



BHARATI VIDYAPEETH

(Deemed to be University), Pune

'A+' Accreditation (Third Cycle) by 'NAAC' in 2017

Category-I Deemed to be University Grade by UGC

'A' Grade University Status by MHRD Govt. of India

Ranked 76th by NIRF – 2022

FACULTY OF MANAGEMENT STUDIES

BACHLOR OF BUSINESS ADMINISTRATION DEGREE

(THREE YEARS) / (HONORS) (FOUR YEARS)

FRAMED AS PER NATIONAL EDUCATION POLICY (NEP 2020)

SYLLABUS

Applicable with effect from 2022-23

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Bachelor of Business Administration (Honors) Four Years
Revised Course Structure (To be effective from 2022-2023)

I. BBA (Honors) Four Year Degree Program:

The Bachelor of Business Administration (Honors) Program is four year degree Program offered by Bharati Vidyapeeth (Deemed to be University), Pune and conducted at its Constituent Units in Pune, NewDelhi, Navi Mumbai, Karad, Kolhapur, Sangli, and Solapur. All the Constituent units have excellent faculty, Laboratories, Library, and other facilities to provide proper learning environment. The University is accredited by NAAC with an A⁺ grade. The Bachelor of Business Administration (BBA) total 160 credits is designed to provide a strong practical understanding of the principles, theories and tools necessary to succeed in businesses. The BBA Program focuses on imparting to Students/Learners the ability to demonstrate leadership, understand human relationships, and problem-solving abilities essential for success in any business endeavor. While designing the BBA Program, the above facts are considered and the requirements for higher studies and immediate employment are visualized. This effort is reflected in the Vision and Mission statements of the BBA Program of course, the statements also embody the spirit of the vision of Hon'ble Dr. Patangraoji Kadam, Founder-Chancellor Bharati Vidyapeeth (Deemed to be University), Pune which is to usher in — “Social Transformation Through Dynamic Education”

II. Vision Statement

- To prepare the Students/Learners to cope with the rigor of Graduate Programs in India and Abroad as well as to prepare them for managing Businesses globally and as Entrepreneurs who will also be sensitive to societal concerns.

III. Mission

- To impart sound conceptual knowledge and skills in the field of Business Management Studies that can be leveraged for enhancing career prospects and higher education in the said discipline

IV. Learning Outcome Based Curriculum Framework - Bachelor of Business Administration (Honors) Four Year Degree Program:

1. Program Educational Objectives (PEOs):

- i) To impart knowledge about management concepts, theories, models, key business terms etc.
- ii) To develop decision making capabilities of the students /learners
- iii) To impart knowledge of information technology
- iv) To enable the students in identifying the business problems and provide solutions to it.
- v) To encourage the students to opt for Entrepreneurship as a career option
- vi) To enable the students in collecting, organizing and analyzing the information related to business
- vii) To develop managerial insights through Indian Ethos and values
- viii) To sensitize the students about environmental issues and sustainable consumption

2. Program Outcomes (POs):

On the successful completion of this program the students will be able to

- i) Demonstrate an understanding of management concepts, theories, models and key business terms.
- ii) Communicate effectively with various stakeholders of business
- iii) Apply Information Technology applications for managing the business effectively
- iv) Provide optimum solutions to problems in the field of Business Management
- v) Make sound business decisions.
- vi) Identify entrepreneurial opportunities and leverage the knowledge in starting and managing a business enterprise.
- vii) Collaborate with others in the organizational context, manage resources and lead them in the pursuit of organizational goals
- viii) Investigate the multidimensional business problems using research based knowledge, methods and in turn make data driven decisions
- ix) Understand the contemporary issues and changes in the macro environment that may have an impact on the business
- x) Identify the need for and engage in lifelong learning in the field of business management
- xi) Develop effective and diverse teams
- xii) Create sustainable and ethical business policies

3. Graduate Attributes (GAs):

- i) Knowledge about Management concepts
- ii) Proficiency in business communication
- iii) Design and Development of Solutions
- iv) Managerial competence
- v) Entrepreneurship Orientation
- vi) Team Work
- vii) Sustainable and Ethical Aspects of Business

V. Qualification Descriptors

Upon successful completion of the four year UG course, the Students/Learners receive a B.B.A (Honors) degree are expected to branch out into different paths seeking spheres of knowledge and domains of professional work that they find fulfilling. They will be able to demonstrate knowledge of major management functions and the ability to provide an overview of scholarly debates relating to Business Management. It is expected that besides the skills specific to the discipline, these wider life skills of argumentation and communication, attitudes and temperaments, and general values inherent in a discipline that studies human beings in their social context, in all its complexity, ultimately enable learners to live rich, productive and meaningful lives.

A degree holder in of Bachelor of Business Administration (Honors) shall work in public and private sector organizations. The career option possible in the field of Business Administration is very high. The Students/Learners will be able to pursue higher education at the Master's Degree or any higher qualification in India or abroad. Not only this, but one will also be able to start his/her own business. The Bachelor of Business Administration (Honors) career option is very attractive and fast – paced. The job opportunities as a Bachelor of Business Administration (Honors) are increased due to the rapid growth of entrepreneurship skills. The Students/Learners will be able to apply in the following places Information Systems Manager, Production Manager, Finance Manager, Human Resource Manager, Business Administration Researcher, Management Accountant, Business Consultant, Marketing Manager, Research and Development Manager.

VI. Duration of Program, Credit Requirements and Options:

The duration of BBA Three Year Degree Program having six semesters and BBA (Honors) Degree Program will be of four years spread across Eight Semesters with multiple entry and exit options. Student should complete the 4 years degree programme within 7 years.

a) Following EXIT options are available with the students:

Exit Options	Minimum Credits Requirements	NSQF Level	Bridge Course Requirement For Exit
Certificate in Business Administration – After successful completion of first year	40	5	10 credits bridge course(s) lasting two months including at least 06 credits job specific internship that would help the learner to acquire job ready competencies to enter the workforce.
Diploma in Business Administration- After successful completion of second year	80	6	
Bachelor's Degree – After successful completion of Third year	120	7	
Bachelor's Degree with Honors – After successful completion of fourth year	160	8	

Note : Student is free to complete some interdisciplinary courses from other institutes provided he/she should earn 50% required credits from home HEI.

Student should complete the core disciplinary courses from home University (HEI) to get exit option for UG certificate/ UG diploma/ Bachelor Degree.

b) Following Entry options are available with the students :

- Student who opt Exit option at the end of 1st / 2nd /3rd year, can reenter the same programme within three years from Exit.
- Student with Bachelors Degree can opt for Bachelor degree with Honors
- Student with Bachelors Degree can opt for Bachelor degree with Honors (Research) if the student secure CGPA >= 9.25

National Skills Qualifications Framework (NSQF) Levels:

Exit Option	NSQF Level	Professional Knowledge	Skill
At the end of first year	5	Knowledge of facts, principles, processes, concepts in a field of work or study	Desired mathematical skills, understanding of social, political environment, and some skill in collecting and organizing information, communication
At the end of Second year	6	Factual and theoretical knowledge in the broad context within a field of work or study	Reasonably good in mathematical calculations, understanding social and political environment, good skill in collecting and organizing information , logical communication
At the end of Third year	7	Wide ranging factual and theoretical knowledge in the broad context within a field of work or study	Good logical and mathematical skill, understanding social, political and natural environment, good in collecting and organizing information , communication and presentation skills
At the end of Fourth year	8	Comprehensive, cognitive theoretical knowledge and practical skills to develop creative solutions to abstract problem	Exercise management and supervision in the context of work /study in unpredictable changes, responsible for the development of self and others

VII. ACADEMIC BANK OF CREDITS (ABC):

As per the National Educational Policy (NEP) 2020, the Academic Bank of Credit offer the flexibility of curriculum framework and interdisciplinary /multidisciplinary academic mobility of students across Higher Educational Institutes (HEIs) with appropriate credit transfer mechanism. In furtherance to these guidelines the Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University) Pune has designed a four years undergraduate program offered at its constituent units.

As a pre-requisite a student's /learners should register themselves in the website of Academic Bank of

Credit. The credits earned by the student /learner will be stored in it. A Student/Learner would be required to complete the course as per the ABC (Academic Bank Credit) policy of UGC. The validity of the credits earned for a course is seven years only.

VIII. Eligibility Requirements

- Students/Learners applying for BBA (Honors) Four year Program should have passed higher secondary or equivalent examination (10 + 2) of any recognized Board satisfying the following conditions:
- Every eligible Students/Learners have to pass a common All India Entrance test (BU-MAT) conducted by Bharati Vidyapeeth (Deemed to be University), Pune. The final admission is based solely on the merit at the BU-MAT test

IX. Grading System for Programs under Faculty of Management Studies:

- **Grade Points:** The Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University) has suggested the use of a 10-point grading system for all programs designed by the various Board of Studies. A grading system is a 10-point system if the maximum grade point is 10. The system is given in Table I below.

Table I: The 10-point Grading System Adapted for Programs under FMS

Range of Percent Marks	[80, 100]	[70, 79]	[60, 69]	[55, 59]	[50, 54]	[40, 49]	[00, 39]
Grade Point	10.0	9.0	8.0	7.0	6.0	5.0	0.0
Grade	O	A+	A	B+	B	C	D

Formula to calculate GP is as under:

Set $x = \text{Max}/10$ where Max is the maximum marks assigned for the examination (i.e. 100)

Formula to calculate the individual evaluation

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} \leq 5.5x$	Truncate (M/x) +1

- **Scheme of Examination:** For BBA Three Year / BBA (Honors), Courses having Internal Examinations (IA) and University Examinations (UE) shall be evaluated by the respective constituent units and the University at the term end for **40 (Forty)** and **60 (Sixty)** Marks respectively. The total marks of IE and UE shall be 100 Marks and it will be converted to grade points and grades. For Comprehensive Continuous Assessment (CCA) –

The subject teacher may use the following assessment tools:

- a) *Class Tests*
- b) *Presentations*
- c) *Assignments*
- d) *Case studies*
- e) *Field Assignments and*
- f) *Mini Projects*

X. MOOCs Policy:

As per the guidelines provided by UGC each student have to complete **TWO** MOOCs (Massive Open Online Courses) as add on Course which provides wide access to the online learning. The student of regular programme should complete MOOCs prescribed by the institute in semester III, Sem IV, and / or Sem V. Each MOOC will be evaluated for **TWO** credits. The MOOC course fees should be borne by the respective student. On successful completion of MOOCs course, the student should produce the completion certificate to the institute on the basis of which additional Credits will be given to the students.

- Following are the sources from where students can undertake MOOCs

1. iimb.ac.in
2. swayam.gov.in
3. alison.com
4. edx.org
5. Coursera
6. harvardx.harvard.edu
7. udemy.com
8. futurelearn.com
9. Indira Gandhi National Open University (IGNOU)
10. National Council of Educational Research and Training (NCERT)
11. National Institute of Open Schooling (NIOS)
12. National Programme on Technology Enhanced Learning (NPTEL)
13. Any other sources offering online courses suggested by institute

XI. Standard of Passing:

For all courses, both IE and UE constitute separate Heads of Passing (HoP). In order to pass in such courses and to earn the assigned credits, the Students/Learners must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IE.

If Students/Learners fails in IE, the Students/Learners passes in the course provided, he/she obtains a minimum 25% marks in IE and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the Students/Learners pass at UE.

Students/Learners who fails at UE in a course has to reappear only at UE as backlog Students/Learners and clear the Head of Passing. Similarly, a Students/Learners who fails in a course at IE he has to reappear only at IE as backlog Students/Learners and clear the Head of Passing. To secure the GPA required for passing.

The 10 point Grades and Grade Points according to the following table

Range of Marks (%)	Grade	Grade Point
$80 \leq \text{Marks} \leq 100$	O	10
$70 \leq \text{Marks} \leq 80$	A+	9
$60 \leq \text{Marks} \leq 70$	A	8
$55 \leq \text{Marks} \leq 60$	B+	7
$50 \leq \text{Marks} \leq 55$	B	6
$40 \leq \text{Marks} \leq 50$	C	5
Marks < 40	D	0

For Regular mode – The Students performance at IE and UE will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IE shall be 60% and 40% respectively. GPA is calculated by adding the UE marks out of 60 and IA marks out of 40. The total marks out of 100 are converted to grade point, which will be the GPA.

Formula to calculate Grade Points (GP)

Suppose that “Max” is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set $x = \text{Max}/10$ (since we have adopted 10 point system). Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} \leq 5.5x$	Truncate (M/x) +1

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term.

The SGPA measures the cumulative performance of a Student/Learner in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of Students/Learners when he /she completes the Program is the final result of the Students/Learners.

The SGPA is calculated by the formula

$$SGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the Students/Learners in the course. In the above, the sum is taken over all the courses that the Students/Learners has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent.

The SGPA shall be calculated up to two decimal place accuracy.

The CGPA is calculated by the following formula

$$CGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the Students/Learners in the course. In the above, the sum is taken over all the courses that the Students/Learners has under taken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated.

The CGPA shall be calculated up to two decimal place accuracy. The formula to compute equivalent percentage marks for specified CGPA= (Final CGPA-0.5)*10

XII. Award of Honors:

Students/Learners who have completed the minimum credits specified for the Program shall be declared to have passed in the program. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed.

The criteria for the award of honors are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
$9.5 \leq \text{CGPA} \leq 10$	O	Outstanding	$80 \leq \text{Marks} \leq 100$
$9.0 \leq \text{CGPA} \leq 9.49$	A+	Excellent	$70 \leq \text{Marks} \leq 80$
$8.0 \leq \text{CGPA} \leq 8.99$	A	Very Good	$60 \leq \text{Marks} \leq 70$
$7.0 \leq \text{CGPA} \leq 7.99$	B+	Good	$55 \leq \text{Marks} \leq 60$
$6.0 \leq \text{CGPA} \leq 6.99$	B	Average	$50 \leq \text{Marks} \leq 55$
$5.0 \leq \text{CGPA} \leq 5.99$	C	Satisfactory	$40 \leq \text{Marks} \leq 50$
CGPA below 5.0	F	Fail	Marks below 40

XIII. ATKT Rules

- i) For admission to Semester V of BBA Third year, Students/Learners should pass all the courses under Sem I and II.
- ii) For admission to Semester VII of BBA Fourth year, Students/Learners should pass all the courses under Sem ,III and IV.

XIV. Specialization:

BBA Three Year Degree Program / BBA (Hons.) Four Year Degree Program program 2022 offers Specialization to the students in the third year of both the programs. The students are required to select any **One Specialization** from the list provided on the next page;

Prerequisite for offering a Specialization

- There must be minimum **10 (Ten) students** for a particular specialization

List of Specializations:

Specialization may be chosen from the following list;

List of Specialization
Marketing Management
Financial Management
Human Resource Management
Information Technology Management
International Business Management
Production & Operations Management
Agribusiness Management
Retail Management
Project Management
Business Analytics
Event Management
Hospitality Management
Sports Management

XV. INTERNSHIPS:

1. Internship I

At the end of Semester IV, each student shall undertake Internship I in an Industry for 50 (**Fifty Days**). It is mandatory for the students to seek written approval from the Faculty Guide about the Topic & the Organisation before commencing the Internship. During the Internship students are expected to take necessary guidance from the faculty guide allotted by the Institute. To do it effectively they should be in touch with their guide through e-mail or telecon. Internship Project should be a research based project.

The *learning outcomes and the utility to the organization* must be highlighted in Internship Project Report.

General chaptalization of the report shall be as under;

- 1) Introduction
- 2) Theoretical background
- 3) Review of Literature: - This chapter will give a reader the background of problem area, specific problem & how you come across it?
- 4) Company profile: -
- 5) Objectives of the study:-
- 6) Scope and Limitations of the study
- 7) Data collection: -
- 8) Data analysis & interpretation: -
- 9) Findings & observations: -
- 10) Suggestions:-

References:

Annexure: -

TECHNICAL DETAILS:

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1” margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on both sides of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
6. The report should include a Certificate (on company’s letter head) from the company duly signed by the competent authority with the stamp.
7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
8. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
9. In addition to this students should prepare two soft copies of their SIP reports & submit one each in Training & Placement Department of the Institute & Library

- The Internship I shall be assessed out 100 Marks. The breakup of these marks is as under;

Viva- voce examination = **60** (Sixty) Marks

Internship Report = + **40** (Forty) Marks

100 (Hundred) Marks

- The examiners' panel shall be decided as per the guidelines received from the University.
- The viva –voce shall evaluate the project based on
 - i. Actual work done by the student in the organization
 - ii. Student's knowledge about the company & Business Environment
 - iii. Learning outcomes for the student
 - iv. Utility of the study to the organization

2. Internship II

At the end of Semester V, the students are required to undertake Internship II of 21 days in an organization. The Evaluation of the same will be done in Semester VI. The outline of the work to be carried out during this internship is as follows:

- 1) Students are expected to do a project work in an organization wherein they are doing Internship II.
- 2) The students should identify specific problems faced by the organization in a functional area in which the assignment is given. **e.g.**
 - a) Sales - sales targets are not achieved for a particular product or service in a given period of time.
 - b) Finance – mobilization & allocation of financial resources.
 - c) HR – Increase in employee turnover ratio.
- 3) In this study students should focus on
 - Identifying the reasons / factors responsible for the problems faced by the organization
 - Collection of data(Primary & Secondary) related to reasons /factors responsible for these problems
 - Data Analysis tools & interpretation
 - Findings & observations.
 - Suggestions (based on findings & observations) for improving the functioning of the organization.

The **Internship II** shall be assessed out 100 Marks. The breakup of these marks is as under;

Viva- voce examination = 50 (Sixty) Marks

Internship Report = + 50 (Forty) Marks

100 (Hundred) Marks

The examiners' panel shall be decided as per the guidelines received from the University.

XVI. BBA (Honors) PROGRAM STRUCTURE w.e.f. 2022-23**Semester -I**

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
101	Principles of Management	DSC	IE&UE	3	40	60	100
102	Language-I	AEC	IE&UE	3	40	60	100
103	Micro Economics	DSC	IE&UE	3	40	60	100
104	Business Accounting.	DSC	IE&UE	3	40	60	100
105	Foundations of Mathematics	DSC	IE&UE	3	40	60	100
106	Fundamental of Information Technology	DSC	IA	3	100		100
107	Community Work-I/ Technology for Societal wellbeing /Role of NGO in Rural Development	VBC	IA	1	100	-	100
108	Indian Ethos for Leadership Excellence	VBC	IA	1	100	-	100
	Total No. of Credits			20	500	300	800

Semester –II

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
201	Business Environment	DSC	IE&UE	3	40	60	100
202	Business Communication	AEC	IE&UE	3	40	60	100
203	Macro Economics	DSC	IE&UE	3	40	60	100
204	Cost Accounting	DSC	IE&UE	3	40	60	100
205	Business Statistics	DSC	IE&UE	3	40	60	100
206	Business Ethics	DSC	IA	3	100		100
207	Universal Human Value	VBC	IA	1	100	-	100
208	Data Analysis Tools for Business /Accounting Software/Content Writing	SEC	IA	1	100	-	100
	Total No. of Credits			20	500	300	800

Semester –III

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
301	Marketing Management	DSC	IE&UE	3	40	60	100
302	Organizational Behavior	DSC	IE&UE	3	40	60	100
303	Production and Inventory Management	DSC	IE&UE	3	40	60	100
304	Human Resource Management	DSC	IE&UE	3	40	60	100
305	Agri-Business Management	AEC	IE&UE	2	40	60	100
306	Goods and Service tax Compliances / Advance Data Analysis Tools / Financial Modeling	SEC	IA	2	100		100
307	Constitution of India and Human Rights	VBC	IA	2	100	-	100
308	Physical Education and Yoga	VBC	IA	2	100	-	100
	Total No. of Credits			20	500	300	800

The student should complete TWO MOOCs (Massive Open Online Courses) as add on Course which provides wide access to the online learning. The student will complete MOOCs prescribed by the institute in semester III, Sem IV, and / or Sem V,. Additional Credits will be given to the student as per MOOCs Policy.

