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BENGALURU
CITY UNIVERSITY

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BE BOUNDLESS

DEPARTMENT OF COMMERCE

Central College Campus, Dr. Ambedkar Veedhi, Bengaluru-560001



**SYLLABUS FRAMED ACCORDING TO THE
NATIONAL EDUCATIONAL POLICY (NEP 2020)**

ACADEMIC YEAR 2021-22



BENGALURU CITY UNIVERSITY

Palace Road, Bengaluru-560001

BACHELOR OF BUSINESS ADMINISTRATION B.B.A

Framed According to the National Educational Policy (NEP 2020)

[To implement from the Academic Year 2021-22]

INTRODUCTION

The curriculum framework for B.B.A. degree is structured to offer a broad outline that helps in understanding the creative potential of new career growth opportunities based on changing industrial and societal needs. The course is upgraded keeping in mind the aspirations of students, changing nature of the subject as well as the learning environment. The core concepts within subject have been updated to incorporate the recent advancements, techniques to upgrade the skills of learners to create a focus on various functional areas of business. Problem Based learning has been integrated into the curriculum for a better understanding of various concepts in business and commerce. The syllabus under NEP-2020 is expected to enhance the level of understanding among students and maintain the high standards of graduate program offered in the country. Effort has been made to integrate the use of recent technology and MOOCs to assist teaching-learning process among students. The major objective of the graduate program is to elevate the subject knowledge among students, and making them as critical thinkers thereby students can address the issues related to industry and other business sectors. In a nutshell, the course serves as plethora of opportunities in different fields' right from accounting, financial markets, marketing and human resource management.

AIMS AND OBJECTIVES OF UG PROGRAMS IN B.B.A:

- Ø To provide knowledge regarding the basic concepts, principles and functions of management.
- Ø To develop business and entrepreneurial skills among the students.
- Ø To provide knowledge and requisite skills in different areas of management like human resource, finance, operations and marketing to give a holistic understanding of a business system.
- Ø To equip the students with knowledge related to qualitative and quantitative techniques for critical thinking and problem solving.
- Ø To provide practical industrial exposure to the students to gain managerial competencies and business acumen while attaining a holistic understanding of a business/industry.
- Ø To inculcate global view of the industrial and organizational establishments and their functions for taking viable decisions in international business setting.

**PROCEEDINGS OF UG BOS MEETING OF – B.B.A,
B.B.A (Aviation/Fire and Safety/BF/IAS), BHM, B.Voc COURSES**

Proceedings of the BOS – UG – B.B.A, B.B.A (Aviation/Fire and Safety/BF/IAS), BHM, B.Voc courses for the academic year 2021 – 2022 meeting held on 05th October 2021 at the Chamber of the Chairman (BOS), Department of Commerce, Central College Campus, Bengaluru City University, Bengaluru-560001 at 02:00 P.M. The Board has agreed and approved the course matrix and syllabus of first year of the above mentioned courses. In case any input required will be authorised by the Chairman and necessary modification will be done as approved by the Board.

MEMBERS PRESENT:

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|-------|---|-------------|
| i. | Dr.Muninarayanappa.M,
Chairman & Dean, Dept of Commerce | Chairperson |
| ii. | Dr. Krishna Reddy,
Professor, Dept of Commerce, S.K.University | Member |
| iii. | Dr.H Prakash, Maharani Cluster University | Member |
| iv. | Dr. Padmaja, MLA College of Higher Learning | Member |
| v. | Dr.Rajkumar,
Dept of Business Studies, Mount Carmel College | Member |
| vi. | Dr.R.Parvathi, Principal, VET first Grade College | Member |
| vii. | Dr.T.Jaggaiyah, Principal, IIBS | Member |
| viii. | Dr.Mahesh, Principal, Jain college V.V.Puram | Member |
| ix. | Dr.K.R.Mahesh Kumar, Community College, Jayanagar | Member |
| x. | Dr.Shreelatha, V.V. Puram College of Arts and Commerce | Member |
| xi. | Dr. Narasimhan.K, Bishop Cotton Women Christian College | Member |
| xii. | Sri.K.Narayana, Industrial Expert, BEML | Member |
| xiii. | Dr. Kamala Suganthi,
Principal, Brindavan College, Bengaluru | Member |
| xiv. | Dr. Chandrashekar, Principal, RC College, Bengaluru | Member |
| xv. | Dr.Mariyappa, BMS College, Bengaluru | Member |

