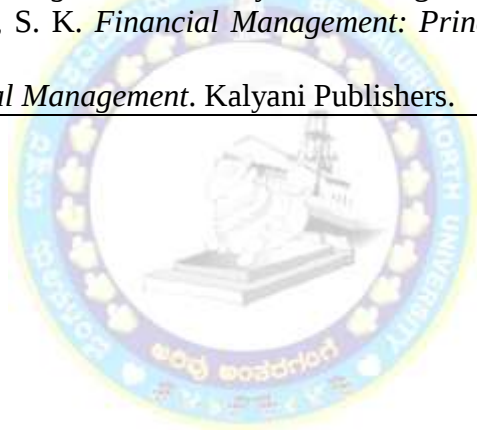
Course Code	:	BBA 3.4		
Title of the Course	:	FINANCIAL MANAGEMENT		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To provide fundamental knowledge of financial management.				
b) To develop an understanding of the concept of the time value of money.				
c) To introduce students to long-term financing options, capital structure decisions and dividend policies.				
d) To equip students with knowledge of capital budgeting techniques and their significance in evaluating investment opportunities.				
e) To explain the importance of working capital for a business.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Identify the goals of financial management.				
b) Apply the concepts of time value of money for financial decision making.				
c) Evaluate projects using capital budgeting techniques.				
d) Design optimum capital structure using EBIT and EPS analysis.				
e) Evaluate working capital effectiveness in an organization.				
SYLLABUS				
UNIT – 1: INTRODUCTION TO FINANCIAL MANAGEMENT				8 HOURS
Introduction: Meaning of Finance, Business Finance, Finance Functions, Organization Structure of Finance Department				
Financial Management: Meaning and Objectives of Financial Management				
Financial Decisions: Meaning and Types of Financial Decisions, Role of a Financial Manager				
Financial Planning: Meaning, Principles of a Sound Financial Plan, Steps in Financial Planning				
UNIT – 2: TIME VALUE OF MONEY				8 HOURS
Meaning, Need, Future Value (Single Flow, Uneven Flow & Annuity); Present Value (Single Flow, Uneven Flow & Annuity); Doubling Period (Simple Problems)				
UNIT – 3: FINANCING AND DIVIDEND DECISIONS				14 HOURS
Financing Decision: Sources of Long-Term Finance (To be discussed in brief); Meaning of Capital Structure and Optimum Capital Structure, Factors Influencing Capital Structure				
Leverages: Meaning and Types of Leverages (Problems); EBIT- EPS Analysis (Problems)				
Dividend Decision: Meaning and Determinants of Dividend Policy, Types of Dividends, Bonus Shares (Meaning only)				
UNIT – 4: INVESTMENT DECISION				14 HOURS
Capital budgeting: Meaning, Features and Significance; Techniques of capital budgeting: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index (Problems)				
UNIT – 5: WORKING CAPITAL MANAGEMENT				12 HOURS
Working Capital: Meaning, Concepts of Working Capital, Significance of Adequate Working Capital, Consequences of Excess or Inadequate Working Capital, Determinants of Working Capital Requirements, Sources of Working Capital (To be discussed in brief), Problems on Estimation of Working Capital.				

SKILL DEVELOPMENT ACTIVITIES

1. Prepare a report on the finance department structure of a medium or large company. Mention key finance roles and their duties.
2. Use Excel to calculate the future and present value of ₹10,000 at 8% interest for 5 years. Show single flow and annuity cases.
3. Study the capital structure of a listed company from its annual report. Find the debt-equity ratio and explain your observation.
4. Compare two projects using Payback Period, NPV, and IRR. Suggest the better option with reasons using sample data.
5. Estimate working capital for a new branch of a trading company. Make simple assumptions for stock, cash, receivables, and payables.

BOOKS FOR REFERENCE

1. Pandey, I. M. *Financial Management*. Vikas Publishing House.
2. Chandra, P. *Financial Management: Theory and Practice*. McGraw Hill Education.
3. Maheshwari, S. N. *Financial Management: Principles and Practice*. Sultan Chand & Sons.
4. Khan, M. Y., & Jain, P. K. *Financial Management: Text, Problems and Cases*. McGraw Hill Education.
5. Rajeshkumar, V., & Nagaraju, Y. *Financial Management*. McGraw Hill Education India.
6. Aswathanarayana, T. *Financial Management*. VBH Publishers.
7. Venkataramana, K. *Financial Management*. SHBP Publications.
8. Reddy, G. S. *Financial Management*. Himalaya Publishing House.
9. Sharma, R. K., & Gupta, S. K. *Financial Management: Principles and Practice*. Kalyani Publishers.
10. Eshwarappa, M. *Financial Management*. Kalyani Publishers.



Course Code	:	BBA 3.5		
Title of the Course	:	CORPORATE ACCOUNTING AND REPORTING		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand statutory provisions and prepare final accounts of companies.				
b) To prepare Statement of Cash Flows.				
c) To learn the concept, valuation factors and calculation methods of goodwill.				
d) To understand the corporate financial reporting practices.				
e) To gain knowledge of AI in the field of accounting.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Prepare the final accounts of a company.				
b) Understand the significance and preparation of statement of cash flows.				
c) Apply simple methods to calculate goodwill.				
d) Identify the main components of corporate financial report and their importance.				
e) Analyse the role of AI in Accounting.				
SYLLABUS				
UNIT – 1: FINAL ACCOUNTS OF COMPANIES				12 HOURS
Financial Statements: Meaning and Objectives of Financial Statements; Components of Financial Statements: Statement of Profit and Loss, Balance Sheet, and Notes to Accounts Frequency of Preparation of Financial Statement, Maintenance of Books of Accounts Under the Companies Act, 2013; Treatment of Special Items: Managerial Remuneration, Divisible Profits (Theory only); Preparation of Final Accounts as per Division I of Schedule III of the Companies Act, 2013 (Problems with a Maximum of 4 Adjustments)				
UNIT – 2: STATEMENT OF CASH FLOWS				12 HOURS
Statement of Cash Flows: Meaning, Objectives and Significance of Cash Flow Statement; Classification of Cash Flows: Operating, Investing and Financing Activities Comparison of Statement of Cash Flows Under AS3 and Ind AS 7 (Theory Only) Problems on Preparation of Statement of Cash Flows (Indirect Method Only)				
UNIT – 3: VALUATION OF GOODWILL				10 HOURS
Meaning and Nature of Goodwill, Factors Influencing Goodwill, Circumstances of Valuation of Goodwill, Methods of Valuation of Goodwill, Problems on Valuation of Goodwill (Average Profit Method, Super Profit Method, Capitalisation Method and Annuity Method)				
UNIT – 4: CORPORATE FINANCIAL REPORTING				12 HOURS
Corporate Financial Reporting: Meaning, Characteristics of a Good Corporate Financial Report, Components of Corporate Financial Reports: General Corporate Information, Financial Highlights, Letter to Shareholders, Management Discussion and Analysis (MD&A) Key Financial Statements in Corporate Reporting: Balance Sheet, Statement of Profit and Loss, Statement of Cash Flows, Notes to the Financial Statements Auditor’s Report, Corporate Governance Report, Corporate Social Responsibility Report, Environmental, Social, and Governance (ESG) Report, (Meaning and Contents of these Reports to be discussed in brief)				
UNIT – 5: ARTIFICIAL INTELLIGENCE (AI) AND ACCOUNTING				10 HOURS
Meaning of Artificial Intelligence, Evolution of AI in Business and Accounting; AI Technologies in Accounting: Machine Learning, Natural Language Processing and Robotic Process Automation (Meaning Only). AI Applications in Accounting: AI in Auditing, AI for Financial Analysis, AI in Payroll and HR Accounting (To be discussed in brief); Benefits and Challenges of AI in Accounting				

SKILL DEVELOPMENT ACTIVITIES

1. Analyze the annual report of a listed company and prepare a summary of its Profit & Loss Account and Balance Sheet as per Division I of Schedule III of the Companies Act, 2013.
2. Select a company of your choice and analyse its Statement of Cash Flows.
3. Select any two companies from different industries and compare their goodwill valuation based on available financial data.
4. Examine the applications of AI in Accounting.
5. Review a company's corporate financial report and identify the key sections reported.