Semester –IV

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
401	International Business	DSC	IE&UE	3	40	60	100
402	Design Thinking and Innovation Management	DSC	IE&UE	3	40	60	100
403	Research Methodology	DSC	IE&UE	3	40	60	100
404	Corporate Law	DSC	IE&UE	3	40	60	100
405	Financial Management	DSC	IE&UE	2	40	60	100
406	Data Science/ Technical Analysis for investment in Stock Market/ Digital Marketing	AEC	IA	2	100	-	100
407	Cyber Security	SEC	IA	2	100	-	100
408	Psychology and Life skills	SEC	IA	2	100	-	100
	Total No. of Credits			20	500	300	800

Semester -V

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
501	Strategic Management	DSC	IE&UE	3	40	60	100
502	Introduction to Operations Research	DSC	IE&UE	3	40	60	100
503	Environmental Studies and Sustainable Development	DSC	IE&UE	3	40	60	100
504	Elective-I	DSE	IE&UE	3	40	60	100
505	Elective-II	DSE	IE&UE	3	40	60	100
506	Internship I	AEC	IA	2	100		100
507	Media Literacy/ Enhancing Personal and Professional Skills	AEC	IA	2	100	-	100
508	Safety Culture	VBC	IA	1	100	-	100
	Total No. of Credits			20	500	300	800

Semester –VI

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
601	Project Management	DSC	IE&UE	3	40	60	100
602	Entrepreneurship Development & Startup Management	DSC	IE&UE	3	40	60	100
603	Artificial Intelligence for Managers	DSC	IE&UE	3	40	60	100
604	Elective-III	DSE	IE&UE	3	40	60	100
605	Elective-IV	DSE	IE&UE	3	40	60	100
606	Chanakya Neeti	VBC	IA	2	100		100
607	Internship II	AEC	IA	2	100	-	100
608	Hindustani Classical Music /Indian Dance/ Hindustani Classical Instrumental	VBC	IA	1	100	-	100
	Total No. of Credits			20	500	300	800

Semester -VII

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
701	Project Assessment and Business Plan	DSC	IE&UE	3	40	60	100
702	Mergers & Acquisition	DSC	IE&UE	3	40	60	100
703	Sectorial Research and Analysis	DSC	IE&UE	3	40	60	100
704	Intellectual Property Rights (IPR)	DEC	IA	4	100	-	100
705	Research writing & Publication-I	DSC	IA	2	100	-	100
706	Negotiation	AEC	IA	2	100	-	100
	Total No. of Credits			20	420	180	600

Semester -VIII

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
801	Global Leadership and Culture	DSC	IE&UE	3	40	60	100
802	Software and Tools for Research	DSC	IE&UE	3	40	60	100
803	Research Writing and Publication -II	DSC	IA	4	100		100
804	Income Tax Act Compliances	SEC	IA	2	100	-	100
805	Dissertation	DSC	IA	8	100	-	100
	Total No. of Credits			20	380	120	500

Types of Courses:

- DSC- Discipline Specific Core
- AEC- Ability enhancement course
- DSE- Discipline Specific Elective
- SEC- Skill Enhancement course
- SEC - Skill Enhancement Courses
- VBC- Value Based Courses

XVII. LIST OF ELECTIVES

Elective: Marketing Management

Sem V	
Code.	Name of the Course
MK01	Consumer Behaviour
MK02	Services Marketing
Sem VI	
MK03	Sales & Distribution Management & B2B
MK04	Integrated Marketing Communication

Elective: Financial Management

Sem V	
Code.	Name of the Course
FM01	Investment Analysis & Portfolio Management
FM02	Management of Financial Services
Sem VI	
FM03	Corporate Finance
FM04	International Financial Management

Elective: Human Resource Management

Sem V	
Code.	Name of the Course
HR(E) 01	Employee Relations and Labor welfare
HR(E) 02	HRD Instruments
Sem VI	
HR(E) 03	Negotiations and Counseling
HR(E) 04	HR Audit

Elective: International Business Management

Sem V	
Code.	Name of the Course
IB01	Regulatory Aspects of International Business
IB02	Export Import Policies, Procedures and Documentation
Sem VI	
IB03	International Marketing
IB04	Global Business Strategies

Elective: Production and Operations Management

Sem V	
Code.	Name of the Course
PM01	Quality Management
PM02	Business Process re-engineering
Sem VI	
PM03	Logistics & Supply Chain Management
PM04	World Class Manufacturing Practices

Elective: Information Technology Management

Sem V	
Code.	Name of the Course
IT01	System Analysis & Design
IT02	Information System Security & Audit
Sem VI	
IT03	RDBMS with Oracle
IT04	Enterprise Business Applications

Elective: Agribusiness Management

Sem V	
Code.	Name of the Course
AM01	Rural Marketing
AM02	Supply Chain Management in Agribusiness
Sem VI	
AM03	Use of Information Technology in Agribusiness Management
AM04	Cooperatives Management

Elective: Retail Management

Sem V	
Code.	Name of the Course
R01	Introduction to Retailing
R02	Retail Management & Franchising
Sem VI	
R03	Merchandising, Display & Advertising
R04	Supply Chain Management in Retailing

Elective: Project Management

Sem V	
Code.	Name of the Course
PR01	Project Risk Management
PR 02	Software Project Management Tools
Sem VI	
PR 03	Managing Large Projects
PR 04	Social Cost and Benefit Analysis of Project

Elective: Business Analytics Management

Sem V	
Code.	Name of the Course
BA 01	Business Analytics for Managers
BA 02	Multivariate Statistics
Sem VI	
BA 03	Data Warehousing and Data Mining
BA 04	Applied Analytics

Elective: Event Management

Sem III	
Code.	Name of the Course
EM 01	Event Marketing
EM 02	Event Risk Management
Sem IV	
EM 03	Customer Relationship in Event Management
EM 04	Human Resource in Event Management

Elective: Hospitality Management

Sem V	
Code.	Name of the Course
HM 01	Food Service Operation
HM 02	Tour Operations Management
Sem VI	
HM 03	Hospitality Marketing Management
4M 04	Accommodation Operations Management

Elective: Sports Management

Sem V	
Code.	Name of the Course
SM 01	Sports Marketing
SM 02	Basics of Sports Medicine & Nutrition
Sem VI	
SM 03	Sports Sponsorships
SM 04	Managing Sports Organization

XVIII. Question Paper Patterns for University Examination:

The pattern of question paper for the courses having University Examinations will be as follows:

Title of the Course

Day:

Total Marks: 100 *

Date:

Time: 03 Hours

Instructions:

- 1. Section I Question No 1 is Compulsory.**
- 2. Attempt any TWO questions from Section II. Each question carries 20 Marks.**
- 3. Attempt any TWO questions from Section III. Each question carries 20 Marks**

SECTION – I	
Q 1. includes 10 objective type subquestions covering all units of course, each subquestion carries 2 marks	(20 marks)
SECTION – II	
<i>It should contain 4 questions covering the syllabus & should test the conceptual knowledge of the students</i>	
Question	Marks
Q.2	(20 marks)
Q.3	(20 marks)
Q.4	(20 marks)
Q.5 Write Short Notes on ANY FOUR a) b) c) d) e) f)	(20 marks)
SECTION – III	
<i>It should contain 03 questions covering the entire syllabus & should be based on application of the Concepts</i>	
Q.6.....	(20 marks)
Q.7.....	(20 marks)
Q.8.....	(20 marks)

Note :

- 1. Answer book for the Section I will be separate and student should return this answerbook within first half an hour.**
- 2. Answers to section II and III should be written in the same answerbook.**
- 3. *Marks obtained out of 100 marks will be converted to 60 as per BVDU, Pune Examination Section Scaling down method.**

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
I	101	Principles of Management	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100

Course Objectives:

- To understand basic concepts of management.
- To study ethical principles and standards.
- To understand the application of management principles
- To impart knowledge about assessment of available choices related to ethical principles and standards

Course Outcomes:

At the successful completion of the course the learner will be able to

- Integrate management principles into management practices.
- Assess managerial practices and choices relative to ethical principles and standards.
- Develop plans, implement, and control the deviations.
- Decide the most effective plan of actions to deal with specific situation

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Management & Evolution of Management thought	The Definition of Management : Its nature and purpose Managerial functions at different organizational levels, Managing Science or art, the functions of Managers Evolution of Management thought – Management thought in antiquity, Fredrick Taylor and Scientific Mgt., Sources of Taylor and their contribution, Contribution of Fayol, the emergence of Human Relations school.	Demonstrate competence in fundamentals of Management functions	Understand and apply Management Functions	9

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
II Planning	The nature of planning – Types of plan, purpose or mission, objectives – a hierarchy of objectives, key Result Areas the process of setting objectives. The nature and purpose of strategies and policies. Steps in planning – Being aware of opportunities, developing premises, Decision making – Decision Making Process, Types	Demonstrate Proficiency in Planning Process and Development of Strategies	Understand and apply Planning Process and Decision making Process	9
III Organizing	Formal and informal organization, Process of Organizing, Organization structure – Formal Vs Informal Organisation, Authority - delegation of functional authority, the nature of decentralization, the determinants of decentralization, difference between delegation and decentralization, advantages of delegation.	Capability in applying organizing activity.	Understand and apply process of delegation of authority	9
IV Leading	Defining leadership, ingredients of leadership, Trait approach to leadership, Behavioral approach to leadership, and different styles of leadership.	Competence in applying different leadership approaches.	Understand the various approaches and styles of Leadership.	9
V Controlling	The basic control process - feed forward control and feedback control, requirements for effective controls – tailoring controls to individual managers and plan, ensuring flexibility of controls, fitting the control system to the organization culture, control techniques - the Budget, traditional non – budgetary control devices.	Develop ability in using various controlling techniques.	Preparation for applying controlling techniques.	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Heinz Wehrich & Harold Koontz	Principles and Practice of Management		McGraw-Hill
02	Prasad L.M,	Principals & Practices of Management		Sultan Chand & Sons.
03	Stephen P Robbins, David A Decanzo	Fundamentals of Management,		Pearson Education
04	Kaul, Vijay Kumar	Principles and Practices of Management		Vikas Publishing House

Online Resources:

Online Resource No.	Website address
1	www.managementstudyguide.com

MOOCs:

Resource No.	Website address
	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
I	102	Language – I	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100

Course Objectives:

- To enable the learners in actively participating in the discussions and debates
- To encourage the learners for giving impromptu speeches and prepared presentations
- To enable the learners to read, comprehend and summarize the articles
- To impart knowledge on the writing formats, writing skills and preparing power-point presentations

Course Outcomes:

At the successful completion of the course the learner will be able to

- Participate actively in discussions and debates
- Understand and read English better
- Write accurately and speak fluently.
- Give presentations.

Unit	Sub Unit	Competency	Competency Indicators	Sessions
1 Grammar and Translation	<ul style="list-style-type: none">• Construction of sentences with there is, there are, it is etc.• Usage of articles, tenses and prepositions etc.• Translation of sentences, & passages from mother tongue to English• General errors in Sentence Constructions• Synonyms, Antonymous, use of appropriate words• Idioms & Phrases	Formation of English sentences with use correct of English Grammar	Understand and apply grammar, Translating sentences, use of idioms and phrases	9

Unit	Sub Unit	Competency	Competency Indicators	Sessions
2 Reading, Listening, and Comprehension skills	<ul style="list-style-type: none"> • Reading short passages aloud and discussion • Listening of conversations and answering questions • Comprehension of Short Passages • Comprehensions of texts, judgments and other passages of more general nature 	Fluent reading and comprehension of English passages	Pronouncing words, understanding of texts and answering questions thereon	9
3 Speaking skills	<ul style="list-style-type: none"> • Introducing oneself • Conversations between two student on a given topic/role play • Impromptu speech on a given topics • Debates and Logical reasoning 	Use of English in self-introduction, debates, logical reasoning and impromptu speech	Introducing oneself, participation in debates, logical reasoning and impromptu speech	9
4 Writing skills	<ul style="list-style-type: none"> • Writing correctly (Grammar, Punctuation) • Paragraph Writing • Letters – Structure & Layout (Business & Official letters) • Essay writing • Resume writing 	English writing	Paragraph, essay, letter, resume writing	9
5 Presentation Techniques	<ul style="list-style-type: none"> • Preparing PowerPoint presentations • Preparing for classroom presentations 	Giving English presentations	Making PowerPoint presentations, Giving presentation to class	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	B.M. Sheridan	Speaking and Writing in English	2017	The Readers Paradise
2	Ellen Kaye	Maximize Your Presentation Skills: How to Speak, Look, and Act on Your Way to the Top	2002	Currency
3	Thomson and Martinet	A practical English Grammar	1970	The English Language Book Society and Oxford University Press
4	Wren and Martin,	English Grammar and Composition	latest edition	S. Chand, Delhi
5	Mike Gould	Cambridge Grammar and Writing Skills Learner's Book 8	2019	Cambridge University Press

Online Resources:

Online Resources No.	Website address
1	https://www.passporttoenglish.com
2	https://www.youtube.com/user/EnglishLessons4U
3	http://www.5minuteenglish.com/grammar.htm
4	https://learnenglish.britishcouncil.org/skills/writing/a1-writing
5	https://www.skillsyouneed.com/presentation-skills.html

MOOCs:

Resources No.	Website addresses
1	https://www.my-mooc.com/en/mooc/english-grammar-style-uqx-write101x-3/
2	https://www.my-mooc.com/en/mooc/business-english-making-presentations/
3	https://www.my-mooc.com/en/mooc/english-for-effective-business-speaking/
4	https://www.my-mooc.com/en/mooc/english-for-business-and-entrepreneurship/
5	https://www.my-mooc.com/en/mooc/english-doing-business-asia-writing-hkustx-eba102x-1/

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
I	103	Managerial Economics	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100

Course Objectives:

- To impart knowledge of basic microeconomic concepts.
- To understand the importance of economic analysis in the formulation of business policies
- To instill the economic reasoning for finding solutions to business problems

Course Outcomes:

At the successful completion of the course the learner will be able to

- Understand basic microeconomic concepts.
- Apply economic analysis in the formulation of business policies
- Use economic reasoning for finding optimum solutions to identified business problems

Unit	Sub Unit	Competency	Competency Indicators	Sessions
I Introduction to Micro Economics	Business economics –meaning nature and scope; Micro and macro; Basic economic problems; Market forces in solving problems; Circular flow of income and expenditure; Tools for analysis (Functional relationships, Schedules, Graphs, Equations)	Demonstrate competence in fundamentals of Business Economics	Understand and apply Tools for analysis	9
II Demand Analysis and Utility Concept	Concept of demand ; Law of demand; Factors affecting demand; Exceptions to law of demand; Market demand ;Changes in demand ;Elasticity of demand (Price ,Income ,Cross) , Concept of Utility, Cardinal & Ordinal Utility, Law Of Diminishing Marginal Utility	Demonstrate Proficiency in Various concepts related to Demand.	Understand and apply Law of Demand and Law of Diminishing Marginal Utility	10

Unit	Sub Unit	Competency	Competency Indicators	Sessions
III Supply and Cost & Revenue concepts	Concept of supply, Factors affecting supply, Law of supply, Exceptions of law of supply. Types of cost, Fixed and variable, Accounting and economic, Total cost, marginal cost, average cost, implicit & explicit cost, real and money cost, Short run and long run, Average revenue, total and marginal revenue. Opportunity cost, Money cost, Law of returns to scale, Economies and diseconomies of scale, Law of Variable proportions	Capability in analyzing and applying concept of Supply.	Understand and apply Law of supply and Law of Variable proportions	8
IV Market Analysis	Features of markets, Pure, Perfect, Monopoly, Duopoly, Oligopoly, Monopolistic competition Equilibrium of firm and industry under perfect competition, Price determination under monopoly, Price and output determination under monopolistic competition	Developing Understanding about the Markets and Price Determination	Competence in analyzing various Markets and Price determination process.	9
V Theories of Distribution	Marginal productivity theory of distribution, Rent-modern theory of rent, Role of trade union and collective bargaining in wage determination, Interest-liquidity theory of interest Profits-Dynamic, Innovation, Risk and uncertainty bearing theories of profits	Develop ability in using theory of Distribution, Liquidity theory of interest.	Preparation for applying various theories of Distribution.	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	DN Dwivedi	Managerial Economics	2015	Vikas Publishing
2 National	G.S Gupta	Managerial Economics: Micro Economic	2004	McGraw Hill
3 National	H.L.Ahuja	Managerial Economics	2017	S. Chand
4 International	D. Salvatore	Managerial Economics	2015	Oxford
5 International	A.Koutsoyiannis	Micro Economics	1979	Mac Millan

Online Resources:

Online Resources No.	Web site address
1	www.rbi.org.in
2	www.economicshelp.org
3	www.federalreserve.gov
4	www.economist.com
5	www.bbc.com
6	International Journal of Economic policy in Emerging Economies https://www.inderscience.com/jhome.php?jcode=ijepee

MOOCs:

Resources No.	Web site address
1	Swayam –IIT https://swayam.gov.in/nd1_noc20_mg20/preview
2	Swayam –IIM https://swayam.gov.in/nd2_imb19_mg16/preview
3	EDX –IIM https://www.edx.org/course/introduction-to-managerial-economics-2
4	Coursera https://www.coursera.org/specializations/managerial-economics-business-analysis

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
I	104	Business Accounting	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100

Course Objectives:

- To impart knowledge about fundamentals of Financial Accounting.
- To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor
- To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS)
- To understand and apply methods and accounting of Depreciation
- To encourage the students to opt for Entrepreneurship as a career option in Accounting

Course Outcomes:

After successful completion of the course the learner will be able to

- Learners will be able to demonstrate an understanding of the fundamentals of Financial Accounting and Accounting Principles
- Demonstrate the ability to prepare Financial Statements of a sole proprietor
- Understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS)
- Identify entrepreneurial opportunities and leverage the knowledge of Business Accounting in starting and managing a business enterprise

Unit	Sub Unit	Competency	Competency Indicators	Sessions
1 Introduction to Financial Accounting	<ul style="list-style-type: none"> • Definition and Scope of Financial Accounting • Objectives of Financial Accounting • Users of Financial Statements, • Limitations of Financial Accounting • Generally Accepted Accounting Principles (GAAP): Accounting Concepts, Accounting Conventions • Accounting Standards - Meaning – objectives – Indian Accounting Standards – List of Indian Accounting Standards(List only) IFRS (Meaning only) 	Demonstrate competence in fundamentals of Financial Accounting	Understand and apply accounting principles Understand Accounting Standards and IFRS	8

Unit	Sub Unit	Competency	Competency Indicators	Sessions
2 Journal & Subsidiary Books	<ul style="list-style-type: none"> • Double Entry Book keeping system, Types of Accounts, Rules of Accounts • Preparation of Journal, Simple and Combined Journals entries. • Subsidiary Books: Purchase Book, Sales Book, Purchase Return Book, Sales Return Book, Cash Book 	Demonstrate Proficiency in applying Rules of Accounting in recording business transactions in Journal and Subsidiary books	Apply Double Entry Book Keeping System and preparation of Journal and Subsidiary Books	10
3 Ledger Posting and Trial Balance	<ul style="list-style-type: none"> • Meaning and Utility of Ledger, Format of Ledger Account, • Procedure of posting Journal entries to Ledger Accounts, • Balancing of Ledger Account, Preparation of Trial Balance 	Capability in posting journal entries to ledger and preparation of Trail Balance	Understand and apply procedure of preparation of Ledger and Trial Balance	9
4 Depreciation	<ul style="list-style-type: none"> • Meaning of Depreciation • Causes of Depreciation • Methods of charging depreciation: Written Down Value & Straight Line Method, • Accounting treatment of Depreciation 	Competence in applying methods of charging depreciation	Understand the need of charging depreciation and Apply methods and accounting treatment of depreciation	9
5 Preparation of Final Accounts	<ul style="list-style-type: none"> • Meaning and Users of Final Accounts • Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietor 	Develop ability in preparation of Final Accounts of a Sole Proprietor	Preparation of Final Accounts of a Sole Proprietor	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Arulanandam M.A. and Raman K.S,	Advanced Accountancy		Himalaya Publishing House
2	Dr. P.C. Tulsian	Financial Accounting		S Chand & Co
3	Reddy, A	Fundamentals of Accounting.	2014	Himalaya Publishing House
4	Porter, G.A., & Norton, C.L.	Financial Accounting (IFRS update)	2013	Cengage Learning
5	Jawahar Lal & Seema Srivastava	Financial Accounting	2013	Himalaya Publishing House

Online Resources:

Online Resources No.	Website address
1	http://www.moneycontrol.com/
2	http://www.rbi.org.in/
3	http://www.icai.org/
4	https://www.ifrs.org/
5	https://www.nseindia.com/

MOOCs:

Resources No.	Website address
1	https://www.coursera.org/learn/wharton-accounting
2	https://www.classcentral.com/course/whartonaccounting-769
3	https://swayam.gov.in/nd2_cec19_cm04/preview
4	https://swayam.gov.in/nd1_noc19_mg36/preview
5	https://www.coursera.org/learn/accounting-for-managers

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
I	105	Foundation of Business Mathematics	
Type of Course	Credits	Evaluation	Marks
Discipline Specific Core	03	UE (60) + IE (40)	100

Course Objectives:

- To develop knowledge of key theories, concepts in Mathematics.
- To enhance ability to problem solving
- To build ability to apply mathematical concept for business applications.