BOOKS FOR REFERENCE

1. Anil Kumar, & Others. *Financial Accounting & Reporting*. HPH.
2. Shukla, M. C., & Grewal, T. S. *Advanced Accountancy*. S. Chand Publishing.
3. Gupta, R. L., & Radhaswamy, M. *Advanced Accountancy*. Sultan Chand & Sons.
4. Agarwal, A., & Jain, M. *Advanced Financial Accounting*. Kalyani Publishers.
5. Nigam, B. M. L., & Sharma, G. L. *Advanced Accountancy*. PHI Learning.
6. Maheshwari, S. N., & Maheshwari, S. K. *Financial Accounting*. Vikas Publishing House.
7. Ng, C., & Alarcon, J. *Artificial Intelligence in Accounting: Practical Applications*. Routledge.
8. Lehner, O. M., & Knoll, B. (Eds.). *Artificial Intelligence in Accounting: Organisational and Ethical Implications*. Routledge.



Course Code	:	BBA 3.6(A)		
Title of the Course	:	CORPORATE ADMINISTRATION		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the provisions of Companies, Act, 2013. b) To learn how companies are formed, including legal steps and required documents. c) To know the roles of key managerial personnel in a company. d) To understand board meetings, their process and the role of a company secretary. e) To learn how companies wind up and basics of Insolvency and Bankruptcy Code, 2016.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand the salient features of Companies Act 2013. b) Understand stages in the incorporation of a company. c) Understand the key managerial personnel and their appointment, duties and responsibilities. d) Know about board meetings and its procedure. e) Understand the procedure for winding up of a company.				
SYLLABUS				
UNIT – 1: INTRODUCTION				10 HOURS
Introduction to Companies Act, 2013; Meaning, Definition and Features of a Company Classification of Companies: On the basis of Incorporation, Liability, Members, Control, Other types of Companies Conversion of a Public Company into Private Company and Vice-versa.				
UNIT – 2: INCORPORATION OF A COMPANY				14 HOURS
Meaning of Incorporation of a Company; Promoters: Meaning and Functions Steps involved in Incorporation of a Company (Section 7 of The Companies Act 2013) Filing of Documents and Information with the Registrar for Incorporation; Prospectus: Meaning and Contents; Memorandum of Association: Meaning, Clauses, Doctrine of Ultra-Vires (Meaning only); Articles of Association: Meaning and its Contents, Doctrine of Constructive Notice and Doctrine of Indoor Management (Meaning only); Differences between Memorandum of Association and Articles of Association.				
UNIT – 3: COMPANY ADMINISTRATION				12 HOURS
Key Managerial Personnel in Company Administration; Director: Meaning, Appointment, Powers, Duties and Removal of Directors; Number of Directors, Directors Identification Number (Concept only); Managing Director: Meaning, Appointment, Powers, Duties and Removal of Managing Director Company Secretary: Meaning, Qualification, Appointment, Functions and Removal of Company Secretary Payment of Remuneration to Key Managerial Personnel				
UNIT – 4: CORPORATE MEETINGS				10 HOURS
Meaning of Meetings, Requisites of a Valid Meeting, Types of Meeting: Statutory Meeting, Annual General Meeting, Extraordinary General Meeting, Board Meeting and Resolutions; E-voting and Video Conferencing; Maintenance of Minutes (Digital & Physical); Role of Company Secretary in Meetings				
UNIT – 5: INSOLVENCY AND WINDING UP OF A COMPANY				10 HOURS
Salient Features of Insolvency and Bankruptcy Code, 2016 (to be discussed in brief) Winding Up of a Company: Meaning, Modes and Consequences of Winding Up Liquidator: Meaning, Appointment, Powers and Duties of a Liquidator				

SKILL DEVELOPMENT ACTIVITIES
1. Collect MOA of different companies and analyze the key clauses. 2. Collect the prospectus of a recent public issue and study the details related to capital structure, risk factors, and financial information. 3. Prepare minutes of a board meeting for an imaginary company. 4. Analyze case laws related to company law and summarize key judgments based on the Companies Act, 2013. 5. Draft a notice and resolution for a company's Annual General Meeting (AGM) based on legal requirements.
BOOKS FOR REFERENCE
1. Garg, K. C., Gupta, V., & Chawla, R. C. (2008). <i>Company Law and Secretarial Practice</i>. Kalyani Publishers. 2. Majumdar, A. K., & Kapoor, G. K. <i>Company Law</i>. Taxmann's Publication. 3. Kapoor, A. <i>Company Laws</i>. International Book House. 4. Shukla, M. C., & Gulshan, S. <i>Principles of Company Law</i>. S. Chand. 5. Kuchhal, S. C. <i>Company Law and Secretarial Practice</i>. 6. Appannaiah, Reddy, & Prabhu. (2004). <i>Company Law and Secretarial Practice</i>. Himalaya Publishing House. 7. Institute of Chartered Accountants of India (ICAI). <i>Business Law and Company Law</i>. 8. Institute of Cost Accountants of India (ICMAI). <i>Business Law and Company Law</i>.



Course Code	:	BBA 3.6 (B)		
Title of the Course	:	BUSINESS ENVIRONMENT		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To introduce the concept, nature and importance of business environment.				
b) To explain how political and economic factors influence business activities.				
c) To make students aware of the role of culture and society in shaping business behaviour.				
d) To explain how technology impacts business operations and decision-making.				
e) To sensitise about environmental issues and encourage responsible business practices.				
Course Outcomes	:	On successful completion of the course, the student will:		
f) Understand the importance of business environment.				
g) Identify how political and economic factors affect business decisions.				
h) Explain how culture and society influence the way businesses work.				
i) Analyse how technology changes business operations and the challenges in using new technologies.				
j) Describe how businesses affect nature and how they can act in an environmentally friendly way.				
SYLLABUS				
UNIT – 1: INTRODUCTION				12 HOURS
Business Environment: Meaning, Nature and Scope, Importance, Components of Business Environment (a brief overview to be provided)				
Environmental Analysis: Meaning, Importance, Steps in Business Environmental Analysis, SWOC Analysis				
UNIT – 2: POLITICAL AND ECONOMIC ENVIRONMENT				12 HOURS
Political Environment: Meaning, Importance and Components of Political Environment in Business, Impact of Political Environment on Business Decisions				
Economic Environment: Meaning, Importance and Components of Economic Environment in Business, Indicators of Economic Environment, Economic Reforms and Liberalization, Globalization and its impact on Business, Business Cycle and its Impact on Business				
UNIT – 3: SOCIO-CULTURAL ENVIRONMENT				12 HOURS
Meaning and Importance of Socio-Cultural Environment in Business, Elements of Socio-Cultural Environment, Impact of Culture on Business Practices, Corporate Social Responsibility and its Importance				
UNIT – 4: TECHNOLOGICAL ENVIRONMENT				12 HOURS
Meaning and Importance of Technological Environment in Business, Components of the Technological Environment, Impact of Technology on Business Functions, Challenges in Adapting to New Technology				
UNIT – 5: NATURAL ENVIRONMENT				8 HOURS
Meaning and Significance of the Natural Environment in Business, Elements of the Natural Environment, Impact of Business on the Natural Environment				