Course Outcomes:

After successful completion of the course the learner will be able to

- The applications of commercial arithmetic in business.
- The applications of profit, loss, discount, commission, brokerage to solve business problems.
- The calculations of simple interest, compound interest.
- The applications of matrices and determinants in business.

Unit	Sub Unit	Competency	Competency Indicators	Sessions
1 Commercial Arithmetic	Ratio: Definition, meaning. Working examples Proportion: Definition, Types of proportion, Working examples Percentage: Meaning, Working examples Partnership: Meaning, Working examples	Problem Solving	<ul style="list-style-type: none"> • Understands the mathematical concepts • Performs basic arithmetic and uses Basic business Mathematics concepts to complete job tasks. • Makes reasonable estimates of arithmetic results without a calculator. 	9

Unit	Sub Unit	Competency	Competency Indicators	Sessions
2 Business Mathematics	Profit: Meaning, Working examples Loss: Meaning, Working examples Discount: Meaning, Types of Discount, Working examples Commission: Meaning, Types of Commission agents, Working examples Brokerage: Meaning, Working examples Payroll: Meaning, Working examples	Reasoning and Problem Solving	<ul style="list-style-type: none"> • Calculates the Profit and loss, using mathematical formulas • Calculates the discounts and commissions, using mathematical formulas • Calculates the brokerages using mathematical formulas 	9
3 Financial Mathematics	Simple Interest: Meaning, Working examples Compound Interest: Meaning, Working examples on Interest Compounded Continuously, Compound Amount at changing rate	Reasoning and Problem Solving	Calculates the simple and compound interest using mathematical formulas	9
4 Matrices and Determinants & Simultaneous Linear equations	Matrix: Definition of a Matrix, Matrix operations, Working examples Determinants: : Definition, Properties of determinants. Applications in Business Problem, Solution of Simultaneous equations, Working examples	Reasoning and Problem Solving	<ul style="list-style-type: none"> • Understands the mathematical concepts • Organizes or relates the relevant information • Presents a Problem in the Mathematical form. • Choses the right strategy to solve the problem • Interpret the results of answers to solve the problems 	9
5 Time Value of Money and Simple Annuity	Introduction of Annuity, Types of Annuity, Amount and Present Value of Immediate (NPV), Annuity, Annuity Due,	Reasoning and Problem Solving	<ul style="list-style-type: none"> • Calculates the annuity, annuity due using mathematical formulas • Makes reasonable estimates of annuity 	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Dr. Amarnath Dikshit & Dr. Jitendra kumar Jain	Business Mathematics		Himalaya Publishing House
2	Nirmala M, Gurunath Rao Vaidya and Nirmala Joseph (2021);	Business Mathematics		Jayvee International Publications, Bangalore.
3	Dr. Sancheti & Kapoor	Business Mathematics and Statistics,		Sultan Chand
4	Agrawal	Business Mathematics		Himalaya Publishing House
5	Azharuddin	Business Mathematics		Vikas Publishers

Online Resources:

Online Resources No.	Website address
1	https://en.wikipedia.org/wiki/Business_mathematics
2	https://www.universiteitleiden.nl/.../mathematics/mathematics-and-science-based-business
3	https://www.tru.ca/distance/courses/math1091.html

MOOCs:

Resources No.	Website address
1	www:/Alison
2	www/SWAYAM
3	www/NPTEL

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
I	106	Fundamentals of Information Technology	
Type of Course	Credits	Evaluation	Marks
Skill Enhancement Course	03	IA	100

Course Objectives:

- To impart the IT skills and Knowledge required for managers.
- To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point
- To orient the students about the E-Commerce technology and its applications in Business world.
- To help the students understand various Information Systems implemented in organizations
- To acquaint the students with various current trends and concepts of computer Technology.
- To recognize and describes functions of basic computer hardware components.
- To explain the role of technology in today’s business environment
- To familiarize the emerging trends in computer field

Course Outcomes:

After successful completion of the course the learner will be able to

- Gain the basic knowledge of Computer Technology
- Know the basics of computer technology and Networking
- Practically use the tools like Microsoft Word, Microsoft Excel and Power point
- Understand the E-commerce technology and its applications
- Understand the implementation of Information Systems in organizations
- Get familiarity with new terms and trends of computer technology

Unit	Sub Unit	Competency	Competency Indicators	Sessions
1 Introduction to Computers	Introduction, Definition, Evolution and generation of computers, characteristics, Generations of computers, classification of computers, applications of computers, Advantages of computers. Block diagram of computer.	Disciplinary knowledge & digital Literacy	Understands the concept of computers.	9

Unit	Sub Unit	Competency	Competency Indicators	Sessions
2 Hardware and software (computer Organization)	Hardware: Primary Vs Secondary Storage, Data storage & retrieval methods. Primary Storage: RAM ROM, PROM, EPROM, EEPROM. Secondary Storage: Magnetic Tapes, Magnetic Disks. Cartridge tape, hard disks, Floppy disks Optical Disks, Compact Disks, Zip Drive, Flash Drives. Software and its needs , Types of S/W. System Software : Operating System, Utility Programs Programming Language: Machine Language, Assembly Language, High Level Language their advantages & disadvantages. Operating System : Functions, Measuring System Performance, Assemblers, Compilers and Interpreters. Batch Processing, Multiprogramming, Multi-Tasking, Multiprocessing, Time Sharing, DOS, Windows, Unix/Linux.	Disciplinary knowledge & digital Literacy	Understands the significance of hardware & software. Understands the use of various hardware devices in real time.	10
3 Data communication	Communication Process, Data Transmission speed, Communication Types (modes), Data Transmission Medias, Modem and its working, characteristics, Types of Networks, LAN Topologies, Computer Network Protocols, Concepts relating to networking.	Disciplinary knowledge & digital Literacy	Understands the Networking & communication concepts	8
4 Introduction to E-commerce	Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India. Types of business models (B2B, B2C, C2B,C2C) with examples	Disciplinary knowledge & digital Literacy, Fostering Innovation and Entrepreneurship Development	Understands the concept of E-commerce and how to apply the e-commerce concepts in real time.	9

Unit	Sub Unit	Competency	Competency Indicators	Sessions
Unit 5: MS- (Microsoft) Office	MS-Word, MS-Excel, MS-PowerPoint	Disciplinary knowledge & digital Literacy, Life Long Learning, Communication skills, Problem solving using MS-Excel.	Makes use of this application in day to day functions of creating documents, application in calculations and graphical presentation of data, MS PowerPoint can be used in presentations of various topics in various organizations.	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Ramesh Bahel	Information Technology for Managers		Tata Macgraw Hill
2	Pradeep K. Sinha	Computer Fundamentals		BPB Publications
3	A. K. Saini, Pradeep Kumar	Computer Application in Management		Anmol Publications
4	Henry C. Lucas	Information Technology for Management		McGraw-Hill/Irwin , 2009
5	David T. Bourgeois	Information Systems for Business and Beyond		Saylor Foundation , 2014
6	C.S.V. Murthy	E-Commerce		Himalaya Publishing House

Online Resources:

Online Resources No.	Website address
1	https://www.webopedia.com/
2	http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf

MOOCs:

Resources No.	Website address
1	https://www.coursera.org/browse/information-technology
2	https://www.udemy.com
3	https://alison.com

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
I	107	Community Work – I (CWTED-I)	
Type of Course	Credits	Evaluation	Marks
Holistic and Multidisciplinary Course	01	IA	100

Course Objectives:

- To understand the role of Government in Education, Slums, Environmental awareness, etc.
- To make students aware about various NGOs working towards Education, Slums, Environmental awareness, etc.
- To create a sense of empathy, sensitivity towards unprivileged elements of the society.
- To create an urge in the students in contributing towards community development.
- To encourage students to adopt practices contributing to less carbon footprints.
- To have holistic development of students through societal inclusion feeling
- To create a responsible citizen who thinks of societal development along with their own development and betterment.

Course Outcomes:

After successful completion of the course the learner will be able to

- Understand the role of Government in Education, Slums, Environmental awareness, etc.
- Increase awareness about various NGOs working towards Education, Slums, Environmental awareness, etc.
- Create a sense of empathy, sensitivity towards unprivileged elements of the society.
- Contribute meaningfully towards community development
- Adopt practices that are contributing to less carbon footprints.
- Develop holistically and become a responsible citizen of the country.

Unit	Sub Unit	Competency	Competency Indicators	Sessions
1 Community work through Education	Teaching at Schools, Teaching at Orphanages, Teaching to poor children ,study the role of government in the education sector ,study the NGOs particularly working in education sector	Empathy towards deprived societal elements Responsible Citizen	Empathy towards unprivileged children. Understanding about Government's role in education sector	4

Unit	Sub Unit	Competency	Competency Indicators	Sessions
2 Community Work for Slums	Learn the government facilities ,NGOs which are working for the slums and try to connect any NGO	Urge towards contributing for the development of slums Urge for societal inclusion of all in the society	Awareness about NGOs working in slums Understanding about various government facilities designed for slum development. Developing connect and volunteering in work with NGOs working for slums	4
3 Community Work for Environment	Role of Govt. and NGOs which are working to save the environment, Initiatives like Clean your city drive, Cycle day, Awareness of Dry and wet waste classification, Tree Plantation Drive, Environment awareness activities etc.	Cautious Environmental Awareness Adoption of environmental friendly practices Less contribution towards carbon footprints	Participation in Tree Plantation Adoption of Clean City Activities Adoption of classification of waste into Dry and Wet Waste on regular basis.	4
4 COMMUNITY HOURS	Participate in community service trips/events organized at institute, state level etc , Volunteer at events like fundraising activities, fairs, festivals, slums, non-profit organization etc , Submit a report on a particular type of Community Work Through Entrepreneurship Development (CWTED) activity.	Urge to help in various activities like fundraising, volunteering for various societal betterment activities. Creative thinking for societal betterment Responsible Citizen	Participation in various societal betterment activities Help to various NGOs, Groups in Fund raising for community development Contribution to societal betterment through various innovative and creative ways, may be monetary or non-monetary.	3

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Rhonda Phillips, Rtrebo nioo tiP	An Introduction to Community Development	2014	
2	Manohar S. Pawar	Community Development in Asia and The Pacific	200	

Online Resources:

Online Resources No.	Website address
1	https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/tool-enterprise-directory.pdf
2	https://www.ahaprocess.com/solutions/community/events-resources/free-resources/

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
I	108	Indian Ethos for Leadership Excellence	
Type of Course	Credits	Evaluation	Marks
Holistic and Multidisciplinary Course	01	IA	100

Course Objectives:

- To impart knowledge on the ethical values that helps in creating excellent business leaders.
- To study the ethical ways of managing the business through the learnings from Bhagwat Geeta and great ruler like Shri Chhatrapati Shivaji Maharaj
- To study resource management techniques

Course Outcomes:

After successful completion of the course the learner will be able to

- Provide ethical and excellent leadership to an organization
- Manage the business activities by following the ethical ways of doing business.
- Manage and allocate resources in an optimum manner

Unit	Sub Unit	Competency	Competency Indicators	Sessions
1 Bhagwad Gita	Values & ethics – Lessons from Bhagwad Gita (Chapter 16)	Values, Role, Role Conflict,	Decision Making ability	4
2. Tata Group – A case study	Tata Group Harvard Case Solution & Analysis	Ethical values	Trust & credibility	4
3 Shri Chatrapati Shivaji Maharaj- The Legend	Reflections from the life of Chatrapati Shivaji Maharaj	Leadership strategies	Problem solving skills	4
4. Mahatma Gandhi	Book- My experiment with truth	Essence of leadership	Ability to set an example	3

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Gita Press	Srimad Bhagwad Gita	1 January 2015	Geeta Press Gorakhpur
2	HBR	Tata Group Harvard Case Solution & Analysis		HBR

Online Resources:

Online Resources No.	Website address
1	https://totallyhistory.com/world-history/

MOOCs:

Resources No.	Website address
1	Ethical Leadership In A Changing World https://www.my-mooc.com/en/mooc/ethical-leadership-in-a-changing-world/

EXIT OPTION

Bridge Course

The student who opt for Exit Option after First Year completion of BBA Program should complete the two months Internship Project in the Industry. It is mandatory for the students to seek written approval from the Faculty Guide about the Topic and the Organization before commencing the Internship. The selection of the problem should be based on theoretical knowledge he/she gain in BBA-Sem-I and BBA-Sem-II. Student should submit application regarding permission to exit BBA Program at least four months before the completion of First year of BBA Program. This bridge course will help the students to absorb job opportunities in the Management field.

General chaptalization of the report shall be as under;

- 1) Introduction
 - 2) Theoretical background
 - 3) Review of Literature: - This chapter will give a reader the background of problem area, specific problem & how you come across it?
 - 4) Company profile: -
 - 5) Objectives of the study:-
 - 6) Scope and Limitations of the study
 - 7) Data collection: -
 - 8) Data analysis & interpretation: -
 - 9) Findings & observations: -
- References:
- Annexure: -

TECHNICAL DETAILS:

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1” margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on both sides of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
6. The report should include a Certificate (on company’s letter head) from the company duly signed by the competent authority with the stamp.
7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
8. Student should prepare two hard bound copies of the Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
9. In addition to this students should prepare two soft copies of their reports & submit one each in Training & Placement Department of the Institute & Library
10. At end of bridge course internship the viva –voce shall evaluate the report by University Appointed panel for 4 Credits

Programme: BBACBCS–RevisedSyllabusw.e.f.-Year2022–2023

Semester	Course Code	Course Title	
II	201	Business Environment	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE(60)+IE (40)	100

Course Objectives:

- To understand basic concepts of Business Environment.
- To enable students to understand business and society.
- To enable students to discuss the contemporary issues in business.
- To enable students to examine and evaluate business in International Environment.

Course Outcomes:

At the successful completion of the course the learner will be able to:

- Students would be acquainted with business objectives, dynamics of business and environment, various types of business environment and its analysis.
- Students would describe and discuss Corporate Social Responsibility, Corporate Governance and Social Audit.
- Students would be acquainted with various strategies of Global Trade. They would also discuss Foreign Trade in India, Foreign Direct Investments and its implications on Indian Industries.

UnitNo.	Sub unit	Competencies	Competency indicators	Sessions
I Introduction to Business Environment	Business Environment – Concept – Significance – Factors - Internal and external environment, micro environment, macro environment. - Types of environment. – Environmental influence on Business.	Demonstrate competence in fundamentals of Business Environment	Understand and application of environmental factors.	7

<p style="text-align: center;">II</p> <p style="text-align: center;">Economic and Political Environment</p>	<p>Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions.</p> <p>Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India.</p>	<p>Demonstrate Proficiency to know the economic and political environment</p>	<p>Understand and apply economic and political environmental area in life.</p>	<p style="text-align: center;">8</p>
<p style="text-align: center;">III</p> <p style="text-align: center;">Technological and Social Environment</p>	<p>Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration.</p> <p>Social Environment: Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business</p>	<p>Capability to know technological and social environment.</p>	<p>Understand the Technological and Social Environment</p>	<p style="text-align: center;">10</p>
<p style="text-align: center;">IV</p> <p style="text-align: center;">Financial and Legal Environment</p>	<p>Financial Environment - Financial System – Commercial banks - Financial Institutions – RBI- Stock Exchange. Legal Environment of Business – Implementations on business – Corporate Governance.</p>	<p>Competency to have awareness about financial and legal environment</p>	<p>Understand the Financial and Legal Environment</p>	<p style="text-align: center;">10</p>

V Global Environment	Global Environment: Global Trends in Business and Management - MNCs - Importance, Advantages and Weakness of MNCs - Foreign Capital and Collaboration - Trends in Indian Industry.	Develop ability to have awareness about Global Environment	To realize and understand the impact of Global Environment	10
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ReferenceBooks:

Sr.No.	NameoftheAuthor	Title oftheBook	Year of Edition	Publisher
01	Francis Cherunilam	Business Environment	2010	Himalaya Publishing House
02	K. Aswathappa	Essential of Business Environment	2017	Himalaya Publishing House
03	Sherlekar S.A.	Modern Business Organization and Management	2016	Himalaya Publishing House
04	A.C. Fernando	Business Environment	2011	Pearson Education India
05	Prof.M.B.Shukla	business environment text and cases	2012	Taxmann's
06	veena keshav pailwar	Business Environment	2014	PHI Learning Pvt. Ltd.