SKILL DEVELOPMENT ACTIVITIES

1. Prepare a brief SWOC analysis of a local business or start-up.
2. Collect and present recent news articles showing how government policies or economic changes affected a business in India.
3. List and explain how cultural differences influence the marketing strategies of two different brands in India.
4. Choose a company and explain how it uses technology to improve its products or services.
5. Identify and describe two eco-friendly practices followed by Indian companies to protect the natural environment.

BOOKS FOR REFERENCE

1. Cherunilam, F. *Business Environment*. Himalaya Publishing House.
2. Aswathappa, K. *Essentials of Business Environment*. Himalaya Publishing House.
3. Paul, J. *Business Environment: Text and Cases*. McGraw Hill Education.
4. Adhikary, M. *Economic Environment of Business*. Sultan Chand & Sons.
5. Shaikh, S. *Business Environment*. Pearson Education.
6. Fernando, A. C. *Business Environment*. Pearson Education.
7. Bedi, K. *Business Environment*. Excel Books.
8. Morrison, J. *The Global Business Environment: Meeting the Challenges*. Palgrave Macmillan.
9. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. *International Business: Environments and Operations*. Pearson.
10. Gupta, C. B. *Business Environment*. Sultan Chand & Sons.



Course Code	:	BBA 3.6 (C)		
Title of the Course	:	BUSINESS MATHEMATICS		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) Develop a fundamental understanding of mathematical concepts applied in business. b) Enhance problem-solving and analytical skills to make data-driven business decisions. c) Introduce students to the application of algebra in business. d) Provide knowledge on mathematical tools used in business decision-making. e) Equip students with the ability to interpret and analyse numerical data for managerial applications.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Apply basic mathematical techniques in solving business-related problems. b) Understand the applications of equations in solving business problems, c) Perform percentage calculations, ratio analysis, and proportions. d) Compute simple and compound interest and present/future values of investments. e) Use matrices concepts for business optimization and decision-making.				
SYLLABUS				
UNIT – 1: NUMBER SYSTEM				6 HOURS
Meaning of Number System, Types of Numbers – Natural Numbers, Whole Numbers, Integers, Prime Numbers, Composite Numbers, Even Numbers and Odd Numbers, Rational and Irrational Numbers, Real Numbers HCF and LCM: Concept of HCF and LCM, Problems on HCF and LCM of Two or More Numbers				
UNIT – 2: THEORY OF EQUATIONS				12 HOURS
Meaning of Equations, Types of Equations - Linear Equations (in One Variable) and Simultaneous Equations (in Two Variables); Methods of Solution: Elimination and Substitution Methods, Quadratic Equations (in the form $ax^2 + bx + c = 0$): Solution by Factorisation and Formula Methods, Problems on Business Applications				
UNIT – 3: MATRICES AND DETERMINANTS				14 HOURS
Meaning and Types of Matrices, Operation on Matrices: Addition, Subtraction and Multiplication of Two Matrices, Transpose of Matrix. Determinants: Minor and Co-factor of an Element, Inverse of Matrix (2X2 Matrix Only) Problems on Linear Equations in Two Variables using Cramer’s Rule Problems on Application of Matrices and Determinants in Business				
UNIT – 4: PROGRESSIONS				10 HOURS
Meaning and Types of Progression Arithmetic Progression (AP): General Form of AP, Finding the nth Term, Sum to n Terms of an AP, Sum and Product of Three Terms in AP Geometric Progression (GP): General Form of GP, Finding the nth Term, Sum to n Terms of a GP, Sum and Product of Three Terms in GP				
UNIT – 5: COMMERCIAL ARITHMETIC				14 HOURS
Interest: Meaning and Types of Interest - Simple Interest and Compound Interest (Where Interest is Compounded Annually and Semi-annually); Percentages, Bills Discounting, Ratios: Concept of a Ratio, Types of Ratios: Duplicate, Triplicate, Sub-Duplicate of a ratio; Proportions: Concept of Proportion: Third, Fourth, and Inverse Proportion; Application-Based Problems on Bill Discounting, Ratios and Proportions.				

SKILL DEVELOPMENT ACTIVITIES	
1. Draft a chart on number system and its application 2. Conduct timed quizzes to improve speed and accuracy in calculations. 3. Case Studies: Analyze real business scenarios where mathematical concepts like percentages, interest calculations, or profit and loss are applied. 4. Develop an example on application of progression in real life situation. 5. Draft the procedure of discounting of bills by commercial banks.	
BOOKS FOR REFERENCE	
1. Muralidhar, S., Sailaja, K. S., & Narasappa, P. R. <i>Business Mathematics</i>. Kalyani Publishers. 2. Saha, R. G. <i>Methods and Techniques for Business Decisions</i>. VBH. 3. Rajaghatta, R. S. <i>Methods and Techniques for Business Decisions</i>. Kalyani Publishers. 4. Madappa, Mahadi Hassan, & Taiyab, M. I. <i>Business Mathematics</i>. Subhash. 5. Sancheti, D. C., & Kapoor, V. K. <i>Business Mathematics and Statistics</i>. Sultan Chand.	



Course Code	:	BBA 3.7		
Title of the Course	:	COMPUTER SKILLS FOR MANAGERS		
Course Credit	:	3	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Problem Solving, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand basic computer concepts and their use in business.				
b) To create and format documents using MS Word.				
c) To use MS Excel for data entry, formulas, and charts.				
d) To design presentations using MS PowerPoint.				
e) To work with Google Drive, Docs, Sheets and Slides for online collaboration.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand basic computer and business applications.				
b) Create and format documents using MS Word.				
c) Use MS Excel for data entry, formulas, and charts.				
d) Make presentations using MS PowerPoint.				
e) Work collaboratively using Google Workspace tools..				
SYLLABUS				
UNIT – 1: COMPUTER FUNDAMENTALS				8 HOURS
Computer, Characteristics of Computers, Elements of the Computing Process, Data Vs Information, Parts of a Computer, Input and Output Devices (To be discussed in brief), Storage Devices, Uses of Computer in Business,				
UNIT – 2: MS WORD				12 HOURS
Features of MS Word, Word Interface and Window Components, Creating, Editing, Formatting, and Printing Documents.				
Working with Headers and Footers, Page Borders and Shading, Page Numbers				
Inserting and Formatting Tables and Table Auto Format, Symbols, Shapes, WordArt, Equations				
Using Mail Merge for Business Communication				
(Practical/lab sessions are required as part of the course)				
UNIT – 3: MS EXCEL				14 HOURS
Overview of Excel Features, Creating a New Worksheet, Entering and Editing Text, Numbers, and Formulas; Cell Referencing; Modifying Layout: Inserting/Deleting Rows and Columns; Changing Row Heights and Column Widths; Formatting Techniques: Auto Format, Fonts, Colours, Shading, Making charts.				
(Practical/lab sessions are required as part of the course)				
UNIT – 4: MS POWERPOINT				12 HOURS
Features of PowerPoint, Creating Presentations: Blank Presentation and by Using Templates				
Managing Slides: Inserting and Deleting Slides; Slide Layouts				
Inserting and Working With Clip Art, Pictures, Audio, Video, and Other Objects				
Resizing and Scaling Objects; Applying Slide Transitions and Custom Animations				
(Practical/lab sessions are required as part of the course)				
UNIT – 5: GOOGLE WORKSPACE				10 HOURS
Drive: Uploading, sharing, organizing files/folders				
Google Docs, Sheets, Slides: Creating and sharing files				
(Practical/lab sessions are required as part of the course)				

SKILL DEVELOPMENT ACTIVITIES

1. Create a business letter in MS Word with proper formatting, header, and footer.
2. Make a company report in MS Word using tables, WordArt, and symbols.
3. Use mail merge in MS Word to create invitation letters for a business event.
4. Enter monthly sales data in MS Excel and use formulas like SUM and AVERAGE.
5. Create bar and pie charts in Excel using sales or survey data.
6. Make a simple budget sheet in Excel using formulas and formatting tools.
7. Design a marketing presentation in PowerPoint with text and images.
8. Insert a video or audio clip in a PowerPoint presentation and add animations.
9. Use Google Docs to write a report with a partner and give comments.
10. Create a short business proposal in Google Slides and share it for group editing.

BOOKS FOR REFERENCE

1. Rutkosky, N., Roggenkamp, A., & Rutkosky, I. *Microsoft Office 365: Word, Excel, PowerPoint*. Paradigm Education Solutions.
2. Freund, S. M., & Starks, J. *Microsoft Office 365 & Office 2019 Introductory*. Cengage Learning.
3. Nordell, R. *Microsoft Office 365: In Practice*. McGraw-Hill Education.
4. Lambert, J., & Frye, C. *Microsoft Office Step by Step*. Microsoft Press.
5. Gookin, D. *Word For Dummies*. Wiley.
6. Harvey, G. *Excel for Beginners: The Step-by-Step Guide to Mastering Excel*. Independently Published.
7. Johnson, S. *PowerPoint For Dummies*. Wiley.
8. Grannell, C. *Google Workspace User Guide: Learn to use Gmail, Calendar, Meet, Docs, Sheets & Slides*. Packt Publishing

Course Code	:	BBA 4.3		
Title of the Course	:	ENTREPRENEURSHIP & STARTUP ECOSYSTEM		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) Understand the basics of entrepreneurship and the role of startups in economic growth. b) Create a business model canvas with a strong value proposition. c) Apply business pitching and planning principles. d) Explore the role of government and industry associations in supporting startups. e) Identify types of incubators and accelerators and choose the right support system.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand the fundamentals of entrepreneurship and start-ups. b) Construct a business model canvas and create a strong value proposition. c) Demonstrate the ability to create a business pitch and pitch deck. d) Understand institutional support for start-ups e) Explore Startup incubators and accelerators in India				
SYLLABUS				
UNIT – 1: INTRODUCTION				12 HOURS
Meaning of Entrepreneur, Entrepreneurship and Startups; Types of Entrepreneurs – Innovative Entrepreneur, Imitative Entrepreneur, Social Entrepreneur, Women Entrepreneur and Corporate Entrepreneur (Concepts Only), Qualities of a Successful Entrepreneur, Role of Entrepreneurship and Startups in Economic Development,				
UNIT – 2: CRAFTING BUSINESS MODELS				10 HOURS
Business Model: Meaning and Types – General (B2B, B2C, D2C, C2C) & Modern (Subscription, Freemium, Marketplace, E-commerce, Sharing Economy - Concepts Only Value Proposition: Meaning, Key Elements, Challenges in Building a Strong Value Proposition Building a Successful Business Model Canvas				
UNIT – 3: BUSINESS IDEA PITCHING				10 HOURS
Business Pitching: Meaning, Key Components, Types of Business Pitches Business Plan: Meaning, Elements of a Business Plan, Process of Preparing a Business Plan Pitch Deck: Meaning, Key Questions Every Pitch Should Answer Startup & Investment Terminologies: TAM, LTV, CAC, Runway, Burn Rate, Churn Rate (Meaning Only)				
UNIT – 4: INSTITUTIONAL SUPPORT FOR STARTUPS				12 HOURS
Forms of Business: Sole Proprietorship, Limited Liability Partnership (LLP) and Public Companies Regulatory Procedures for the Establishment of Startups Intellectual Property Rights (IPR): Registration Process and Importance Role of Government in Supporting Startups and Small Businesses - Central-Level Institutions: DPIIT, NITI Aayog, SIDBI, NRDC; State-Level Institution: KITS (Karnataka Innovation and Technology Society); External Industry Associations: CII, ASSOCHAM, FICCI, NASSCOM – Role in Startup Ecosystem				
UNIT – 5: STARTUP INCUBATORS AND ACCELERATORS				12 HOURS
Startup Incubators: Meaning, Types of Incubators – General, Industry Specific Incubators, University Affiliated, Corporate Incubators (Meaning Only), Importance of Incubators for Startups, Prerequisites and Eligible Criteria for Applying to an Incubator, Emerging Trends in Incubation Support Startup Accelerators: Meaning, Incubators vs. Accelerators, Key Considerations in Selecting the Right Incubator / Accelerator				

SKILL DEVELOPMENT ACTIVITIES

1. Select a successful Indian startup, research its journey, and present key takeaways related to entrepreneurial decision-making and qualities of the founder(s).
2. Develop a simple business model canvas for a startup idea
3. Prepare and present a 2-minute startup pitch using essential pitch deck elements.
4. Choose a government program supporting startups and explain how it helps entrepreneurs.
5. Identify a startup incubator/accelerator and list out its benefits for startups.