OnlineResources:

OnlineResourceNo.	Website address
1	www.managementstudyguide.com

MOOCs:

ResourceNo.	Website address
	https://www.mooc.org

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year2022–2023

Semester	Course Code	CourseTitle	
II	202	Business Communication	
Type of Course	Credits	Evaluation	Marks
AEC	03	UE(60)+IE (40)	100

Course Objectives:

- To provide an Outline of effective organization communication
- To introduce the learner to the objectives of business communication
- To develop the students to acquire necessary skills of Business Etiquettes for handling day to-day managerial responsibilities and evaluate the facilitators of business Communication.
- To develop important skills such as critical thinking, problem-solving, and essentials of communication skills in any organization setting.
- To recognize the significance of identifying the target audience and the communication's objective, and choose the best communication channels.

CourseOutcomes:

At the successful completion of the course the learner will be able to

- Student should be able to understand the basic concepts of communication and transform their communication abilities.
- The students should be able to demonstrate effective business writing techniques.
- The student should be able to pick the right organizational formats and channels to employ when creating and delivering business messages.
- The student should be able to grasp both verbal - non verbal signs and create visually appealing content.
- Deliver an effective oral business presentation.

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
<p style="text-align: center;">I</p> <p>Introduction to Business Communication</p>	<p>Introduction, Essentials of Business Communication, Role of Communication in Organizational Effectiveness, Basic Forms of Communication, Process of Communication, Barriers to Effective Communication and ways to overcome them. Principles of Effective Business Communication- 7 C 's, Organizational Communication, Flow of Communication in Organization, Guidelines for Effective Communication</p>	<p>Understanding the needs of effective business communication</p>	<p>Demonstrate through role play the importance of communication</p>	<p style="text-align: center;">7</p>

Unit No.	Subunit	Competencies	Competence indicators	Sessions
<p align="center">II</p> <p align="center">Verbal & Nonverbal Communication in Organization</p>	<p>Verbal and Non verbal Communication, Importance of Non verbal Communication, Advantages of Verbal Communication, Perspectives in Communication: Introduction, Visual Perception, Language, Other factors affecting our perspective - Past Experiences, Prejudices, Feelings, Environment</p>	<p>Combination of Verbal and non verbal signs and their impact on communication</p>	<p>Classroom activities to demonstrate body language and its interpretation</p>	<p align="center">8</p>
<p align="center">III</p> <p align="center">Business Correspondence</p>	<p>General Principles of Writing, Meeting - Agenda, Notice, Minutes, Office Memorandum, Office Orders, Press Release, Business Letter Writing -Need, functions & kinds, layout of letter writing, Types of letter writing, Writing Resume, Job Application letter, Report writing, Types of Business Reports, Format of Business Reports.</p>	<p>English Writing, Proper Grammatical constructions, appropriate usage of punctuations</p>	<p>Understanding Letters- Formal vs Informal, Correct usage of vocabulary in a sentence</p>	<p align="center">10</p>
<p align="center">IV</p> <p align="center">Speaking Skills:</p>	<p>Spoken skills, Dealing with Fears, Presentation skills, Oral presentation, Techniques for effective presentations, Individual and group presentation, Qualities of Skillful Presenter, Debates, Speeches, Interview, Group Discussion, Para language, Exercise for oral Communication, Use of Phonetics in Business Communication</p>	<p>English accent pronunciation training, Use of Phonetics in identifying speech sounds</p>	<p>Classroom activities like GD, Debate and Speech to evaluate the pace of speech, pronunciation, Voice modulation and tone of speech</p>	<p align="center">10</p>

<p style="text-align: center;">V</p> <p style="text-align: center;">Reading Skills & Listening Skills</p>	<p>Listening: Importance of Listening, Types of Listening, Barriers to Listening and overcoming them, Listening situations, Developing Listening Skills, Active Listening, Becoming an Active Listener, Listening in Difficult Situations.</p> <p>Reading Skills for effective business communication, Types of reading, Techniques of Reading, Exercises to improve Reading Skills</p>	<p>Analysis of Cases on Management.</p> <p>Listening to understand information and responding to questions asked.</p>	<p>Understanding tone and intention in spoken language - through group activities.</p> <p>Reading fiction, non-fiction, academic texts, newspapers, journals, Interpreting and understanding passages and pictures</p>	<p style="text-align: center;">10</p>
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Reference Books:

Sr.No.	NameoftheAuthor	Title oftheBook	Publisher
01	N Gupta & K Jain	Business Communication	Sahitya Bhawan Publication
02	V. K. Jain & O Biyani	Business Communication	S Chand
03	Urmila Rai and S. M Rai ,	Effective Communication	Himalaya Publishing House
04	Shirley Taylor	Communication for Business	Pearson Education, New Delhi
05	Rajendra Pal and J. S. Korlhali	Essentials of Business Communication	Sultan Chand & Sons
06	Scott Mclean	Business Communication for success	Flat World Knowledge

Online Resources:

OnlineResourceNo.	Website address
1	http://www.notesdesk.com/notes/business-communications/business-communication-andits-types/ MOOCs: https://swayam.gov.in/ https://alison.com/ : https://eDx.com/ :

MOOCs:

Resource No.	Websiteaddress
1	https://swayam.gov.in/
2	https://alison.com/
3	https://www.edx.org/course/business-communications-ubcx-bus2x https://Coursera.com/
4	https://www.coursera.org/courses?languages=en&query=business%20communication

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
II	203	Macro Economics	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100

Course Objectives:

- To Study the behavior and working of the economy as a whole
- To Study relationships among broad aggregates
- To apply economic reasoning to problems of business and public policy

Course Outcomes:

At the successful completion of the course the learner will be able to

- Acquaint with the concepts of Macroeconomics.
- Determine the linkages between major economic variables.
- Understanding of the concepts of Business Cycle, Inflation, Deflation.
- Acquaint with the Macro Economic Policies.

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Basic Concept of Macro Economics	Definition, Nature and Scope, Importance and Limitations of Macroeconomics, Macro economic variables.	Competence in understanding the concept of Macro Economics	Understand and apply the basics of Macro Economics	7
II National Income Accounting	Circular Flow of Income (Four Sector Model), Measurement of National Income, Stock and flow, Gross Domestic Product (GDP), Gross National Product (GNP), Net Domestic Product (NDP), Net National Product (NNP), Personal Income and Personal Disposable Income	Competence in understanding the Macro Economic Variables & Measurement of National Income	Understand the Flow of Income in a Four Sector Income and apply the process.	8

<p align="center">III</p> <p align="center">Theory of Income and Employment</p>	<p>Classical Theory of Income and Employment, Say's Law of Market, Keynesian Theory of Income and Employment, Components of Aggregate Demand and Aggregate Supply, Investment Multiplier</p>	<p>Competence in understanding the Aggregate Demand and Aggregate Supply</p>	<p>Study the components of Aggregate Demand and Supply in the Economy</p>	<p align="center">10</p>
<p align="center">IV</p> <p align="center">Money</p>	<p>Money: Functions of Money, Quantity Theory of Money, Determination of money supply and demand Business Cycle: Nature, Characteristics and Phases of Business Cycle, Inflation and Deflation: Meaning, Causes and Control.</p>	<p>Competence in determining the demand and supply of money, impact of inflation and deflation on the economy.</p>	<p>Understand the various functions of money, phases of business cycle, determine inflation and deflation.</p>	<p align="center">10</p>
<p align="center">V</p> <p align="center">Macro-Economic Policies</p>	<p>Monetary Policy – Objectives and Instruments, Fiscal Policy - Objectives and Instruments</p>	<p>Competence to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.</p>	<p>Understand and apply the instruments of monetary and fiscal policy.</p>	<p align="center">10</p>

Assignments

1. Mini research projects on concepts in the syllabus like Macroeconomic policies, Inflation etc.
2. Case Studies on the application of macroeconomic variables to real life business situations

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Ahuja H. L.	Macro Economy: Theory and Policies	2006	S Chand and Co, New Delhi
02	D. N. Dwivedi	Macro Economy	2006	Tata McGraw Hill, New Delhi
03	Samuelson	Economics	2007	Tata McGraw Hill, New Delhi
04	Dornbusch Rudiger	Macro Economics	2004	Tata McGraw Hill, New Delhi
05	Eugene Diulio	Macro Economics	1998	Tata McGraw Hill, New Delhi
06	Alex M. Thomas	Macroeconomics An Introduction	2021	Cambridge University Press

Online Resources:

Online Resource No.	Website address
1	https://www.investopedia.com/terms/m/macroeconomics.asp

MOOCs:

Resource No.	Website address
1.	https://www.mooc.org
2.	https://swayam.gov.in/

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023				
Semester	Course Code	CourseTitle		
II	204	Cost Accounting		
Type	Credits	Evaluation	Marks	
DSC	3	UE(60)+IE (40)	100	
Course Objectives:				
<ul style="list-style-type: none"> To impart knowledge about basic cost concepts and elements of cost. To orient about preparation of Cost Sheet To provide basic knowledge of budgetary Control and preparation of Flexible and Cash Budget To facilitate usage of Marginal Costing for Decision Making To orient students about importance of standard costing and calculation of Variances and their analysis. To encourage the students to opt for Entrepreneurship as a career option in Cost and Management Accounting 				
Course Outcomes:				
<p>After completing the course the students shall be able to</p> <ul style="list-style-type: none"> Learners will able to demonstrate an understanding of the fundamentals of Cost Accounting Principles Preparation of Cost Sheet and ascertainment of cost Application of Technique of Budgetary Control and Standard Costing Using Marginal Costing for decision making Identify entrepreneurial opportunities and leverage the knowledge of Cost and Management Accounting in starting and managing a business enterprise 				
Unit	Sub Unit	Competency	Competency Indicators	Sessions
1. Introduction to Cost Accounting	<ul style="list-style-type: none"> Nature, Scope and Objectives of Cost Accounting Distinction between Financial Accounting and Cost Accounting Basic concepts of Cost Accounting: Cost Centre, Cost Unit etc. Role of a Cost accountant in an organization 	Demonstrate competence in fundamentals of Cost Accounting	Understand and apply cost accounting principles.	9
2. Elements of Cost and Cost Sheet	<ul style="list-style-type: none"> Elements of Cost Classification of Costs. Preparation of Cost Sheet 	Detailed knowledge of Classification of costs and their application in preparation of Cost Sheet	Understand Elements of Costs Preparation of Cost Sheet.	10

3. Budgetary Control	<ul style="list-style-type: none"> • Meaning and objectives of Budget, • Definition, Meaning and objectives of Budgetary control, • Advantages and disadvantages of Budgetary Control, • Types of Budget, • Preparation of flexible budget and cash budget. 	Significance of preparation of Budgets in Cost Control	Knowledge of Preparation of Budgets.	8
4 Marginal Costing	<ul style="list-style-type: none"> • Definition and Meaning of Marginal Cost and Marginal Costing, • Importance and Limitations of Marginal Costing, • Contribution, P/V Ratio, Break Event Point, Margin of Safety, • Cost Volume Profit Analysis 	Decision Making with application of Marginal Costing	Basis for Decision Making like Identification of contribution per unit, BEP Point and Fixation of Selling Price for the product.	8
5. Standard Costing	<ul style="list-style-type: none"> • Definition and Meaning of Standard Costing, • Advantages and Limitations of Standard Costing , • Variance Analysis – Material and labour Variances • Reasons of Material and Labour Variances 	Identification of Variances for taking corrective actions	Cost Control through Variance Analysis	10

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	S. N. Maheshwari	Fundamentals of Cost Accounting	2009	Sultan Chand & Sons
2	V. Rajasekaran	Cost Accounting	2010	Pearson Education India
3	P. Periasamy	Financial Cost And Management Accounting	2014	Himalaya Publishing House
4	M.N. Arora	Cost And Management Accounting	2021	Vikas Publishing House
5	Mitchell Franklin, Patty Graybeal, Dixon Cooper	Principles of Accounting	2019	12th Media Services
6	Mike Piper	Accounting Made Simple	2017	Create Space Independent Publishing Platform

OnlineResources:

Online ResourcesNo.	Website address
1	https://icmai.in/icmai/
2	https://www.edx.org/learn/cost-accounting
3	https://www.classcentral.com/course/swayam-cost-accounting-13968

MOOCs:

Resources No.	Websiteaddress
1	https://onlinecourses.nptel.ac.in/noc20_mg53/preview : Cost Accounting
2	https://www.coursera.org/courses?query=cost%20accounting : Cost Accounting
3	https://www.udemy.com/topic/cost-accounting/ : Cost Accounting

Programme: Bachelor of Business Administration (BBA-CBCS 2022)			
Semester	Course Code	Course Title	
II	205	Business Statistics	
Type	Credits	Evaluation	Marks
DSC	3	UE(60)+IE (40)	100

Course Objectives :
<ol style="list-style-type: none"> To familiarize the students with the basic statistical tools and their application in business decision-making. To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more data sets and predicting business data etc. To make the learner familiar with the processes needed to develop, report, and analyze business data.
Learning Outcomes:
<ol style="list-style-type: none"> Students will be able to solve problems in Statistics using appropriate concepts Students will be able to effectively apply the statistical tools for business applications

Unit No	Proposed Contents	Competencies	Competency indicators	Sessions
Unit-I	Measures of Central Tendency: Arithmetic mean, median, Mode, Examples on Individual data, Ungrouped data, and Grouped data. Examples on missing frequency	Understanding, Reasoning and Problem Solving, Research skills	<ul style="list-style-type: none"> Understands the Statistical concepts Performs basic measures of Central Tendency concepts to complete job tasks. Calculates the measures of Central Tendency using Statistical formulae 	8
Unit-II	Measures of Dispersion: Range, quartile deviation, mean deviation, standard deviation, variance. Examples on Individual data, Ungrouped data, and Grouped data	Understanding, Reasoning and Problem Solving, Research skills	<ul style="list-style-type: none"> Calculates the measures of dispersion using Statistical formulae Performs to use the concepts in their research work 	7
Unit-III	Correlation Analysis: Meaning of correlation, Types of correlation, Methods of studying correlation, scatter diagram, Karl Pearson's coefficient of Correlation, Rank Correlation	Understanding, Reasoning and Problem Solving, Research skills	<ul style="list-style-type: none"> Calculates the correlation using Statistical formulae Performs to use the concepts in their research work and business problems 	10

Unit-IV	Regression Analysis: Meaning and applications, Lines of regression, regression coefficients, Business applications, Distinction between Correlation and regression, working examples	Reasoning, Problem Solving, Interpreting, Predicting, Research skills	<ul style="list-style-type: none"> • Understands the regression concepts • Organizes or relates the relevant information • Chooses the right strategy to solve the problem • Interpret the results of answers to solve the problems 	10
Unit-V	Probability: Basic Concepts in probability, definition of probability, random experiment, sample space, independent events, mutually exclusive events, conditional probability, Baye's Theorem. Examples on throwing die, tossing coin, playing cards	Reasoning, Problem Solving, Predicting	<ul style="list-style-type: none"> • Understands the Probability concepts • Chooses the right probability concept to solve the problem 	10

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Additi	Publisher Company
1	S.P.Gupta	Business Statistics	2016	Himalaya Publishing House
2	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons
3	B.L.Agarwal	Basic Statistics	2013	New Age International Ltd.
4	B.V.Gnedenko,A.Ya Kinchin,W.R.Stahi	An elementary Introduction to the theory of Probability	2014	Martino Fine Books
5	Boris V.Gnedenko	Theory of Probability	2020	CRC Press
6	S.C.Gupta	Fundamentals of Statistics	2018	Himalaya Publishing House

Online Resources

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
II	206	Business Ethics	
Type of Course	Credits	Evaluation	Marks
DSC	03	IA (100)	100

Course Objectives:

- To examine the ethical dimensions of business activities.
- To study ethical principles and standards.
- To understand the applications of ethical and corporate Governance principles
- To impart knowledge about “what rules guide firms” related to ethical principles and standards.

Course Outcomes:

At the successful completion of the course the learner will be able to

- Expose students to the individual reasoning processes of others when resolving ethical dilemmas.
- Examine the consequences of unethical and ethical business decisions.
- Relate the issues of an ethical controversy in business to moral philosophy, corporate culture, and social responsibility.
- Interpret ethical rules as related to business situations.

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I	Definition, Meaning, nature of ethics, meaning of moral values and ethics, types of ethics, importance of ethics, business ethics – meaning and nature, importance of ethics in business, meaning of functional ethics, types of ethics according to functions of business – marketing ethics, foreign trade ethics and ethics relating to copyright.	Demonstrate knowledge of ethical reasoning and ethical theory.	To develop and deepen the student’s understanding of the importance of moral character in business.	7
Introduction to Business Ethics				

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
II Application of Ethical theories in business.	Ethical decision making: decision making: utilitarianism, Deontology, virtue ethics (Aristotle), importance and relevance of Trusteeship Principle in modern Business, ethical issues in Finance, ethics in advertising.	Interpret ethics rules as related to specific business situations.	To comprehend Decision making Process and apply ethically.	8
III Introduction to corporate governance	Definition and conceptual framework of corporate Governance, business Ethics – an important dimension to corporate Governance, Fair and unfair Practices. Mechanism – Corporate Governance System, Indian Model of Governance, Obligation towards society and stakeholders. Emphasis on Corporate Governance (Transparency, Accountability and Empowerment)	Identify ethics issues in business involving integrity, objectivity, and independence.	To consider the role of virtue and integrity in business success as well as identify obstacles to developing moral character in business.	10
IV Genesis and implementation of corporate Governance in India	Introduction principles – Good Governance in Ancient India, Protection of Interest of customers and Investors, Historical Perspective of corporate Governance and Issues in Corporate Governance. Values: meaning, types and Value system in Business. Implementation of Corporate Governance: Role of board of Directors and board structure, SEBI Growth of Corporate Governance, Role of Government, Corporate Governance and CSR,	Examine the consequences of unethical and ethical disputes in business.	To analyze and critically reflect on ethical principles.	10

<p>V</p> <p>Global Scenario-Business Ethics in Global Economy</p>	<p>Ethics in context of Global Economy, ethics, and Business Development, Role of Business Ethics in Building a civilized society, corporate governance and issues Related to scams.</p> <p>Corruption: Meaning, causes and effects.</p> <p>Frauds and scams in Banks, insurance companies, Financial Institutions, Measures to overcome fraud and corruption, Zero Tolerance of corruption.</p>	<p>Expose students to the individual reasoning processes of others when resolving ethical dilemmas.</p>	<p>To analyze and assess elements of business ethics in the context of global scenario.</p>	<p>10</p>
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Fraedrich,& Ferrell	Business ethics: Ethical Decision Making & cases	2015	Cengage Learning
02	Robert Almeder	Business ethics	2001	Corporate values and society-James Humber
03	Robert E . Federick	Companion to Business Ethics	2017	Blackwell publisherslimited, UK
04	J.P.Mahajan	Management : theory and practice	2011	Ane books Pvt.Ltd. Daryaganj, Delhi
05	Ananda Das Gupta	Business Ethics: Text and and cases from the Indian Perspective	2013	Springer
06	K.Viyyanna Rao, G.Naga Raju	Business Ethics and Corporate Governance	2017	I.K. International Publishing House Pvt. Limited

Online Resources:

Online Resource No.	Website address
1	https://www.ethicssage.com/ethics-resources.html
2	https://maag.guides.yzu.edu/businessethics/web
3	https://www.researchgate.net/publication/226607374businessethicsresourceson the internet

MOOCs:

Resource No.	Website address
1	www.udemy.com
2	https://www.coursera.org
3	my-mooc.com

Programme: BBACBCS–Revised Syllabus w.e.f.- Year 2022–2023

Semester	Course Code	Course Title	
II	207	Universal Human Value	
Type of Course	Credits	Evaluation	Marks
VBC	01	IA (100)	100

Course Objectives:

- To orient students about basic Human Aspirations
- To facilitate students to understand the essential complementarity between 'VALUES' and 'SKILLS'
- To develop Holistic perspective among students towards life and profession based on a correct understanding of the Human reality and the rest of existence.
- To orient students role of a human being in ensuring harmony in society and nature

Course Outcomes:

After successful completion of the course the learner will be able to

- Understand the importance of value education and can apply in their personal and professional life
- Distinguish between values and skills, happiness and accumulation of physical facilities, the Self and the Body, Intention and Competence of an individual, etc.
- Analyze the value of harmonious relationship based on trust and respect in their life and profession

Unit No.	Subunit	Competencies	Competency indicators	Sessions
I	Need for Value Education, Guidelines for Value Education and Importance of Value Education Concept of Values and Skills	Self Exploration	Clarity in thoughts, goals and resolutions	7
	The basic human aspirations and their fulfillment through Right understanding and Resolution, Right understanding and Resolution as the activities of the Self, Self being central to Human Existence; All- encompassing Resolution for a Human Being, its details and solution of problems in the light of Resolution			

<p style="text-align: center;">II</p> <p style="text-align: center;">Right Understanding (Knowing)- Knower, Known & the Process</p>	<p>The domain of Right Understanding starting from understanding the human being (the knower, the experiencer and the doer) and extending up to understanding nature/existence – its interconnectedness and co-existence; and finally understanding the role of human being in existence (human conduct).</p> <p>Intention and Competence of an individual</p> <p>Understanding the human being comprehensively as the first step and the core theme of this course; human being as co-existence of the self and the body; the activities and potentialities of the self; Basis for harmony/contradiction in the self</p> <p>Case Studies on Universal Human Values</p>	<p>Prosperity</p> <p>Generation of Right thoughts through right understanding, Self Realization, Clarity of thoughts and needs of Body and Self</p>	<p>Sustained Happiness</p> <p>Mutual Happiness and Prosperity, Knowledge of Needs of Body and Needs of Self</p>	<p style="text-align: center;">8</p>
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	R R Gaur, R Asthana, G P	A Foundation Course in Human Values and Professional Ethics	2019	Excel Books, New Delhi.
2	A N Tripathy,	Human Values,	2003	New Age International
3	P L Dhar, RR Gaur	Science and Humanism	1990	Commonwealth Publishers.
4	E G Seebauer & Robert L. Berry	Fundamentals of Ethics for Scientists & Engineers,	2000	Oxford University Press
5	Dr. Saroj Kumar and Prof. Sheenu Nayer	Universal Human Values And Professional Ethics	2020	Thakur Publication Pvt Ltd
6	Marat Utyashev	Human rights in the system of universal values	2021	Our Knowledge Publishing

Online Resources:

Online	Web site address
1	www.amnesty.org/en/human-rights-education/
2	www.hurights.or.jp
3	https://www.ohchr.org/

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.cefims.as.uk
3	https://alison.com/
4	https://www.khanacademy.org/
5	swayam.gov.in

Programme: BBA CBCS–Revised Syllabusw.e.f.-Year2022–2023

Semester	Course Code	Course Title	
II	208	Data Analysis Tools for Business	
Type of Course	Credits	Evaluation	Marks
SEC	01	IA(100)	100

Course Objectives:

- To understand basic concepts of data analysis.
- To study statistics for data analytics
- To understand different distribution and its types
- To impart knowledge about use of excel for data analytics.

Course Outcomes:

At the successful completion of the course the learner will be able to

- Integrate data analysis into business.
- Assess use of statistics for data analytics
- Develop plans, implement and control data analysis with excel.

Unit No.	Subunit	Competencies	Competency indicators	Sessions
I. Introduction to Data Analysis	Introduction, Importance of data Analytics, types of data analytics- descriptive, diagnostics, predictive, prescriptive, benefits of data analytics to decision making Types of data : Qualitative and Quantitative, Continuous and Discrete, Types of Variables : numerical, categorical, nominal, ordinal, Independent & dependent variables, Active and attribute variables, Continuous, discrete and categorical variables, Extraneous variables and Demographic variables	Demonstrate competence in Data analysis	Understand and apply data analysis	7

II. Introduction to Excel :	Entering Data, deleting data - cells, rows, columns. Basic and custom Sorting, filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables. Important Formulas in Excel, Understanding Logical Functions Commonly used functions: Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, Count A, Count Blank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif Creating charts: Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter,3D etc.	Develop ability in using various formulas and handling data in Excel, Develop ability in using various functions and charts to handling data in Excel	Preparation for applying different formulas in Excel, Understand and apply different functions and charts.	8
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	R N Prasad, Seema Acharya	Fundamentals of Business Analytics		Wiley
02	Conrad G. Carlberg;	Business Analysis with Microsoft Excel and Power BI	5th edition	Pearson Education
03	Gert Laursen, Jesper Thorlund	Business Analytics for Managers	2010	Wiley
04	U. Dinesh Kumar	Business Analytics The Science of Data-driven Decision Making	2017	Wiley
05	Bhimasankaram Pochiraju, Sridhar Seshadri	Essentials of Business Analytics	2019	Springer

06	Ger Koole	An Introduction to Business Analytics	2019	MG Books Amsterdam
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Online Resources:

Resource No.	Website Address
1	W3schools
2	geeksforgeeks.com
3	www..bharatskills .gov.in

MOOCs:

Sr. No.	Details
1	Excel tutorials
2	Udemy.com
3	Microsoft.com
4	Alison
5	Coursea
6	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
II	208	Accounting Software	
Type of Course	Credits	Evaluation	Marks
SEC	01	IA (100)	100

Course Objectives:

- To introduce basic accounting using Tally to create company, enter accounting voucher entries including advance voucher entries, do reconciliation of bank statement, do accrual adjustments, and also print financial statements, etc. in Tally.
- To learn modern accounting software's, banking and auditing software.

Course Outcomes:

At the successful completion of the course the learner will be able to:

- Use Tally to for recording accounting data, statement, billing and ratio analysis.
- Use Tally for Inventory management.
- Decide the most effective software of actions to deal with specific purpose

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Accounting in Tally	Introduction to Accountancy – Introduction to Tally fundamentals – Maintenance of company Data – Concept of Ledger – Configuration of chart of Accounts – Maintaining Stock Details - How to make entries in Cash book – Purchase book – Sales book – Invoice – Purchase return book – Sales return book – Petty cash book – Configuration in tally- Trial Balance- GST	Demonstrate and assign Lab tasks	Understand and apply basic accounting Functions in Tally	7

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
II ERP	Introduction to different ERP applications like Tally9ERP, QuickBooks, Fresh Books, Profit Books Accounting Desktop and Online. Audit management software, Front Accounting (FA) - a free and open source accounting software, Banking ERP Software, Oracle NetSuite ERP: accounting software	Capability in applying Accounting in in different ERP desktop and online applications	Understand and apply accounting, auditing, banking	8

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Dr.R. Parameswaran, (2010)	Computer Application in Business	2010	S Chand & Company Ltd, New Delhi.
02	Tally Education Pvt. Ltd.	Tally Essential	2021	By official Tally
03	Stephen L. Nelson, (1999)	Office 2000: The Complete Reference,	1999	McGraw Hill Professional, US
04	David Otley and Kenneth Merchant Clive Emmanuel	Readings in accounting for management control	1992	Springer
05	James T. Mackey (Author), Michael F. Thomas (Author)	Management Accounting: A Road of Discovery Hardcover	1999	South-Western Pubisher
06	C.Rollin Niswonger (Author), Philip E. Fess (Author), Carl S. Warren	Accounting	1998	South-Western

Online Resources:

Online Resource No.	Websiteaddress
1	https://www.coursera.org/learn/accounting-and-reporting-fundamentals
2	https://www.goskills.com/Excel/Resources/Excel-skills-for-accountants
3	https://www.youtube.com/watch?v=Zi62qARrYZA
4	https://learnmech.com/fundamentals-of-tally-erp-9-tutorial-pdf-free-download/
5	https://everythingaboutaccounting.info/2019/10/accounting-software.html

MOOCs:

Resource No.	Website address
1	https://onlinecourses.swayam2.ac.in/aic20_sp60/preview
2	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
II	208	Content Writing	
Type of Course	Credits	Evaluation	Marks
SEC	01	IA(100)	100

Course Objectives:

- To understand basic concepts of content writing.
- To study do's and don'ts of content writing
- To understand processes and principles of content writing
- To impart knowledge about ethics in writing

Course Outcomes:

At the successful completion of the course the learner will be able to

- Understand basics of content writing.
- Develop basic skills of content writing
- To understand processes and principles of content writing
- Students should be able to write good content

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Basics of Content writing	What is content writing, Importance of Content writing Print and Web Content Writing Scope and Challenges in content writing Principles and processes of content writing Understanding audience in content writing	Demonstrate competence in fundamentals content writing	Understand and apply principles of content writing	7

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
<p style="text-align: center;">II</p> <p>Types of content writing</p>	<ul style="list-style-type: none"> • The process of Content Writing getting the brief, ideating, researching, structuring, formatting • Editing and Proof-Reading— following company style sheet, grammar, copy flow, restructuring, market research • Writing Styles - Non-fiction (Essays, Reports), Advertising, Newspapers • Writing blogs, case studies, and white papers • Corporate Communications -- Writing for business to business (B2B), business to consumer (B2C), press releases, newsletters – focus on language, jargon, writing style, target audience, formal and informal language 	<p>Develop understanding of suitable type of content writing</p>	<p>Understand and apply process of Content Writing</p>	<p style="text-align: center;">8</p>

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Kounal Gupta	The Only CONTENT WRITING HANDBOOK You'll Ever Need	2020	Henry Harvin Education
02	Joseph Robinson	Content Writing Step-By-Step: Learn How To Write Content That Converts And Become A Successful Entertainer Of Online Audiences	2020	Independently Published
03	Aan Handley	Everybody Writes	2014	Wiley
04	William Zinsser	The Content Code: Six essential strategies to ignite your content, your marketing, and your business	2020	Harper Perennial
05	Prafull Sharma	The One-Page Content Marketing Blueprint	2019	Axeman Publishing
06	Alfred Merton	Everybody Writes	2021	Zen Mastery Srl

Online Resources:

Online Resource No.	Website address
1	https://www.mindler.com/blog/how-to-become-a-content-writer-in-india/
2	https://www.clearvoice.com/blog/10-types-content-writers-use/

MOOCs:

Resource No.	Website address
	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 –2023				
Semester	Course Code	Course Title		
III	301	Marketing Management		
Type	Credits	Evaluation	Marks	
Discipline Specific Core (DSC)	3	UE (60 marks) + IE (40 marks)	100	
Course Objectives:				
<ul style="list-style-type: none"> To understand the core concepts of Marketing and approaches to Marketing. To differentiate the Marketing and Selling processes. To study the Marketing Environment and understand its influence on Marketing Decisions. To study the concept of Segmentation, Targeting and Positioning. To understand the Marketing Mix Elements and their utility in marketing. To impart knowledge on Marketing Planning. To study the concept of Marketing Research and Marketing Information System 				
Course Outcomes:				
<p>After completing the course successfully, the learner will be able to</p> <ul style="list-style-type: none"> Demonstrate an understanding of core concepts of marketing and the approaches to marketing efforts. Understand the dynamic nature of the marketing environment and its influence on the formulation of marketing strategies. Identify the market segments, formulate targeting strategies and product positioning in the market. Make sound marketing mix decisions. Understand the Marketing Planning process. Develop a marketing research plan 				
Unit	Sub Unit	Competency	Competency Indicators	Sessions
Unit I Basics of Marketing	Definition and meaning of Marketing. Core concepts of Marketing - Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Difference between Marketing and Selling. Approaches to Marketing - Product or commodity approach, Functional approach in terms of production, selling, marketing, Societal marketing approach, Institutional approach. Marketing environment - Micro and Macro marketing environment	Application of the Marketing concepts	<ul style="list-style-type: none"> Capable of analyzing marketing environment and making timely decisions Ability to implement the concepts in marketing efforts 	9

<p>Unit II Segmentation , targeting and Positioning</p>	<p>Segmentation, Targeting and Positioning: Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation. Evaluation of identified segments and selection of target market. Targeting strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing and individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product.</p>	<p>Decision Making</p>	<ul style="list-style-type: none"> • Able to identify and select new market segments as target markets • Able to position the product in the market and thereby create a distinct image of the product 	<p>9</p>
<p>Unit III Marketing Mix</p>	<p>Marketing Mix: Concept. Seven Ps of marketing mix. Product – meaning, levels of product, product mix- product line – decisions: line stretching, filling, pruning. Product life cycle (PLC) – Concept, stages in PLC. Price – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based. Pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc. Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, factors considered for the selection and motivation of dealers and retailers. Promotion- Elements of promotion mix: advertising- 5 Ms. of Advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship</p>	<p>Decision Making</p>	<ul style="list-style-type: none"> • Capable of determining marketing mix of an organization • Able to make timely marketing mix decisions 	<p>9</p>
<p>Unit IV Marketing Research</p>	<p>Marketing Research: Basic concepts – Research design, Sampling design, Sources of data- Primary and secondary, data collection Need and Importance of Marketing Research. Marketing Research Process. Types of Marketing Research. Marketing Information System- an overview</p>	<p>Application of the Marketing Research concepts</p>	<ul style="list-style-type: none"> • Able to define the purpose of the research study • Capable of developing a marketing research plan 	<p>9</p>
<p>Unit V Marketing Planning</p>	<p>Marketing Planning: Marketing Planning Process, contents of a marketing plan.</p>	<p>Demonstrate Proficiency in Marketing Planning Process</p>	<ul style="list-style-type: none"> • Understand and apply Planning Process 	<p>9</p>

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Rajan Saxena	Marketing Management	2019, Sixth edition	McGraw Hill Publications
2	V.S. Ramaswami and S. Namakumari	Marketing Management- Indian Context *Global Perspective	2017, fifth edition	McGraw Hill Publications
3	Philip Kotler, Garry Armstrong, Prafulla Agnihotri	Principles of Marketing	2020, Eighteenth edition	Pearson Education
4	Philip Kotler, Kevin Lane Keller	Marketing Management	2018, seventeenth edition	Pearson Education India

Online Resources:

Online Resources No.	Website address
1	https://managementhelp.org
2	https://bookboon.com/en/marketing-and-law-ebooks

MOOCs:

Resources No.	Website address
1	https://swayam.gov.in/nd1_noc19_mg48/preview

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 –2023

Semester	Course Code	Course Title	
III	302	Organizational Behavior	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100

Course Objectives:

- To expose the students to the fundamentals of Organizational Behaviour (OB) - such as working with people, nature of organizations, communication, leadership
- To help students in understanding of the role of OB in business organization.
- To enable the students to put the ideas and skills of OB into practice.

Course Outcomes:

At the successful completion of the course the learner will be able to

- To understand the importance of organizational behavior in managerial functions.
- To demonstrate the foundations of Individual Behaviour and various factors influencing individual behaviour viz. learning, personality, perception, attitude and motivation.
- To understand how employees behave in organizations and help to correct their individual behaviour and group behaviour.
- To influence people to get the work done through proper communication and control and motivate and lead employees towards organizational goals.

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Introduction to Organizational Behavior	Definition, Why to study OB, Evolution of the Concept of OB, Contributions to OB by major behavioral science disciplines, Challenges and Opportunities for OB Managers, Models of OB study	Demonstrate an understanding of the importance of OB in business organization	Understand and apply Models of OB	9
II Foundations of Individual Behavior	Attitude – Definition, Components of Attitude, Major Job Attitude, Job Satisfaction. Personality – Definition, Personality Determinants, MBTI, Big – Five Model, Values – Meaning, Formation, Types of Values, Perception - Definition, Perceptual Process, Factors influencing perception,	Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.	Understand and apply Perceptual factors	9

<p align="center">III</p> <p align="center">Motivation and Leadership</p>	<p>Motivation - Concept of Motivation, Definition, Theories of Motivation - Maslow's Need Theory, ERG Theory, Theory X and Theory Y, Two Factor Theory, McClelland's Theory, Equity Theory, Vroom's Expectancy Theory.</p> <p>Leadership - Concept of Leadership, Difference between Leader and Manager, Leadership Styles, Theories of Leadership – Ohio State and Michigan Studies, Blake and Mouton Theory, Traits of Good Leader</p>	<p>Demonstrate how the organizational behavior can integrate in understanding the motivation behind behavior of people in the organization.</p>	<p>Understand and apply the Theories of Motivation and Leadership</p>	<p align="center">9</p>
<p align="center">IV</p> <p align="center">Groups and Teams</p>	<p>Groups – Meaning, Why do people join Groups, Types of Groups, Stages of Group Development.</p> <p>Teams – Meaning, Groups vs Teams, Creating effective teams.</p> <p>Conflict – Concept, Conflict Process, Strategies for Resolving Conflicts</p> <p>Communication – Meaning, Barriers to effective communication</p>	<p>Analyze the complexities associated with management of the group behavior in the organization.</p>	<p>Understand the various techniques of building effective teams, Strategies for resolving conflicts</p>	<p align="center">9</p>
<p align="center">V</p> <p align="center">Organizational Culture</p>	<p>Culture - Definition, Need and importance of Cross Cultural Management</p> <p>Stress – Meaning, Causes of Stress and its Management.</p>	<p>Develop ability in using various techniques for managing Cross Cultural Environment and Stress at workplace</p>	<p>Understanding Cross Culture and Managing Stress</p>	<p align="center">9</p>

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	Kavita Singh	Organizational Behaviour: Text and Cases	3 rd Edition	Vikas Publishing House Pvt. Ltd.
2	K. Aswathappa	Organisational Behaviour	12 th Revised Edition	Himalaya Publishing House Pvt. Ltd.
3	Robbins, Timothy Judge, Seema Sanghi	Organizational Behaviour	12 th Edition	Prentice Hall

4	Fred Luthans	Organizational Behaviour	11 th Edition	Tata McGraw Hill
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Online Resources:

Online Resource No.	Websiteaddress
1	https://legalpaathshala.com/category/organizational-behaviour/

MOOCs:

Resource No.	Website address
1	https://onlinecourses.nptel.ac.in/noc20_mg51/preview
2	https://www.coursera.org/learn/organisational-behaviour-know-your-people
3	https://www.classcentral.com/course/swayam-organisation-behaviour

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023

Semester	Course Code	Course Title	
III	303	Production & Inventory Management	
Type Of Course	Credit	Evaluation	Marks
DSC	03	U.E. (60) + I.E. (40)	100

Course Objective:

- To understand fundamentals of production and inventory management.
- To develop understanding of the strategic importance of production and operation management.
- To understand various inventory control systems
- To learn EOQ concepts.
- To appoint students with the concepts like SCM, JIT, Quality Assurance and ISO certification, etc.

Course Outcomes:

At the successful completion of course, the learner will be able to

- Understand various concepts of the production & inventory management.
- Analyze the important of production and inventory management.
- And compare various issues particular to manufacturing industry.
- Develop numerical ability to solve examples on EOQ
- Describe the advantages of maintenance management, SCM, JIT, QA & ISO Certification.