BOOKS FOR REFERENCE

1. Drucker, P. F., & Desai, V. (2019). *Small Scale Industries and Entrepreneurship*. Himalaya Publishing House.
2. Gupta, C. B., & Srinivasan, N. P. (2021). *Entrepreneurial Development*. Sultan Chand & Sons.
3. Khanka, S. S. (2014). *Entrepreneurial Development*. S. Chand Publishing.
4. Mathew, J. (2019). *Startup Startups: Indian Entrepreneurs' Journeys of Innovation, Growth, and Impact*. Sage Publications.
5. Patel, V. G. (2017). *The Seven Business Crises and How to Beat Them: Lessons from Indian Startup Ecosystem*. Sage Publications.
6. Ramachandran, K. (2014). *Entrepreneurship Development: Indian Cases on Change Agents*. McGraw-Hill Education.
7. Saini, J. S., & Krishna, K. (2020). *Entrepreneurship Development in India: Emerging Issues and Challenges*. Deep & Deep Publications.
8. Vasant, D. (2018). *Entrepreneurship Development & Small Business Enterprises* (2nd ed.). Pearson Education India.
9. Bansal, R. (2013). *Stay Hungry, Stay Foolish*. CIIE, IIM Ahmedabad.
10. Kumar, A., & Sharma, R. (2016). *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*. Pearson India.

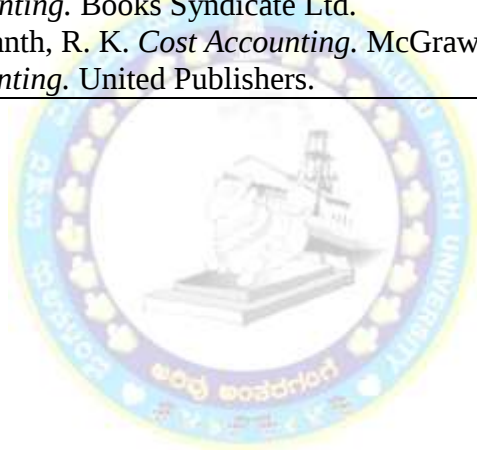
Course Code	:	BBA 4.4		
Title of the Course	:	COST ACCOUNTING		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To introduce cost accounting concepts, cost classification and cost sheet preparation. b) To explain material cost control, inventory management, procurement and pricing methods. c) To examine labour cost control, payroll, wage payment systems, and incentive schemes. d) To analyze overhead classification, allocation, apportionment and absorption. e) To explain differences between cost and financial accounts and prepare reconciliation statements.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Demonstrate an understanding of the elements of cost and prepare a cost sheet. b) Prepare material related documents. c) Develop an ability to calculate employee costs. d) Classify, allocate, apportion overheads and calculate overhead absorption rates e) Reconcile the profits as per financial accounts and cost accounts.				
SYLLABUS				
UNIT – 1: INTRODUCTION TO COST ACCOUNTING				12 HOURS
Meaning of Cost and Costing; Cost Accounting – Meaning, Definition, Objectives, Uses and Limitations; Differences between Cost Accounting and Financial Accounting; Elements and Classification of Cost; Cost Object, Cost Unit, Cost Centre; Cost Sheet: Meaning and Preparation of Cost Sheet including Tenders and Quotations, E-Tender (Concept only)				
UNIT – 2: MATERIAL COST				14 HOURS
Materials: Meaning, Importance and Types of Materials – Direct and Indirect Material; Inventory Control: Meaning & Techniques; Problems on Stock Levels; Procurement: Procurement Procedure; Bin Card – Meaning and Importance; Duties of Storekeeper Pricing of Material Issues: Problems on Preparation of Stores Ledger Account - FIFO, LIFO, Simple Average Price and Weighted Average Price Method				
UNIT – 3: LABOUR COST				10 HOURS
Labour Cost: Meaning & Types – Direct and Indirect Labour; Labour Cost Control: Time-keeping and Time-booking; Payroll Procedure: Idle Time- Causes and Treatment of Normal and Abnormal Idle Time, Over Time - Causes and Treatment; Labour Turnover: Reasons and Effects of Labour Turnover; Methods of Wage Payment: Time Rate System, Piece Rate System and Incentive Schemes- Halsey’s Plan, Rowan’s Plan, Taylor’s Differential Piece Rate System & Merrick’s Multiple Piece Rate System				
UNIT – 4: OVERHEADS COST				12 HOURS
Overheads: Meaning and Classification; Accounting and Control of Manufacturing Overheads – Estimation and Collection, Cost Allocation, Apportionment, Re-apportionment and Absorption; Primary and Secondary Overheads Distribution using Reciprocal Service Methods (Repeated Distribution Method and Simultaneous Equation Method); Absorption of Overheads: Meaning and Methods of Absorption (Concepts Only); Problems on Computation of Machine Hour Rate				
UNIT – 5: RECONCILIATION OF COST AND FINANCIAL ACCOUNTS				8 HOURS
Meaning; Reasons for differences in Profits under Financial and Cost Accounts; Ascertainment of Profits as per Financial Accounts and Cost Accounts; Reconciliation of Profits of both sets of Accounts; Preparation of Reconciliation Statement				

SKILL DEVELOPMENT ACTIVITIES

1. Prepare a Cost Sheet with imaginary figures, including tenders and quotations.
2. Demonstrate the valuation of inventory using FIFO, LIFO, Simple Average, or Weighted Average method.
3. Prepare a dummy Payroll with imaginary figures, including time-keeping, overtime, and deductions.
4. Collect and analyze the method of overhead allocation used in a manufacturing company of your choice.
5. Prepare a Reconciliation Statement between Cost and Financial Accounts using imaginary figures.

BOOKS FOR REFERENCE

1. Arora, M. N. *Cost Accounting*. Himalaya Publishing House.
2. Eshwarappa, T. *Cost Accounting*. Kalyani Publishers.
3. Jain, S. P., & Narang, K. L. *Cost Accounting*. Kalyani Publishers.
4. Khanna, B. S., Ahuja, S. N., & Pandey, G. K. *Practical Costing*. S. Chand.
5. Kishore, R. M. *Cost Management*. Taxmann.
6. Madhegowda, J. *Cost Accounting*. Himalaya Publishing House.
7. Mariyappa, B. *Cost Accounting*. Himalaya Publishing House.
8. Muralidhar, S. *Cost Accounting*. Kalyani Publishers.
9. Nigam, B. M. L., & Sharma, G. C. *Cost Accounting*. Himalaya Publishing House.
10. Prasad, N. K. *Cost Accounting*. Books Syndicate Ltd.
11. Rajeshkumar, V., & Srikanth, R. K. *Cost Accounting*. McGraw-Hill India.
12. Raman, B. S. *Cost Accounting*. United Publishers.