Unit No.	Sub Unit	Competencies	Competencies Indicator	Session
I Introduction to Production & Inventory Management	<ul style="list-style-type: none"> • Nature, scope, importance & production & functions of production at inventory management. • Production & operations, services, production systems • Classification of production system 	Demonstrate competence in production and inventory management.	Understand and apply production functions and inventory systems.	9
II Production Planning & Control	<ul style="list-style-type: none"> • Objectives, Coordination of PPC with other departments • Job sequencing, assembly line balancing 	Demonstrate proficiency in production courses and development of strategies for production planning and controlling.	Understand and apply production planning and control systems.	9

<p align="center">III Plant Location & Plant Layout</p>	<ul style="list-style-type: none"> • Meaning, objectives of plant location • Factors affecting on plant location and plant layout • Objectives, types of the plant layout 	<p>Capability in planning plant location and plant layout.</p>	<p>Understand and apply plant location and plant layout in manufacturing organizations.</p>	<p align="center">9</p>
<p align="center">IV Inventory Management</p>	<ul style="list-style-type: none"> • Concept, importance, classification of inventory systems • EOQ model, with numerical examples • Basic concept of material requirement planning 	<p>Competence in applying different inventory management systems.</p>	<p>Preparation for applying inventory control techniques.</p>	<p align="center">9</p>
<p align="center">V Emerging Trends in Production & Inventory Management</p>	<ul style="list-style-type: none"> • Supply chain management, JIT (Just In Time) • Enterprise resource planning • Total quality management, quality circles in service operations 	<p>Develop ability in understanding various emerging trends in production and inventory management.</p>	<p>To understand emerging trends in production and inventory management.</p>	<p align="center">9</p>

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.	L. C. Zhamb	Production & Operations Management	2009	Everest Publishing House
2.	Anurag Singh Parihar	Inventory Management Planning – Production Planning and Control	2021	Notion Publisher House
3.	Chunnawala & Patel	Production & Operations Management	2004	Tata McGraw
4.	Raj Wadhwa	Production Management & Inventory Control	2012	Kanishka Publish House
5.	Narasimhan & Seetharama L.	Production Planning & Inventory Control	1996	PHI Learning Pvt. Ltd.

Online Resources:	<ul style="list-style-type: none">• http://www.yourarticlelibrary.com• https://en.wikipedia.org• https://managementhelp.org
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MOOCS:	<ul style="list-style-type: none">• www.swayam.gov.in• www.coursera.org
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Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	Course Code	Course Title	
III	304	Human Resource Management	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100
Course Objectives:			
<ul style="list-style-type: none"> ➤ To explain the Functions of HRM and Quality of a good Human Resource Managers ➤ To explain the process of HRP, Recruitment and Selection. ➤ To discuss the concept of training and development. ➤ To illustrate the components of CTC and incentive plans. ➤ To develop the knowledge of Managing Conflicts & motivation. 			
Course Outcomes:			
<ul style="list-style-type: none"> ➤ Able to apply Human resource Management functions for effective management of organization. ➤ Ability to understand and apply various manpower forecasting techniques. ➤ Enrich the techniques of recruitment, selection and interview and ability to conduct the recruitment process. ➤ Develop the knowledge of training & development and able to appraise the performance of the employees. ➤ Understand the components of CTC. ➤ Ability to resolve the conflicts in the Organisation. 			

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
Unit: I Human Resource Management	Evolution of HRM, Definition, Nature, Scope, Objectives and Functions of HRM, Organization and functions of HR Department. Quality of a good Human Resource Managers	Demonstrate Proficiency in functions and Development of qualities	Understand the basic functioning of HR department	9
Unit II Human Resource Planning	Importance and benefits of HRP, Steps in Human resource planning process, Factors affecting HRP, Job analysis, job description and job specification, Job	Demonstrate Proficiency in HR Planning Process.	Understand and apply HR Planning Process and Job analysis	9

	Analysis – importance and methods.			
Unit III Recruitment and Selection	Meaning, Sources of Recruitment, Recruitment Process, Outsourcing, - Selection Process - Test Types - Interview Types , Career Planning - Process - Career Development - Placement and Induction.	Competence in applying different recruitment sources & selection process.	Understand the various sources of recruitment & types of Interviews.	9
Unit IV Training & Development/ Performance Appraisal	Training – need for training, benefits of training, Methods of training. Performance Appraisal – meaning, definition, objectives, methods and limitations of performance appraisal	Develop ability in using various training methods & appraisal objectives.	Preparation for applying training methods.	9
Unit V Compensation & Benefit Management	Compensation & Benefit Management – components of CTC, Understanding Stock Options and designing incentive plans.	Develop ability in Managing CTC & incentives.	Awareness of Basics of compensation	9

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Aswathappa	HUMAN RESOURCE MANGEMENT	2010	Tata McGraw Hill, NewDelhi
02	Snell, Bohlander & Vohra	HUMAN RESOURCES MANAGEMENT	2010	Cengage, NewDelhi
03	Pravin Durai	HUMAN RESOURCE MANGEMENT	2010	Pearson, New Delhi
04	Alan Price	HUMAN RESOURCE MANAGEM ENT	2007	Cengage Learning, New Delhi
05	Garry Dessler & Varkkey	HUMAN RESOURCE MANAGEM ENT	2009	Pearson, New Delhi
06	Clarke Liz	The Essence of Change	1997	Prentice Hall of India Pvt. Ltd

Online Resources:

Online Resource No.	Website address
1	https://www.coursera.org/specializations/human-resource-management
2	https://www.humanresourcesedu.org/what-is-human-resources
3	https://fiuonline.fiu.edu/.../online.../master-of-science-in-human-resources-management
4	https://www.slideshare.net/Farrah1978/job-analysis-job-design-job-specification

MOOCs:

Resource No.	Website address
1	https://www.class-central.com › Coursera.
2	https://www.coursera.org/specializations/human-resource-management
3	https://www.my-mooc.com/.../mooc/managing-human-resources-hospitality-hkpolyux
4	https://www.classcentral.com/course/managing-human-resources-5462
5	https://swayam.gov.in/nd1_noc20_mg15/preview

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year2022–2023			
Semester	Course Code	Course Title	
III	305	Agri-Buisness Management	
Type of Course	Credits	Evaluation	Marks
AEC	02	UE(60) +IE(40)	100
Course Objectives:			
<ul style="list-style-type: none"> • To understand basic concepts of Agri Business management. • To understand essential standards of agri-business management. • To expose learners about micro and macro environmental forces and their impact on agri-business. • To impart knowledge about Agri Business Industry. 			
Course Out comes:			
At the successful completion of the course the learner will be able to			
<ul style="list-style-type: none"> • Integrate management principles into Agri Business practices. • Enhance learners awareness about the Agri-input supply Industries in India • Support the understandings about agro-processing industries in India 			

UnitNo.	Subunit	Competencies	Competency indicators	Sessions
I Introduction to Agri-business	Nature and scope of Agri-business, Importance of Agri-business Management, Difference between farm and non-farm sectors, Demand for agri products and it's determining factors	Demonstrate competence in fundamentals of Agri Business	Understand nature and importance of Agri Business	6
II Agricultural Economics	Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country	Capability in analyzing and applying concept of Agricultural Economics	Competence in analyzing various Economic Factors and Determinants of Agricultural Economics.	6
III Agriculture and its Structure	Green Revolution – concepts, importance and its effects, Crop Pattern of India, Factors Influencing Agriculture – Areas of Crop Specialization - Regional Analysis, Impact of Climate Change on Agricultural , Value chain in agriculture.	Develop ability in understanding Agriculture Patterns and its Structures	Understand and apply Agricultural Structure to develop Value Chain	6

IV Globalization and Agriculture	Globalization and Changing Structure of Agro Products, Agricultural Product Competitiveness Export Orientation	Develop understanding of global prospective in Agri Business Management	Abilities to prepare structure and policies in changing global scenario	6
V New trends in Agribusiness	Contract farming & Precision Farming, Types and Scope of Contract & Precision farming, New Methods of Cultivation-Cooperative Farming, Organic Farming, Genetically Modified Food, Farmer Producers' Organizations (FPO)	Understanding new practices and trends in Agribusiness	Capacity to demonstrate and apply the new techniques of Agri Business	6

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Francis Cherunilam.	Business Environment.	2003	Himalaya Publ.
02	Shete, N. B.	Financing Agri-Business.	2000	Himalaya Publ.
03	Dr Shoji Lal Bairwa and Dr Chandra Sen and Dr L K Meena and Dr Meera Kumari	Agribusiness Management Theory And Practices	2019	Write And Print Publications
04	Smita Diwase	Agri-Business Management	2017	Everest Publishing House

Online Resources:

Online Resource No.	Website address
1	www.managementstudyguide.com

MOOCs:

Resource No.	Website address
	https://www.mooc.org

Programme: BBA CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
III	306	Goods and Services Tax Compliances	
Type of Course	Credits	Evaluation	Marks
SEC	02	IE (100)	100
Course Objectives:			
<ul style="list-style-type: none"> • To understand basic concepts of Goods and Services Tax • To Understand the need for GST in India • To understand the framework of GST as introduced in India and Understand various benefits to be accrued from Implementation of GST • To explain constitutional provisions pertaining to levy of various taxes 			
Course Outcomes:			
<p>At the successful completion of the course the learner will be able to</p> <ul style="list-style-type: none"> • Analyse the practical applicability of GST on businesses. • Develop the conceptual clarity on constitutional provisions of GST. • Assess merits and demerits of GST implementation in India • Develop the understanding on GST components, rates, place and time of supply, valuation & registration provisions. 			

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Introduction of GST	<ul style="list-style-type: none"> • Indirect tax reform in India • Introduction of GST in India • Constitutional Provisions • Concept of GST • Need of GST in India • Deficiencies in old Indirect tax regime • A cure for ill effects of old Indirect Taxes in India 	Demonstrate competence in fundamentals of old Indirect Tax Regime which led to revolutionary change in existing regime.	Understand the history of Old Indirect tax regime and the need of GST in India	5

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
II GST Framework	<ul style="list-style-type: none"> • GST: One Nation One Tax • Taxes Subsumed in GST • Components of GST • GST Framework • GST Applicability & Non-Applicability 	Competencies in analyzing the GST framework	Understand the GST framework and its applicability.	5
III Definitions, Concept of Supply & Scope under GST	<ul style="list-style-type: none"> • Definitions • Concept of Supply • Scope of Supply • Supply of Goods • Supply of Services • Composite and Mixed Supplies 	Capability in applying the understanding about the concept of "Supply" in terms of GST Law.	Understand and interpret the cases covered under the terminology "Supply" in terms of GST Law	8
IV Charge of GST	<ul style="list-style-type: none"> • Intra State Supply • Inter State Supply • Extent & Commencement of GST Law • Levy of GST • Collection of GST • Classification of GST • GST Rates • Composition Levy • Forward Charge Mechanism • Reverse Charge Mechanism 	Competence in identifying types of GST Supplies whether inter- state or intra- state & its classification to ascertain its rate and mechanism	Understand and analyze the supply for further de-coding it into its categories, rates, mechanism	6

V Place & Time of Supply	<ul style="list-style-type: none"> • Place of Supply of Goods • Place of Supply of Services • Analyze the cases with given nature of supply on the basis of place of Supply • Time of Supply of Goods under Forward Charge • Time of Supply of Goods under Reverse Charge 	Develop the Competencies to interpret the Place of Supply & Time of Supply	Understand and analyze the Place of Supply and Time of Supply	6
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Institute of Chartered Accountants of India (ICAI)	Indirect Tax Laws	2021	The Publication department of ICAI

Online Resources:

Online Resource No.	Website address
1	www.icai.org

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023

Semester	Course Code	Course Title	
III	306	Advance Data Analysis Tools	
Type of Course	Credits	Evaluation	Marks
SEC	02	IE (100)	100

Course Objectives:

- To impart knowledge about advanced Data Analysis Tools.
- To develop decision making capabilities of the students
- To enable the students in identifying the business problems and provide solutions using data analysis tools.
- To enable the students in collecting, organizing, and analyzing the information related to Business

Course Outcomes:

At the successful completion of the course the learner will be able to

- Integrate data analysis tools into management practices.
- Demonstrate an understanding of data analysis tools.
- Provide optimum solutions to problems in the field of Business Management
- Make sound business decisions using data analysis tools

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Introduction to Data Analytics	Working with Formula and Functions, Introduction to Charts, Logical functions using Excel, Analyzing Data with Excel	Critical Thinking	Understand and analyze the data analysis using Excel	6
III Data Distribution and framework	Data Science Process, Big data ecosystem and data science, Distributed file systems, Distributed programming framework, data integration framework, machine learning framework, No SQL Databases, scheduling tools, benchmarking tools, system deployments	Managing Information	Organize or Manipulate data to determine the pattern	6

<p align="center">III Introduction to AI</p>	<p>What is AI, Turing test, cognitive modeling approach, law of thoughts, the relational agent approach, the underlying assumptions about intelligence, techniques required to solve AI problems, level of details required to model human intelligence, successfully building an intelligent problem, history of AI</p>	<p align="center">Creativity and Innovation</p>	<p align="center">Flexible thinking and approaches to connect or extend ideas by new ways.</p>	<p align="center">6</p>
<p align="center">IV Data Science Processes</p>	<p>Six steps of data science processes define research goals, data retrieval, cleansing data, correct errors as early as possible, integrating – combine data from different sources, transforming data, exploratory data analysis, Data modeling, model and variable selection, model execution, model diagnostic and model comparison, presentation and automation.</p>	<p align="center">Managing information</p>	<p align="center">Organize or manipulate data to determine mathematical patterns</p>	<p align="center">6</p>
<p align="center">V Test of Statistical Hypothesis and p-values:</p>	<p>Tests about one mean, tests of equality of two means, test about proportions, p-values, likelihood ratio test, ANNOVA, T-Test, F-Test manually and using SPSS</p>	<p align="center">Cultural and Global citizenship</p>	<p align="center">Apply mathematical information to describe trends, patterns or connections within communities;</p>	<p align="center">6</p>

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Mr. Anand Maheshwari	Data Analytics Made Accessible	2022	McGraw Hill Publishing house
02	V.K.Jain	Data Science and Analytics	2022	Khanna Publishing house
03	U. Dinesh kumar	Business Analytics	2022	Wiley Publishing house
04	Balkrishna, Bhambri and Chopra	Business Analytics	2022	Khanna Publishing house

Online Resources:

Online Resource No.	Website address
1	https://onlinecourses.nptel.ac.in

MOOCs:

ResourceNo.	Website address
1	https://www.mooc.org

Programme: BBACBCS–RevisedSyllabusw.e.f.-Year2022–2023

Semester	Course Code	CourseTitle	
III	306	Financial Modeling	
Type of Course	Credits	Evaluation	Marks
SEC	02	IE(100)	100

CourseObjectives:

- To understand the fundamentals of financial modeling
- To learn how to create and analyze financial models using spreadsheet software
- To apply financial modeling concepts and techniques to real-world problems
- To develop critical thinking and problem-solving skills in the context of finance

CourseOutcomes:

At the successful completion of the course the learner will be able to

- Exhibit the skills and knowledge required to develop and use financial models
- Analyze and solve real-world financial problems.
- Use Excel to create financial models,
- Apply financial concepts and techniques to financial modeling.
- Interpret and communicate financial analysis results.

UnitNo.	Subunit	Competencies	Competency indicators	Sessions
I Introduction to Financial Modeling	<ul style="list-style-type: none">• Definition and scope of financial modeling• Benefits and limitations of financial modeling• Financial modeling best practices	Knowledge	Understanding and comprehension	6

UnitNo.	Subunit	Competencies	Competency indicators	Sessions
II Excel for Financial Modeling	<ul style="list-style-type: none"> • Introduction to Excel • Basic Excel functions and formulas • Advanced Excel functions and formulas • Excel shortcuts for financial modeling 	Awareness and practical hands on	Application and analysis	6
III Applications of Financial Modeling	<ul style="list-style-type: none"> • Business valuation • Investment analysis • Risk management • Financial planning 	Understanding and application	Analysis and synthesis	6
IV Financial Modeling Techniques	<ul style="list-style-type: none"> • Forecasting techniques • Sensitivity analysis • Scenario analysis • Monte Carlo simulation • Applications of Financial Modeling. 	Analyze and application.	Application and Practical experience	6
V Case Studies	<ul style="list-style-type: none"> • Practical examples of financial modeling in different contexts • Group discussions and presentations 	Evaluation	Application and understanding	6

ReferenceBooks:

Sr.No.	NameoftheAuthor	Title oftheBook	Year ofEdition	Publisher
01	Textbook: Benninga, S.	Financial Modeling (4th ed.).	(2014).	The MIT Press.
02	Charnes, J. M., Cooper, W. W., & Rhodes, E.	Measuring the Efficiency of Decision Making Units.	(1978).	European Journal of Operational Research,
03	Ross, S. A., Westerfield, R. W., & Jaffe, J. F.	Corporate Finance (12th ed.).	(2018).	McGraw- Hill Education.
04	Danielle Stein Fairhurst	Financial Modeling in Excel for Dummies		

OnlineResources:

OnlineResourceNo.	Website address
1	www.managementstudyguide.com

MOOCs:

ResourceNo.	Website address
1	https://www.mooc.org

Programme: BBACBCS–RevisedSyllabusw.e.f.-Year2022–2023			
Semester	Course Code	CourseTitle	
III	307	Constitution of India and Human Rights	
Type of Course	Credits	Evaluation	Marks
VBC	02	IE (100)	100
Course Objectives:			
<ul style="list-style-type: none"> i) To impart knowledge about Constitution of India . ii) To develop decision making capabilities of the students /learners iii) To impart knowledge of human rights. iv) To enable the students in identifying the business problems and provide solutions to it. v) To enable the students in collecting, organizing and analyzing the information related to business vii) To develop managerial insights through Indian Ethos and values viii) To sensitize the students about environmental issues and sustainable consumption 			
Course Outcomes:			
<p>At the successful completion of the course the learner will be able to</p> <ul style="list-style-type: none"> i) Demonstrate an understanding of Constitution of India. ii) Communicate effectively with various stakeholders of business iii) Make sound business decisions. iv) Collaborate with others in the organizational context, manage resources and lead them in the pursuit of organizational goals v) Identify the need for and engage in lifelong learning in the field of business management vi) Create sustainable and ethical business policies 			

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Constitution of India- Introduction	Structure, Preamble, Nature and characteristics of Indian Constitution, Citizenship The States, Union and its territory	Demonstrate competence in understanding Indian Constitution	Understand and apply in Management Functions	6
II Constitution of India- Fundamental rights & duties	Fundamental Rights Fundamental Duties Trade & Commerce with in territory .Services Under Union & Territory	Demonstrate Proficiency in application of Constitution of India- Fundamental rights & duties	Understand and apply Process and Decision making Process	6
III Human Rights - UDHR	Universal Declaration of human rights (UDHR) and its application	Capability in applying UDHR	Understand and apply p	6
IV National Human Rights Commission	The Protection of Human Rights Act	Competence in applying NHRC	Understand the various approaches and application of the Act	6
V International Human Rights Treaties	Committee on the elimination of racial discrimination(CERO) Committee on Economic, Social and cultural rights (CESCR) Committee on elimination of discrimination against	Develop ability in using various IHR Treaties.	Preparation for application of the treaties.	6

	women (CEDAW) Committee against torture (CAT) Committee on the rights of the Child (CRC) Committee on Migrant Workers (CMW)			
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ReferenceBooks:

Sr.No.	Name of the Author	Title oftheBook	Year ofEdition	Publisher
01	Government of India	The Constitution of India	2012	Government of India
02	Jack Donnelly	Universal Human Rights	2013	CornellUniversity Press, 3 rd Edition.
03	Asrti Singh, Shivani Singh	National Human Rights Commission :Prevention of Human Rights Violation,	2014	LAP Lambert Academic Publishing
04	Philip Alston	The Future of UN Human Rights Treaty Monitoring	2000	Cambridge University Press

OnlineResources:

Online Resource No.	Websiteaddress
1	https://cdn1.sph.harvard.edu/wp-content/uploads/sites/134/2016/07/Human-Rights-A-brief-intro-2016.pdf

MOOCs:

ResourceNo.	Website address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
III	308	Physical Education and Yoga	
Type of Course	Credits	Evaluation	Marks
VBC	02	IE (100)	100

Course Objectives:

- To Improve personal fitness through participation in sports and yoga activities.
- To Follow sound nutritional practices for maintaining good health and physical performance.