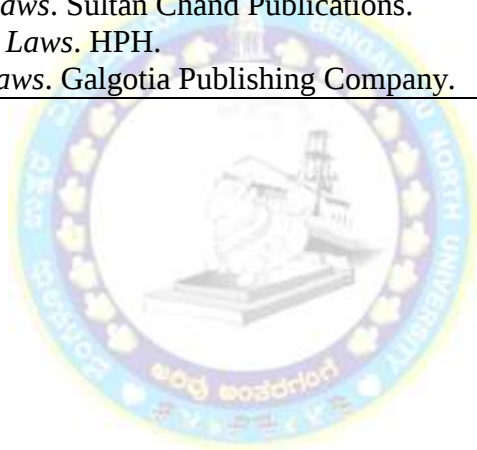
Course Code	:	BBA 4.5		
Title of the Course	:	BUSINESS LAW		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the basics of contracts, their types and remedies for breach. f) To learn the rules of selling goods, ownership transfer and seller's rights. g) To explore negotiable instruments, their features and legal aspects. h) To understand consumer rights, protections and dispute resolution. i) To compare partnerships and LLPs, their formation, rights and dissolution				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Apply the principles of contract law to assess the validity and enforceability of agreements. b) Analyze the legal rights and obligations of buyers and sellers in a contract of sale. c) Explain the features, uses, and legal implications of negotiable instruments. d) Evaluate consumer rights and legal remedies available for unfair trade practices. e) Differentiate between partnership and LLP structures and their legal framework.				
SYLLABUS				
UNIT – 1: INDIAN CONTRACT ACT, 1872				12 HOURS
Meaning and Definition of Contract, Classification of Contracts, Essentials of a Valid Contract: Offer and Acceptance, Lawful Consideration, Contractual Capacity, Free Consent, Lawful Object, Performance and Discharge of Contracts, Breach of Contract and Remedies for Breach of Contract				
UNIT – 2: SALE OF GOODS ACT, 1930				12 HOURS
Definition of a Contract of Sale, Essentials of Contract of Sale, Differences between Sale and Agreement to Sell, Classification of Goods, Conditions and Warranties, Performance of a Contract of Sale, Unpaid Seller: Definition, Rights against Goods and Rights against the Buyer.				
UNIT – 3: NEGOTIABLE INSTRUMENTS ACT, 1881				10 HOURS
Definition, Characteristics and Types of Negotiable Instruments Endorsement: Meaning and Types of Endorsements; Crossing of Cheques: Meaning and Types of Crossing of Cheques; Dishonour of Cheques: Meaning, Grounds of Dishonour (Non-acceptance and Non-Payment), Consequences of Wrongful Dishonour of Cheque				
UNIT – 4: CONSUMER PROTECTION ACT, 2019				10 HOURS
Definitions: Advertisement, Complainant, Compliant, Consumer, Defect, Deficiency, Misleading Advertisement; Product Liability, Rights of Consumers, Central Consumer Protection Authority (CCPA); Consumer Disputes Redressal Commission: National, State and District Consumer Disputes Redressal Commissions - Procedure for Filing Complaints and Appeals E-Commerce and Consumer Rights: Regulations Regarding Online Transactions				
UNIT – 5: PARTNERSHIP ACT, 1932 & LLP ACT, 2008				12 HOURS
Partnership Act, 1932: Definition and Features of Partnership, Rights and Duties of Partners, Procedure for Registration of Partnership; Effects of Non-Registration, Modes of Dissolution of Partnership Firm Limited Liability Partnership (LLP) Act, 2008: Definition, Characteristics, LLP Vs Partnership, Advantages of LLP over a Traditional Partnership Firm, Registration of LLP, Rights and Duties of Partners in LLP, Dissolution of LLP				

SKILL DEVELOPMENT ACTIVITIES

1. Discuss the prominent case laws including: Balfour vs. Balfour, Carlill v Carbolic Smoke Ball Co., Felthouse vs Bindley, Lalman Shukla vs. Gauri Dutt, Ranganayakamma vs. Alwar
2. Prepare a basic contract for the sale of goods.
3. Identify the grounds of dishonour of a cheque.
4. Draft a formal complaint for an unfair trade practice or defective product.
5. Create a comparative report on partnerships and LLPs. Highlight their advantages, legal structure and business implications.

BOOKS FOR REFERENCE

1. Kuchhal, M. C., & Kuchhal, V. *Business Law*. Vikas Publishing House.
2. Singh, A. *Business Law*. Eastern Book Company.
3. Kumar, R. *Legal Aspects of Business*. Cengage Learning.
4. Maheshwari, S. N., & Maheshwari, S. K. *Business Law*. National Publishing House.
5. Aggarwal, S. K. *Business Law*. Galgotia Publishers Company.
6. Goyal, B. K., & Jain, K. *Business Laws*. International Book House.
7. Arora, S. *Business Laws*. Taxmann Publications.
8. Pathak, A. *Legal Aspects of Business* (6th ed.). McGraw Hill Education.
9. Tulsian, P. C., & Tulsian, B. *Business Law*. McGraw Hill Education.
10. Sharma, J. P., & Kanojia, S. *Business Laws*. Ane Books Pvt. Ltd.
11. Rao, K., & Ravi, S. P. *Business Regulatory Framework*. HPH.
12. Kapoor, N. D. *Business Laws*. Sultan Chand Publications.
13. Aswathappa, K. *Business Laws*. HPH.
14. Chanda, P. R. *Business Laws*. Galgotia Publishing Company.



Course Code	:	BBA 4.6 (A)		
Title of the Course	:	PRODUCTION AND OPERATIONS MANAGEMENT		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the significance of Production and Operations Management. b) To develop an understanding of plant location and layout principles. c) To learn the various stages in Production Planning and Control. d) To equip students with essential knowledge of quality management principles. e) To provide insights into emerging trends in Production and Operations Management.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Explain the scope and functions of production and operations management. b) Identify factors affecting plant location and layout for efficient operations. c) Describe the objectives and stages of production planning and control. d) Apply inventory control techniques and assess quality management practices. e) Examine recent trends in production and operations management				
SYLLABUS				
UNIT – 1: INTRODUCTION				10 HOURS
Concept of Production, Production Management: Meaning, Scope and Benefits of Production Management, Functions of a Production Manager Operations Management: Concept of Operations, Operations Management, Functions of Operations Management, Differences Between Production and Operations Management Production System: Meaning and Types of Production System				
UNIT – 2: PLANT LOCATION AND LAYOUT				10 HOURS
Plant Location: Meaning, Factors affecting plant location, Cost Factor in Plant Location Plant Layout: Meaning, Principles and Types of Plant Layout Organization of Physical Facilities: Building, Sanitation, Lighting, Air Conditioning and Safety.				
UNIT – 3: PRODUCTION PLANNING AND CONTROL				10 HOURS
Production Planning and Control: Meaning, Characteristics, Objectives, Scope and Stages Production Planning and Control; Factors affecting Production Planning and Control, Production Planning System (Meaning Only)				
UNIT – 4: INVENTORY AND QUALITY MANAGEMENT				14 HOURS
Inventory: Concept and Classification of Inventory, Costs Associated with Inventories; Inventory Management: Meaning, Objectives and Importance; Factors Influencing Inventory Control Policies; Stock Levels: Minimum Level, Maximum Level, Economic Order Quantity (EOQ) And Re-Order Level (Meaning Only) Inventory Control Techniques: ABC Analysis, Just-in-Time (JIT) Quality Management: Concept of Quality, Objectives and Importance of Quality Management in Production, Concept of Quality Circles, role of quality management in organizational growth Quality Control: Meaning and Objectives of Quality Control, Need for Quality Control				
UNIT – 5: RECENT TRENDS IN PRODUCTION AND OPERATIONS MANAGEMENT				12 HOURS
Smart Manufacturing & Industry 4.0, Lean Manufacturing, Just-in-Time (JIT) Production, Total Quality Management (TQM), Supply Chain Digitalization, Sustainable and Green Manufacturing, Agile Manufacturing, Kaizen, Cycle Time Reduction, Business Process Reengineering (Meaning and Importance of these Concepts are to be discussed)				

SKILL DEVELOPMENT ACTIVITIES

1. Visit an industry and observe its production system. Identify its type (job, batch, mass, or continuous) and explain how production and operations management decisions are made.
2. Create a visual representation of different layout types.
3. Visit a manufacturing unit and observe how production planning and control is implemented.
4. Describe the functions of Quality Circles in an industry
5. Analyse the recent trends in operations management.

BOOKS FOR REFERENCE

1. Adam, E. E. Jr., & Ebert, R. J. *Production & Operations Management*. Sage Publishing.
2. Agarwal, L. N., & Jain, K. C. *Production Management*. Publisher.
3. Ahuja, K. K. *Production Management*. CBS Publishers.
4. Ashwathappa, K., & Bhatt, S. *Production & Operations Management*. HPH.
5. Chary, S. N. *Production & Operations Management*. McGraw Hill.
6. Chunawalla, S. A., & Patel, D. *Production & Operations Management*. HPH.
7. Gondhalekar, V., & Salunkhe, G. *Productivity Techniques*. HPH.
8. Kachru, U. *Production & Operations Management*. Excel Books.
9. Morton, T. E. *Production Operations Management*. South-Western College.
10. Muhlemann, A., Oaclank, J., & Lockyn, K. *Production & Operations Management*. PHI



Course Code	:	BBA 4.6 (B)		
Title of the Course	:	ENTERPRISE RESOURCE PLANNING		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To understand the need, benefits and risks of Enterprise Resource Planning (ERP) Systems. b) To learn core ERP modules and related technologies. c) To explore the ERP implementation process and stakeholder roles. d) To understand ERP post-implementation practices and challenges. e) To identify future trends and advancements in ERP systems.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Explain the concept, evolution and benefits of ERP. b) Identify and describe the major functional modules and supporting technologies in ERP. c) Illustrate the steps involved in ERP implementation and the roles of various stakeholders. d) Evaluate ERP maintenance, data migration and performance issues. e) Evaluate the latest trends and future directions in ERP systems.				
SYLLABUS				
UNIT – 1: INTRODUCTION TO ERP				10 HOURS
Meaning of ERP, Origin and need for ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Risk of ERP, Roadmap for successful ERP				
UNIT – 2: ERP MODULES				12 HOURS
Sales and Distribution Service, Human Resource Management, Finance and Accounting, Production Planning, Material Management, Purchasing and Procurement, (To be disused in brief)				
UNIT – 3: ERP IMPLEMENTATION				12 HOURS
EPR Implementation Life Cycle, Transition Strategies, ERP Implementation Process, ERP Vendor Selection, Role of the Vendor. Consultants: Meaning, Types of Consultants, Role of a Consultant – Vendors and Employees, Project Team: Meaning, roles and responsibilities in an ERP implementation project.				
UNIT – 4: ERP POST IMPLEMENTATION				12 HOURS
Success and Failure of ERP Implementation, ERP Operations and Maintenance, Data Migration and Integrity Validation, Project Management and Monitoring, Enhancing ERP Utilization and ROI.				
UNIT – 5: FUTURE DIRECTIONS IN ERP				10 HOURS
New Trends in ERP, ERP to ERP II, Implementation of Organization-wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-Business				

SKILL DEVELOPMENT ACTIVITIES

1. Interview a local business or research online to identify why they adopted an ERP system. Summarize the benefits and challenges they faced.
2. Choose any one ERP module and list five key tasks it helps automate in a business.
3. Prepare a flowchart showing the main stages of the ERP implementation life cycle.
4. Make a checklist of activities needed to maintain an ERP system after it goes live.
5. Explain how cloud ERP is different from traditional ERP with an example.

BOOKS FOR REFERENCE

1. Leon, A. (n.d.). *ERP Demystified* (2nd ed.). New Delhi, India: Tata McGraw-Hill.
2. Brady, J. A., Monk, E. F., & Wagner, B. (n.d.). *Concepts in Enterprise Resource Planning*. Boston, MA: Thomson Course Technology.
3. Garg, V. K., & Venkatakrishnan, N. K. (2004). *Enterprise Resource Planning: Concepts and Practice* (2nd ed.). New Delhi, India: Prentice-Hall of India.
4. Jaiswal, M., & Vanapalli, G. (n.d.). *Enterprise Resource Planning*. New Delhi, India: Macmillan India.
5. Magal, S. P., & Word, J. (2011). *Essentials of Business Processes and Information Systems*. New Delhi, India: Wiley India.
6. Vaman, J. N. (n.d.). *ERP in Practice*. New Delhi, India: Tata McGraw-Hill.
7. Monk, E., & Wagner, B. (2013). *Concepts in Enterprise Resource Planning* (4th ed.). Boston, MA: Cengage Learning.
8. Leon, A. (2014). *Enterprise Resource Planning* (3rd ed.). New Delhi, India: McGraw-Hill Education.
9. Garg, V. K., & Venkatakrishna, N. K. (2004). *Enterprise Resource Planning: Concepts and Practice* (2nd ed.). New Delhi, India: Prentice Hall of India.
10. Jacobs, F. R., & Weston, F. C. Jr. (2007). *Enterprise Resource Planning: A Managerial Perspective*. New York, NY: McGraw-Hill/Irwin.

Course Code	:	BBA 4.6 (C)		
Title of the Course	:	RETAIL MANAGEMENT		
Course Credit	:	4	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To introduce students to the basic concepts, importance, and types of retailing.				
b) To help students understand retail consumer behavior and market segmentation strategies.				
c) To provide an overview of store location, layout, and design.				
d) To develop an understanding of retail operations, merchandise management and pricing strategies.				
e) To explore current trends, strategies and ethical practices in the retail industry.				
Course Outcomes	:	On successful completion of the course, the student will:		
f) Understand the importance of retailing.				
g) Learn how retail customers make buying decisions and how businesses target the right customers.				
h) Know how to choose a store location and design a store layout that attracts customers.				
i) Understand how retail stores manage their daily operations, products and pricing.				
j) Learn about recent trends in retail				
SYLLABUS				
UNIT – 1: INTRODUCTION				10 HOURS
Retailing: Meaning, Importance and Types of Retailing				
Retail Formats: Store and Non-Store based Retail Formats (To be discussed in brief)				
Role of Retailing in the Supply Chain, Trends in Indian Retail Markets, Challenges in Retail Industry				
UNIT – 2: RETAIL CONSUMER AND MARKET SEGMENTATION				12 HOURS
Retail Consumer, Buying Decision Process, Factors Influencing Retail Consumer Behaviour, Market Segmentation in Retail, Targeting and Positioning Strategies, Customer Relationship Management (CRM) in Retail				
UNIT – 3: RETAIL LOCATION AND STORE DESIGN				10 HOURS
Retail Location: Meaning, Importance and Types of Retail Location; Site Selection Criteria, Store Layout and Design Principles, Visual Merchandising, Store Atmosphere and its Impact on Sale				
UNIT – 4: RETAIL OPERATIONS AND MERCHANDISE MANAGEMENT				14 HOURS
Retail Operations Management: Meaning, Retail Store Operations				
Merchandise Management: Meaning, Merchandise Planning Process, Role of the Buyer				
Category Management: Concept, Category Captain, Benefits of Category Management				
Retail Pricing Strategies: Types of Pricing - Cost-based, competition-based, value-based, psychological pricing; Promotional Pricing - Discounts, bundling, buy-one-get-one (BOGO) offers to increase short-term sales; Price Adjustments: Markdowns and clearance strategies.				
UNIT – 5: RETAIL STRATEGY AND TRENDS				10 HOURS
Retail Strategy Formulation and Implementation, Branding in Retail, Franchising and Private Labels, E-Retailing and Omni-channel Retail				
Emerging Trends Retailing, Legal and Ethical Issues in Retailing				

SKILL DEVELOPMENT ACTIVITIES

1. Visit two nearby retail stores and write how they are different from each other.
2. Make a simple profile of a typical customer for a clothing store.
3. Draw a basic layout of a small store, like a stationery or mobile shop.
4. List three products for a shop of your choice and decide the prices for them.
5. Choose one new trend in shopping. Explain how it helps both customers and shopkeepers.