Course Outcomes:

The practical exercises, the underpinning knowledge and the relevant soft skills associated with the identified competency are to be developed in the student for the following Course Outcomes (COs) achievement:

- Practice physical activities and yoga for strength, flexibility and relaxation.
- Use techniques for increasing concentration and decreasing anxiety for stronger academic performance.
- Perform yoga exercises in various combination and forms

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Introduction to Physical fitness	<ul style="list-style-type: none"> • Aims & Objectives of Physical Education • Changing trends in Physical Education • Meaning & Importance of Physical Fitness & Wellness • Components of Physical fitness • Components of health related fitness • Components of wellness • Preventing health threats through lifestyle change • Concept of positive lifestyle 	<p>Explain importance of physical education.</p> <p>Describe importance of Physical Fitness & Wellness.</p> <p>Explain the components of physical fitness.</p>	<p>Demonstrate healthy life style.</p> <p>Prevent health threats by changing life style.</p>	6

Unit No.	Sub unit	Competencies	Competenc yindicators	Sessions
II Fundamentals of Anatomy & Physiology in sports & yoga	<ul style="list-style-type: none"> Anatomy, physiology and its importance. Effect of exercise on various body system i.e. circulatory system, respiratory system, neuro- muscular system Concept and advantages of correct posture. Posture deformities and corrective measures. 	<p>.Explain importance of anatomy and physiology.</p> <p>Describe effects of exercise in various body systems.</p> <p>Describe concept of correct posture.</p>	Explain corrective measures for posture deformities.	6
III Yoga & Pranayama	<ul style="list-style-type: none"> Meaning & Importance of Yoga Asanas, Pranayama& Meditation Yoga & related Asanas - Sukhasana, Tadasana,Padmasana &Shashankasana Relaxation techniquesfor improving concentration - Yog-Nidra 	<p>Explain importance of yoga.</p> <p>Perform various pranayama for increasing concentration</p>	Use meditation and other relaxation techniques for improving concentration	6
IV Sports/ games	<ul style="list-style-type: none"> Warming up and limbering down exercises Tournaments- Knock out, League/ Round Robin & combination Following sub topics related to any one Game/Sport of choice of student out of: Badminton, Chess, Carrom, Table Tennis, Cricket, Kabaddi, , Volley ball, Basketball, Football, Hockey, etc. 	<p>Describe various warming exercises.</p> <p>Explain latest rules of any game/sports.</p>	Describe specifications of play fields and related sports equipment.	6
V Sports/ games	<ul style="list-style-type: none"> History of the Game/Sport. Latest General Rules of the Game/Sport. Specifications of Play Fields and Related Sports Equipment. Effect of anxiety & fear on sports performance 	<p>Describe various warming exercises.</p> <p>Select any game/sports of your choice. Explain latest rules of any game/sports.</p>	Describe specifications of play fields and related sports equipment.	6

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	V.K.Sharma	Health and Physical Education	2020	NCERT Books; Saraswati House Publication, • New Delhi
02	B.K.S. Iyengar	Light on Yoga	2016	Thomson's Publication, New Delhi

Online Resources:

Online Resource No.	Websiteaddress
1	https://www.youtube.com/watch?v=dAqQqmaI9vY&feature=youtu.be
2	https://www.youtube.com/watch?v=c8hjhRqIwHE

MOOCs:

Resource No.	Websiteaddress
1	https://www.mooc.org

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023

Semester	Course Code	Course Title	
IV	401	International Business	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE(60)+IE (40)	100

Course Objectives:

- Enable students build strong foundation in concepts of international trade and business
- Help students understand social, cultural and economic factors that lead to trade between countries
- Help students study various economic integrations for promoting regional trade and investments

Course Outcomes:

At the successful completion of the course the learner will be able to

- To enable the students to take decisions related to global issues and policies.
- To be able to Interpret Foreign trade policy and avail incentives offered under various schemes.
- To recall the role and functions of Global Institutions IMF, WTO and World Bank.
- To comprehend the exchange rates practically and its implications on trade.

Unit No.	Subunit	Competencies	Competency indicators	Sessions
I	. Definition of International Business, Nature and Scope of International, , Stages of Internationalization, Differences between Domestic and International Business	Demonstrate competence in fundamentals of International Business	Understand and apply Stages of Internationalization and NOSTRO and VOSTRO Accounts	9
Introduction of international Business	Business, Exporting, Importing and Countertrade Settlement through NOSTRO and VOSTRO Accounts, Advantages and Disadvantages			

II Globalization & International Trade Theories	Globalization Definition of Globalization, Globalization of Market, Globalization of Production, Drivers of Globalization International Trade Theories Mercantilism, Absolute Cost Advantage, Comparative Advantage, Huckscher Ohlin Theory, Product Life cycle Theory, Porter's Diamond Theory	Demonstrate competence in various drivers of Globalization and various trade theories	Understand and apply Globalization, Globalization of Market, and Production, and various trade theories	10
III Foreign Exchange Market	Types of Exchange Rate –Real and Nominal exchange Rate, Fixed vs. Flexible Exchange Rate, Managing Float, Factors affecting Foreign Exchange Rate ,	Demonstrate competence in various types of foreign exchange market	<i>Understand and apply</i> types of exchange rate	8
IV International Financial Management	Balance of Trade and Balance of Payments, International Monetary Fund (IMF) – Objectives and functions., World Bank – Objective and Functions / Globalization in Marketing and International Human Resource	Demonstrate competence in various components of Balance of Payment	Understand and apply concepts of IMF and World Bank	9
V Regional Economics Grouping	Evolution, Structure and Functions of : North Atlantic Free Trade Agreement (NAFTA), South Asian Association for Regional Co-operation (SAARC), European Union (E.U.) / G-20 / BRIC, World Trade Organization (WTO)	Demonstrate competence in various Regional Economics Groups	Understand and apply concepts of NAFTA, SAARC, WTO	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Rakesh Mohan Joshi (IIFT)	International Business	2009	OXFORD
2 – National	V.K Bhalla	International Business	2013	S. Chand
3 – National	K. Aswathappa	International Business	6 th Edition 2017	McGraw Hill Education
4 – International	Donald Ball and MichealGeringer	International Business: The Challenge of Global Competition	9 th Edition	McGraw-Hill Education
5 – International	Charles W. L. Hill	International Business: Competing in the Global Market	10 edition 2017	McGraw Hill Education
6 – International	PrashantSalwan	International Business,	15th 2016	Pearson
	John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan (Author)	15/e Fifteenth Edition, Kindle Edition		
7 – International	Ricky W. Griffin (Author),Michael Pustay (Author)	International Business, Global Edition	8th Edition on (May 15, 2014)	Pearson

Online Resources:

Online Resources No	Web site address
1	www.imf.org
2	www.wto.org
3	www.trademap.org
4	www.commerce.nic.in
5	www.dgft.gov.in
6	International Business Review https://www.journals.elsevier.com/international-business-review

7	Journal of International Business Studies http://www.jibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Subject	Web site address
1	International Business	https://www.openlearning.com/courses/GFMA2023/
2	International Business Environment and Global Strategy –IIMB (SushilVachani)	EDX https://www.edx.org/course/international-business-environment-and-global-stra
3	International Business	EDX https://www.edx.org/learn/international-business
4	International Business I (Coursera) Taught by - <u>Doug E Thomas</u> (university of New Mexico)	COURSERA https://www.coursera.org/learn/international-business
5	International Financial Environment	https://nptel.ac.in/courses/110105031/

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023

Semester	Course Code	Course Title	
IV	402	Design Thinking and Innovation Management	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100

Course Objectives:

- Inculcate the fundamental concepts of design thinking
- Develop the students as a good designer by imparting creativity and problem solving ability
- Conceive, conceptualize, design and demonstrate innovative ideas using prototypes

Course Outcomes:

At the successful completion of the course the learner will be able to

- Demonstrate the critical theories of design, systems thinking, and design methodologies
- Produce great designs, be a more effective engineer, and communicate with high emotional and intellectual impact
- Understand the diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices
- Conceive, organize, lead and implement projects in interdisciplinary domain and address social concerns with innovative approaches

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Design Process	Traditional design, Design thinking, Existing sample design projects, Study on designs around us, Compositions/structure of a design, Innovative design: Breaking of patterns, Reframe existing design problems, Principles of creativity Empathy: Customer Needs, Insight-leaving from the lives of others/standing on the shoes of others, Observation	Critical Thinking	Understand and analyze the design	9

<p align="center">II Design team</p>	<p>Team formation, Conceptualization: Visual thinking, Drawing/sketching, New concept thinking, Patents and Intellectual Property, Concept Generation Methodologies, Concept Selection, Concept Testing,</p>	<p>Managing Information</p>	<p>Organize, think, Manipulate new concepts</p>	<p align="center">9</p>
<p align="center">III Prototyping</p>	<p>Opportunity identification Prototyping: Principles of prototyping, Prototyping technologies, Prototype using simple things, Wooden model, Clay model, 3D printing; Experimenting/testing.</p>	<p>Managing information</p>	<p>Flexible thinking and approaches to connect or extend ideas by new ways</p>	<p align="center">9</p>
<p align="center">IV Creativity in Innovation</p>	<p>Creativity - meaning, Creativity Process , Components of creative performance Types of creativity and Techniques of creative problem solving (workshops and exercises) Design Thinking: Solution based approach to problem Solving</p>	<p>Creativity and Innovation</p>	<p>Identify and Interpret innovation and different dimension of innovation</p>	<p align="center">9</p>
<p align="center">V Innovation in Entrepreneurship</p>	<p>Innovation: Meaning & significance of innovation Types of innovation Innovation Diffusion theory Innovation in Organizations Drivers of Innovation Bottom up and Top down Innovation Horizontal versus vertical Innovation</p>	<p>Creativity and Innovation</p>	<p>Give inputs on creativity and techniques for creative problem solving.</p>	<p align="center">9</p>

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Tim Brown, Change	Design: How Design Thinking Transforms Organizations and Inspires Innovation	2022	Harper Collins Publishers Ltd.
02	Idris Mootee	Design Thinking for Strategic Innovation	2013	John Wiley & Sons Inc
03	Gavin Ambrose, Paul Harris	Basics Design - 8: Design Thinking, illustrated, reprint,	2010	AVA Publishing,
04	Christian Muller Rotenberg	“Handbook of Design Thinking	2018	Kindle Direct Publishing
05	Happen, Porus Munshi,	Making Breakthrough Innovations	2020	Marico Innovation Foundation
06	Navi Radjou and Jaideep Prabhu,	Frugal Innovation	2022	Hachette India

Online Resources:

Online Resource No.	Website address
1	https://www.mindtools.com/brainstm.html
2	https://www.quicksprout.com/
3	https://support.microsoft.com/en-us/kb/273814
4	http://www.vertabelo.com/blog/documentation/reverse-engineering
5	https://www.youtube.com/watch?v=2mjSDIBaUIM
6	https://docs.oracle.com/cd/E11108_02/otn/pdf

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023

Semester	Course Code	Course Title	
IV	403	Research Methodology	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE(60)+IE (40)	100

Course Objectives:

- To demonstrate an understanding of the role of research in business management.
- To identify different information sources for the collection of data and literature reviews.
- To explain the concepts behind scientific inquiry and the procedures for carrying it out.
- To familiarize the learners with the key concepts in sampling techniques and instruments for data collection.
- To develop basic understanding of conducting surveys and reporting the research.
- To aware about the ethical issues in conducting applied research.

Course Outcomes:

At the successful completion of the course the learner will be able to

- Develop understanding on various applications of research for managerial decision making.
- Explain key research and summarize the research articles and research reports.
- Have basic awareness of data analysis-and hypothesis testing procedures.
- Design questionnaires and administer simple survey based projects.
- Describe sampling methods, measurement scales and instruments, and appropriate uses of each.

Unit No.	Subunit	Competencies	Competency indicators	Sessions
I Introduction to Research Methodology	Meaning, definition and objectives of research, motivations for research, types of research, Importance of research in managerial decision making, research in Research in functional / business areas. Qualities of a good researcher.	Demonstrate competence in Basics of Research	Understand and apply Research Basics	9
II Research process	Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design: Meaning, characteristics, importance of research design. Development and designing of tools of data collection Designing of research projects – research proposal.	Demonstrate Proficiency in Designing and Development of research Tools	Understand and apply Planning Process and Decision making of Process	10
III Sampling and Data Collection	Census and sample survey. Need and importance of sampling, Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.	Capability in applying data collection tools & Techniques	Understand and apply process of data collection	8
IV Processing and Analysis of Data	Meaning, importance and steps involved in processing of data. Statistical tools and techniques for analysis of data. Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data.	Competence in applying different tools for analysis of data.	Understand the various approaches for data processing & analysis.	9
V Report Writing	Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.	Develop ability in writing research reports.	Preparation for applying writing research reports	9

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi
2	Uma Sekharan	Research Methods for business	2016	Oxford
3	Ranjit Kumar	Research Methodology	2009	Pearson Education
4	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5	Neuman, W.L.	Social Research Methods – Qualitative and Quantitative	2008	Pearson

Online Resources:

Online Resource No.	Website address
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/dcom408_dmgt404_research_methodology.pdf
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3a%2f%2fwww.amazon.com%2fhow-research-todays-tips-tools-ebook%2fdp%2fb01i5jjdc http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-

MOOCs:

Resource No.	Website address
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods

4	https://www.classcentral.com/course/swayam-introduction-to-research-5221
5	https://www.edx.org/course/introduction-to-social-research-methods

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
IV	404	Corporate Law	
Type of Course	Credits	Evaluation	Marks
DSC	03	UE (60) + IE (40)	100

Course Objectives:

- To understand basic concepts of corporate management.
- To understand role of regulatory authorities in corporate management.
- To understand the concept of corporate governance.
- To understand what is capital market and its role in the national development.

Course Outcomes:

At the successful completion of the course the learner will be able to

- Understand the process of formation of a company.
- Understand powers of different authorities of corporate governance.
- Understand Role, Relevance and significance of Capital Market.
- Understand the process of winding up of a company.

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I	Formation of a company, Certificate of Incorporation, Memorandum and Articles of Association, Prospectus, Doctrine of Ultra Vires, Types of Companies, Directors: Appointment, Powers and Duties of Directors, Procedure of calling meeting, Types of Meetings	Understanding the formation process	Able to define stages of formation of a company, Understanding important documents and other statutory requirements in company formation	9
Corporate Incorporation and Management				

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
II Mis- management and Investigation	Audit Committee: Its Role, Prevention of Mismanagement, Insider Trading, Company Investigation, Securities and Exchange Board of India (SEBI): Constitution, Powers and Functions, Role & Powers of the Company Law Board, Role & Powers of Central Government	Understanding roles of different authorities in preventing mismanagement	Able to explain different types of mismanagement and roles of regulatory authorities in its prevention	10
III Share Capital	Role, Relevance and significance of Capital Market in national development, Meaning and forms of FDI, Foreign Exchange Management Act, Rights of shareholders and debenture holders, Difference between Shares and Debentures	Understanding basic concepts of capital market	Able to define importance of capital market, meaning of FDI and differentiate between shares and debentures.	8
IV Corporate Governance and Social Responsibility	Importance of Corporate Governance, Corporate Governance in India, Corporate Social and Environmental Responsibility, Emerging trends	Understanding concept of corporate governance	Ability to explain what is corporate governance, Corporate Social and Environmental Responsibility	9
V Corporate Liquidation	Winding up of Companies, Mode of winding up of a companies, Compulsory Winding up under the Order of the Tribunal, Voluntary winding up Payment of liabilities	Understanding the process of winding up of a company	Ability to explain different modes of winding up of a company	9

Reference Books:

Sr. No.	Name Of The Author	Title Of The Book	Year Of Edition	Publisher
01	Rinita Das	Avtar Singh's Company Law An Introduction	2016	Eastern Book Company
02	Dr Anil Kumar.	Corporate Laws	2022	Taxmann.
03	GK Kapoor, AP Suri.	Corporate Laws	2015	Taxmann.
04	Dr. Harleen kaur	Corporate Law	2021	Kitab Mahal

Online Resources:

Online Resource No.	Website address
1	https://icmai.in/upload/Students/Syllabus2016/Final/Paper-13-Feb-21.pdf
2	https://lawbhoomi.com/companies-act-notes-and-study-materials/

MOOCs:

Resource No.	Website address
1	https://onlinecourses.swayam2.ac.in/cec23_lw05/preview

Programme: BBA CBCS – Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	Course Code	Course Title	
IV	405	Financial Management	
Type	Credits	Evaluation	Marks
DSC	2	UE (60) + IE (40)	100
Course Objectives:			
<ul style="list-style-type: none"> • To introduce the fundamentals of Financial Management • To orient on the skills set required for Financial Decision Making Techniques • To orient on Financial Statement Analysis and Interpretation • To develop analytical skills which would help decision making in Business. • To develop the entrepreneurial mind set 			
Course Outcomes :			
<ul style="list-style-type: none"> • Development of basic skill sets required for Financial Decision Making • Development of analytical skill set to understand and interpret Financial Statements • Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, involvement of business enterprises and exploring entrepreneurial opportunities (BEDK) • Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking- Business Analysis-Problem Solving and Innovative Solutions (CBPI) • Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE) 			
Unit	Contents		Sessions
1	Introduction Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision		6
2	Investment Decision: Capital Budgeting Decision Meaning, Importance and process of Capital Budgeting, Capital Budgeting Techniques - Problems & casestudies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques		6

3	Liquidity Decision: Working Capital Management: Meaning, Need and Types of Working Capital, Components of Working Capital, Sources of Working Capital Financing	6
4	Financing Decision: Sources of Long Term Domestic Finance: Shares, Debentures, Retained Earnings, Capital Structure: Meaning and Principles of Capital Structure Management, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of Capital, Leverage: Concept and Types of Leverage	6
5	Dividend Decision: Factors determining Dividend policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice. Financial Statement Analysis: Meaning and Types, Techniques of Financial Statement Analysis, Trend Analysis and Ratio Analysis.	6

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	SheebaKapil	Fundamentals of Financial Management		Pearson Publications
2 – National	I.M. Pandey	Financial Management		Vikas Publication
3 – National	Khan and Jain	Financial Management		TATA McGraw Hill
4- National	R.P. Rustogi	Financial Management		
4 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice	11th edition.	
5 – International	Jonathan Berk, Peter DeMarzo and Ashok Thampy	Financial Management		Pearson Publication

6 – International		Financial Management And Accounting		Wiley Publication
7– International		Business Finance And Accounting		Wiley Publication

Online Resources:

Online Resources No	Resources Name	Web site address
1	Google Scholar	https://scholar.google.com/
2	Gutenberg	https://www.gutenberg.org/
3	Open Culture	http://www.openculture.com/free_ebooks
4	Open Library	https://openlibrary.org/

MOOCs:

Resources No	Resources Name	Web site address
1	Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses.	https://alison.com/
2	Khan Academy - free online courses and lessons	https://www.khanacademy.org/
3	Futurelearn	http://www.openculture.com/free_ebooks
4	SWAYAM which is a India MOOCs platform for which University Grants Commission has allowed upto 20% credit transfer facility.	https://swayam.gov.in/
5	University of Florida	www.coursera.org
6	University of London	www.cefims.as.uk
7	IIM ,Bangalore	www.edx.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
IV	406	Data Science	
Type of Course	Credits	Evaluation	Marks
AEC	02	IE (100)	100

Course Objectives:

- To understanding the Role of Data Science in business.
- To study the basic concept of data management and data mining techniques.
- Understanding the basic concept of Data Science and its Project Life Cycle.
- To understand the basic concept of machine learning.
- To understand the various applications of data science in business domain.

Course Outcomes:

At the successful completion of the course the learner will be able to

- Define Data science and its role in business.
- Describe role of data and various statistical methods used to analyse it.
- Describe data management and handling and Data Science Project Life Cycle.
- Apply data visualization effectively and use R for it.
- Define machine Learning and describe various types of it.
- Apply data science in various business domain.

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
1 Introduction to Data Science	Definition of Data Science and need of it? Historical Overview of data analysis and Overview of data science process, Life cycle of Data Science project. defining the goal Roles and responsibilities in Data Science project, Data Engineer vs. Business Analyst	Understand concept of Data Science Stages of Data Science project Roles and responsibilities in Data Science project	Able to define Data Science Ability to specify Stages of Data Science project and describe task to be carried out in each stage State the various roles and responsibilities in Data Science project	9
2 Data Handling	Data Collection, Data Management and Big Data Management,	Understand importance of data and Types of Data	Able to describe importance of data Will describe methods of	9

	<p>Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data</p> <p>Computing simple statistics: Means, variances, standard deviations, weighted averaging, modes, quartiles</p>	<p>Understand Basic statistics to be applied on data</p>	<p>dealing with missing or incomplete data</p> <p>Able to describe various statistical method to be used and importance of each</p>	
<p>3</p> <p>Data Visualization</p>	<p>Definition, importance of data visualization in data science, Exploratory Data analysis- Chart Types: Tabular data, dot and line plots, scatter plots, bar plots and pie charts</p> <p>Using R for Data Visualization</p>	<p>Understanding importance of data visualization</p> <p>Various charts and usage of each</p> <p>Making use of R to visualize data</p>	<p>Understand importance of data and Types of Data visualization mechanisms</p> <p>Able to write simple script to import data and apply data visualization on it.</p>	9
<p>4</p> <p>Machine Learning</p>	<p>Definition, Applications of machine learning in data science, Types of Machine Learning - supervised learning, semi supervised learning, un-supervised learning, Linear regression, Decision Tree classifier – constructing decision Tree, Bayes - Naive Bayes</p>	<p>Understanding definitions of Machine learning and its relationship with AI and data Science</p> <p>Understanding various Machine Learning techniques</p>	<p>Ability to define machine Learning</p> <p>Able to describe Types of learning and differences among them</p>	9
<p>5</p> <p>Applications of Data Science</p>	<p>Applications of Data Science in Business domain: Using Data Science in Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics and Supply Chain Analytics.</p>	<p>Understand the role of Data Science and Machine learning various business domains</p>	<p>Able to describe how we can use Data Science and Machine Learning in the domain Specified</p>	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Pang-Ning Tan, Michael Steinbach, Vipin Kumar	Introduction to Data Mining	2021, Second Edition	Pearson Education
2	B. Uma Maheswari, R. Sujatha	Introduction to Data Science	2021	Wiley India
3	Peter Bruce, Andrew Bruce, Peter Gedeck	Practical Statistics for Data Scientists: 50+ Essential Concepts Using R and Python	2020	O'Reilly Media

Online Resources:

Online Resources No.	Website address
1	https://www.simplilearn.com/tutorials/data-science-tutorial
2	https://www.w3schools.com/datascience/default.asp
3	https://www.geeksforgeeks.org/data-science-tutorial

MOOCs:

Resources No.	Website address
1	NPTEL / Swayam
2	www.edx.com
3	www.coursera.com

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023

Semester	Course Code	Course Title	
IV	406	Technical Analysis for Investment in Stock Market	
Type of Course	Credits	Evaluation	Marks
AEC	02	IE(100)	100

Course Objectives:

- 1.To understand basic concepts of Technical analysis
- 2 .To study different tools for analysis.
- 3.To understand the application of techniques for trading.
4. To develop analytical Skills for making Sound investment decision.

Course Outcomes:

At the successful completion of the course the learner will be able to

- 1.Understand the risk and return relationship
- 2 Take decision on whether to stay invested in a company or sell the shares and come out.
3. Study the companies, analyze financials, and look at quantitative and qualitative aspects.
4. It enables to understand the psychology in trading.

UnitNo.	Subunit	Competencies	Competency indicators	Sessions
I Stock Market Indices	Stock Market Indices : Meaning, Purpose, and Construction in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria –Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview).	Demonstrate competence in Stock market Indices Concept	Application of tools on different index	6

UnitNo.	Subunit	Competencies	Competency indicators	Sessions
II Fundamental Analysis	Fundamental Analysis : Economic analysis, Industry analysis and Company analysis. Financial Statement Analysis: shareholder's equity- balance sheet and Income statement –cash flow – analysis of growth and sustainable earnings , Financial and Valuation Modeling: price earnings ratio – anchoring value on earnings – reverse engineering the model for active investing	Demonstrate Proficiency in Economic, Industry & Company Analysis	Understand the different financial statements	6
III Technical analysis:	Technical Analysis: Meaning – Purpose - History – Importance - assumptions - News and Your Trading - Managing a Trade - Dealing with Disaster - Reward to Risk Ratio - Psychology in Trading and Planning - using Public Fear as a Trading Tool - Analysis of a Losing Trade – support vs resistance – Intraday trend – trading gaps	Demonstrate Proficiency in tool and techniques for share trading	Understand the Psychology in Trading	6
IV Charting Techniques	Charting Techniques : Trend-Determining Techniques - The Market Cycle Model Financial Markets and the Business Cycle - Dow Theory - Typical Parameters for Intermediate Trends –Eliot Wave theory - Price Patterns - Smaller Price Patterns - One and Two Bar Price Patterns - Trend lines – charts- types – swing trading strategies	Demonstrate competence in understanding Charts	Understand Trend in the market	6

V Behavioral Finance	Behavioral Finance : Irrational influences – heuristic driven biases – Frame dependence – Emotional and social influences - Efficient market theory - basic concepts - Forms of EMH – Random Walk Theory – Market Inefficiencies	Understand the psychology of Investor	To understand investor’s psychology in trading and planning	6
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Pring, Martin J.	“Technical Analysis Explained”	4th Edition	McGraw Hill
02	Nison, Steve; Nison, Nison	“Japanese Candlestick Charting Techniques	2 nd Edition	PHP
03	Punithavathy Pandian,	“Security Analysis and Portfolio Management”		Vikas Publishing House Pvt. Ltd.
04	D., Schwager, Jack; Mark, Schwager, Jack D. & Etkorn,	Getting Started in Technical Analysis”	1999	John Wiley & Sons,

OnlineResources:

Online Resource No.	Website address
1	www.nseindia.com

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 –2023				
Semester	Course Code	Course Title		
IV	406	Digital Marketing		
Type	Credits	Evaluation	Marks	
AEC	2	IE(100 marks)	100	
Course Objectives:				
<ul style="list-style-type: none"> • To make students aware of the changes in the modern digital world. • To introduce students to the fundamental concepts of marketing and role of Digital marketing • To make students aware about changing consumer behavior in the digital world • To give understanding of formulation digital marketing strategy • To introduce students with various digital marketing platforms 				
Course Outcomes:				
After completing the course successfully, the learner will be able to				
<ul style="list-style-type: none"> • Understand the concepts of Digital marketing know the nature of digital marketing • Make use of e -consumer behavior insights to meet the digital marketing needs of the modern era. • Select appropriate digital marketing platform and plan digital marketing strategy • Apply the concepts of SEO and SEM to build effective digital marketing plan. • Choose appropriate channels of mobile marketing and affiliate marketing. • Compose an e-mail with a goal of increasing reach and engagements. 				
Unit	Sub Unit	Competency/ Cognitive Abilities	Competency Indicators/ Course Outcomes	Sessions
Unit I Basics of Digital Marketing	Introduction to Digital Marketing : Fundamental concepts of marketing. Digital revolution in India. Nature, scope and significance of Digital marketing Difference between traditional marketing and digital marketing. Digital marketing platforms.	Remembering	RECALL the key concepts of marketing and role of digital marketing in the contemporary business world.	6

<p>Unit II</p> <p>Digital Consumer</p>	<p>Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India.</p>	<p>Understanding</p>	<p>ILLUSTRATE characteristics of digital consumers related with digital buying behavior .</p> <p>Apply concept of marketing funnel with respect to Digital marketing in the current scenario.</p>	<p>6</p>
<p>Unit III</p> <p>Digital marketing Strategy :</p>	<p>STP for digital marketing. Concept of Digital/Online marketing Mix.</p> <p>Introduction to Digital marketing Platforms</p>	<p>Creating and Evaluating</p>	<p>Design STP and online marketing Mix</p> <p>Select the appropriate digital marketing platform for building effective digital marketing plan.</p>	<p>6</p>
<p>Unit IV</p> <p>SEO and SEM</p>	<p>WEBSITE PLANNING, SEARCH ENGINE MARKETING, SEO: SEM in digital marketing - Need & Types. Introduction to SEO-Benefits and Challenges. Difference between SEO and SEM</p>	<p>Applying</p>	<p>Able to design effective website and SEO,SEM strategy</p>	<p>6</p>
<p>Unit V</p> <p>E-MAIL MARKETING , MOBILE MARKETING</p>	<p>Email marketing- Meaning, Basics, Types and benefits.</p> <p>Mobile Marketing-Definition & Types.</p>	<p>Applying</p>	<p>Able to develop effective E-mail marketing, mobile marketing and</p>	<p>6</p>

and AFFILIATE MARKETING	Introduction to Affiliate Marketing- Need & Skills required.		affiliate marketing strategy.	
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Rajan Saxena	Marketing Management	2019, Sixth edition	McGraw Hill Publications
2	Philip Kotler, Garry Armstrong, Prafulla Agnihotri	Principles of Marketing	2020, Eighteenth edition	Pearson Education
3.	Andreas Ramos & Steaphanie Cota,	Search Engine Marketing		McGraw-Hill Education.
4.	Rushen Chahal, Prof. Jayanta Chakraborti,	Digital Marketing 2.0,		Himalaya Publication, India.
5	Peter Kent	SEO For Dummies	7th Edition	Wiley
6	Jason Smith	Email Marketing in a Digital World : The Basics and Beyond	2015, 1 st edition	Business Expert Press

Online Resources:

Online Resources No.	Website address
1	https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-v1g
2	https://www.mdgadvertising.com/marketing-insights/7-mobile-marketing-trends-to-watch-in-2020/

MOOCs:

Resources No.	Website address
1	https://onlinecourses.swayam2.ac.in/imb20_mg20/preview

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
IV	407	Cyber Security	
Type of Course	Credits	Evaluation	Marks
SEC	02	IE (100)	100

Course Objectives:

- To create awareness about importance, ethical principles and standards of Cyber Security.
- To understand the concept of Cyber Security in Business Organizations, security measures and procedures at different levels within your IT environment.
- To manage the security issues in systematic way.

Course Outcomes:

At the successful completion of the course the learner will be able to

- The course will provide the student with an understanding of the principles of cyber security.
- To understand security policy, Information security management at all functional levels of organization.
- The basic background of Security and its implementation is required to undertake this course.
- Students will come to know interrelationship between the various elements of Cyber security and its role in protecting organizations information at all levels.

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
I Cyber Security and Business Application	The Definition of Cyber Security : Its importance and purpose. Need for cyber security. Layered approach to cyber security. Latest Technological Trends: Introduction to IoT How the Internet of Things (IoT) Is Changing the Cyber security Landscape? Threats and Countermeasures of IoT Cyber security concerns and solution in Smart City & Home Automation.	Demonstrate competence in fundamentals of Cyber Security. Layered-security approach.	Understand the importance of Cyber Security. Understand the concept of cyber security along with its need in day to day life. Layered-security approach is about maintaining appropriate security measures and procedures at five different levels within your IT environment	6

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
<p align="center">II</p> <p>Passwords Security and Web Browser Security</p>	<p>What is password, Types of passwords: BIOS password System password Administrator password: User password. Types of passwords attacks, Web browser security: Understanding web browsers, Security features of different web browsers. Internet Explorer, Google Chrome, Firefox Mozilla Opera</p>	<p>Demonstrate Proficiency in Passwords Security and Web Browser Security. Passwords and are extremely important aspect of security policy. They are the front line of protection for user accounts. How one can safeguard his system by setting strong password. This will explain security settings and features of different web browsers which will be very useful for users to secure his web browsing activities.</p>	<p>Understand Passwords Security and Web Browser Security. Practical sessions on various password attacks and their countermeasures using windows and cross platform tools. Demonstrating various password stealing methods and how to protect our system</p>	<p align="center">6</p>
<p align="center">III</p> <p>Firewall And UTM</p>	<p>Understanding the Firewall What exactly Unified Threat Management Is? Use of Firewall and UTM Advantages and Disadvantages of UTM</p>	<p>Capability in applying organizing activity.</p>	<p>Understand and apply process of delegation of authority</p>	<p align="center">6</p>
<p align="center">IV</p> <p>Physical Security and Mobile Security in Corporate Environment</p>	<p>Understanding physical security Need for physical security Physical security equipment. Mobile Security: Different Mobile platforms. , Mobile security features. Applications of mobile security Different security options in mobile like encryption etc.</p>	<p>To understand physical security and its need. For application of physical</p>	<p>Understand the various Physical Security and Mobile Security</p>	<p align="center">6</p>

<p>V</p> <p>Malware and Email Security (Protection against business frauds)</p>	<p>What is E-mail? Understanding how Email works. Types of Email. Email Security – How to set up spam filters, Prevent yourself from phishing, Use encryption. Keep your computer updated. What are Malwares? Different types of Malwares like viruses, Worms, Trojans, Adwares, Spywares, Ransomware Rootkits, and Keyloggers etc. How to secure system from malware?</p>	<p>To understand Email security includes how to secure emails by setting spam filters, by using encryption etc.To understand different types of malwares. how to secure yourself from Malwares</p>	<p>Practical knowledge to secure email communication. How to detect malicious mails and threats coming through email. Identifying various Malware detecting and securing computers and network from Virus,Worm,Ransomware,Trojan,Spyware, Adware</p>	<p>6</p>
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Nina Godbole and Sunit Belpure	Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives	2012	Wiley
02	Mark Stamp	Information Security: Principles and Practice	2005	Kindle Edition - Amazon Books
03	V.K. Pachghare	Cryptography and information Security	2003	PHI Learning Private Limited
04	Tony Campbell	Practical Information Security Management	2016	Amazon Books

Online Resources:

Online Resource No.	Website address
1 2	www.edx.com, www.coursera.com

MOOCs:

Resource No.	Website address
1	https://www.mooc.org NPTEL / Swayam,

Programme: BBACBCS–RevisedSyllabusw.e.f.-Year2022–2023

Semester	Course Code	CourseTitle	
IV	408	Psychology & Life Skills	
Type of Course	Credits	Evaluation	Marks
SEC	02	IE (100)	100

CourseObjectives:

- i) To impart knowledge about basic of psychology. .
- ii) To develop decision making capabilities of the students /learners
- iii) To impart knowledge of Life skills.
- iv) To enable the students in identifying the business problems and provide solutions to it.
- v) To enable the students in collecting, organizing and analyzing the information related to business
- vii) To develop managerial insights through Indian Ethos and values
- viii) To sensitize the students about environmental issues and sustainable consumption

CourseOutcomes:

At the successful completion of the course \the learner will be able to

- i) Demonstrate an understanding of Basic Psychology & life skills.
- ii) Communicate effectively with various stakeholders of business
- iii) Make sound business decisions.
- iv) Collaborate with others in the organizational context, manage resources and lead them in the pursuit of organizational goals
- v) Identify the need for and engage in lifelong learning in the field of business management
- vi) Create sustainable and ethical business policies

UnitNo.	Sub unit	Competencies	Competency indicators	Sessions
I Psychology	Introduction, Psychology of abnormal behavior, anxiety disorder, obsessive compulsive disorders (OCD), Trauma & Stressor related disorders	Demonstrate competence in understanding Psychology Basics	Understand and managing anxiety, stressors etc.,	6

<p style="text-align: center;">II Know thyself</p>	<p>Knowing oneself, interpersonal skills, Skills development</p>	<p>Demonstrate Proficiency in understanding oneself.</p>	<p>Understand and apply Process of skill development</p>	<p style="text-align: center;">6</p>
<p style="text-align: center;">III Personality Development</p>	<p>Grooming Define personality, PQ, IQ, EQ, SQ, Personality Development tips</p>	<p>Capability in Grooming oneself properly</p>	<p>Understand and apply traits of personality development</p>	<p style="text-align: center;">6</p>
<p style="text-align: center;">IV Communication</p>	<p>Written, verbal, non-verbal, NLP (Neuro linguistic programming)</p>	<p>Competence in applying verbal and non-verbal communication.</p>	<p>Understand the various approaches and application of the NLP</p>	<p style="text-align: center;">6</p>
<p style="text-align: center;">V Art of Living</p>	<p>Yoga, Meditation techniques e.g. Art of Living, Vipassana etc.,</p>	<p>Develop ability in using various Yoga & Meditation techniques</p>	<p>Preparation for application of the Art of living techniques.</p>	<p style="text-align: center;">6</p>

ReferenceBooks:

Sr.No.	NameoftheAuthor	Title oftheBook	Year ofEditi on	Publisher
01	Dr. Sachin Vernekar	How to Lead a Meaningful Life : 52 Personality Development Tips	2020	e-book Kindle Amazon
02	Dr. Shyam Shukla	Campus D'entreprise	2019	E e-book Kindle Amazon book .
03	SK MANGAL	General Psychology	2020	Sterling Publishe rs Pvt.Ltd.
04	Victor Langbehn	Psychology for Beginners	2019	Tim Ong

OnlineResources:

Online Resource No.	Website address
1	https://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf

MOOCs:

Resource No.	Website address
1	https://www.mooc.org