BOOKS FOR REFERENCE

1. Levy, M., & Weitz, B. *Retailing Management*. Tata McGraw-Hill.
2. Berman, B., & Evans, J. R. *Retail Management: A Strategic Approach*. Pearson Education.
3. Lucas, G. H., Bush, R., & Gresham, L. *Retailing*. Houghton Mifflin Company.
4. Pradhan, S. *Retailing Management: Text and Cases*. Tata McGraw-Hill.
5. Sinha, P. K., & Uniyal, D. P. *Managing Retailing*. Oxford University Press.
6. Agarwal, D. K., Bansal, R., Yadav, S., & Kumar, A. *Retail Management*. Pragati Prakashan.
7. Balaji, B. *Retail Management*. Himalaya Publishing House.
8. Mishra, S. C. *Retail Management*. Excel Books.
9. Nair, S. R. *Retail Management*. Himalaya Publishing House.
10. Kapoor, N. *Modern Retail Management: Principles and Techniques*. Tata McGraw-Hill Education.
11. Arif, M., & Kumar, M. *Retail Management*. Vikas Publishing House.



Course Code	:	BBA 4.7		
Title of the Course	:	BANKING, FINANCIAL MARKETS AND SERVICES		
Course Credit	:	3	Total No. of Teaching Hours	: 56 Hours
No. of Hours per Week	:	4 Hours		
Pedagogy:	:	Lectures, Presentations, Case Studies, Group Discussions, Guest Speakers and Industry Insights, Experiential Learning Activities		
Course Objectives	:	The objectives of this course are:		
a) To provide an overview of the structure of the Indian Financial System.				
b) To understand bank functions and their role in economic growth and inclusion.				
c) To learn about banking products, services, and their features.				
d) To understand financial markets, their types, functions, and SEBI's role.				
e) To explore various financial services.				
Course Outcomes	:	On successful completion of the course, the student will:		
a) Understand the structure of Indian Financial System and its role in economic development.				
b) Understand the role of banks in economic development and financial inclusion.				
c) Learn about different banking products and services and their features.				
d) Explore the structure, functions, and types of financial markets.				
e) Gain knowledge about different types of financial services.				
SYLLABUS				
UNIT 1: OVERVIEW OF INDIAN FINANCIAL SYSTEM				6 HOURS
Indian Financial System: Meaning, Structure of Indian Financial System, Role of Indian Financial System in the Economic Development				
UNIT 2: INDIAN BANKING SECTOR AND RBI				14 HOURS
Banks: Meaning of a Bank, Types of Banks: Central Bank, Cooperative Banks, Commercial Banks, Regional Rural Banks (RRB), Local Area Banks (LAB), Specialized Banks, Small Finance Banks and Payments Banks (Meaning Only)				
RBI: Functions and Monetary Policy of RBI (To be discussed in detail)				
Commercial Banks: Functions of Commercial Banks (To be discussed in detail)				
Role of Banks in the Economic Development and Financial Inclusion				
UNIT 3: BANKING PRODUCTS AND SERVICES				12 HOURS
Banking Products: Meaning and Classification of Banking Products				
Deposit Products: Savings Account, Current Account, Fixed Deposits (FDs), Recurring Deposits				
Loan and Credit Products: Retail Loans- Personal Loans, Home Loans, Auto Loans, Consumer Durable Loans; Corporate Loans - Term Loans, Working Capital Financing, Project Financing, Syndicated Loans and Export Credit				
Digital Payment Systems – Meaning, Modes of Digital Payments: UPI, Mobile Wallets, EFT-NEFT, RTGS, IMPS (Concepts only), Advantages and Disadvantages of Digital Payment System.				
UNIT 4: FINANCIAL MARKETS				12 HOURS
Introduction: Meaning, Functions, Classification of Financial Markets (To be discussed in brief)				
Capital Market: Meaning and Features of Capital Market, Capital Market Instruments – Equity shares, Preference Shares, Debentures and Hybrid Instruments (To be discussed in brief)				
Money Market: Meaning and Features of Money Market, Money Market Instruments – T-Bills, Commercial Paper, Certificates of Deposit, Call Money and Notice Money, (To be discussed in brief); Money Market Vs Capital Market; Role of SEBI in the Indian Capital Market				
UNIT 5: FINANCIAL SERVICES				12 HOURS
Meaning and Types of Financial Services; Leasing: Meaning, Types - Operating Lease and Financial Lease, Advantages; Hire Purchase: Meaning, Features, Differences between Leasing and Hire Purchase; Venture Capital: Meaning, Features, Stages of Venture Capital Funding; Merchant Banking: Meaning, Features and Services offered.				
Portfolio Management Services: Meaning, Types – Discretionary and Non-Discretionary Service				
Credit Rating: Meaning, Agencies Involved - CRISIL, ICRA, Importance of Credit Rating				

SKILL DEVELOPMENT ACTIVITIES

1. Prepare a flowchart showing the structure of the Indian Financial System and briefly explain the role of each component in economic development.
2. Create a comparative table of different types of banks in India (with at least one real-life example for each).
3. Design a brochure for a bank that showcases its key deposit and loan products.
4. Classify various financial market instruments into capital and money markets and present their key features using a two-column chart.
5. Prepare a comparison table for Leasing vs. Hire Purchase and suggest which is more suitable for a startup acquiring equipment, with reasons.

BOOKS FOR REFERENCE

1. Bhole, L. M., & Mahakud, J. *Financial institutions and markets: Structure, growth, and innovations*. McGraw-Hill Education.
2. E.Gorden & K. Nataraj, *Financial Markets and Services*, HPH
3. Gupta, S. *Financial services*. Kalyani Publishers.
4. Gurusamy, S. *Financial services and markets*. Tata McGraw-Hill Education.
5. H.R Machiraju, *Indian Financial System*, Vikas Pub. House
6. Khan, M. Y. *Indian financial system*. McGraw-Hill Education.
7. Mishkin, F. S., & Eakins, S. G. *Financial markets and institutions*. Pearson.
8. Pathak, B. V. *The Indian financial system: Markets, institutions, and services* (5th ed.). Pearson Education India.
9. Sundharam, K. P. M., & Varshney, P. N. *Banking theory, law, and practice* Sultan Chand & Sons.
10. Suresh, P., & Paul, J. *Management of banking and financial services*. Pearson.