MINUTES OF THE MEETING:

1. The Chairman & Dean, Faculty of Commer & Management, Bengaluru City University, welcomed all the BOS members of the BBA Board for BOS meeting which was scheduled on 05.10.2021 at 2.00pm. and also thanked the Government of Karnataka for sanctioning the Constituent College under BCU.

2. Chairman highlighted about the Orientation Programme of NEP - 2020 for Commerce and Management faculties which was organised by the Faculty of Commerce and Management at Jnanajyothi Auditorium on 1st September 2021 with three technical sessions (i.e., 1st session: Structure & Matrix, 2nd session: Policy Implementation and 3rd session: Inter Disciplinary Issues) clarified all the doubts in implementations of NEP syllabus of UG Programmes by the Faculty of Commerce & Management, Bengaluru City University.
3. The Chairman briefed BOS members about the admission paths for Undergraduate Programmes as follows:
 - a. Exit after 1st year (I & II Sem) – the candidate will be awarded with Certificate with minimum 48 credits.
 - b. Exit after completing 3rd and 4th semesters – the candidate will be awarded with Diploma Certificate with minimum 96 credits.
 - c. Exit after 3rd year (V & VI Sem) – the candidate will be awarded with Bachelor Degree in Business Administration with minimum 144 credits.
 - d. The candidate can continue the 4th year (VII & VIII Sem) to get honours/research degree with minimum 186 credits.
 - e. Students completing a 4th year Bachelor's programme with Honours/Research, may be admitted to a 1st year Master's programme.
 - f. Students completing a 4th year Bachelor's programme with Research, will be eligible for admission for Doctoral Programme (Ph.D).
 - g. After completing the requirements of a 3rd year Bachelor's Degree candidates who meet a minimum CGPA of 7.5 shall be allowed to continue studies in the 4th year Undergraduate programme to pursue and complete the Bachelor's degree with Research.
 - h. In the 4th year (VIII sem) the marks for Research Project should be increased to 200 marks (i.e., 120 for SEE & 80 for CIE) to equate with 200 marks of two subjects.
 - i. The medium of instruction should be only in English.
 - j. The subject Business Economics can be replaced with Business Environment or Business Maths.
 - k. Skill enhancement courses are compulsory for I to VI semesters.
 - l. Attendance is 75% minimum for every subject.
 - m. Airline Crew Training module should be covered practically not theoretically.
 - n. It has been suggested that the Fundamentals of Accounting (1.2) LTP is 3+0+2 i.e., 4 hours' work load.

The meeting concluded with the approval of the BOS Board. It was resolved to implement the above changes in the Curriculum from the academic year 2021 – 2022.

Chairman – BOS

DEPARTMENT OF COMMERCE

1. TITLE AND COMMENCEMENT:

- a. These regulations shall be called “The Regulations Governing the Choice Based Credit System Semester Scheme with Multiple Entry and Exit Options in the Undergraduate, and Postgraduate Degree Programmes in the Faculty of Business Management Program.
- b. Regulations shall come into force from the Academic Year 2021-22.

2. SALIENT FEATURES OF THE FOUR YEARS MULTIDISCIPLINARY UNDERGRADUATE PROGRAMME WITH MULTIPLE ENTRY AND EXIT OPTIONS:

- a) The program shall be structured in a semester mode with multiple exit options with Certification, Diploma and Basic Bachelor Degree at the completion of first, second and third years, respectively. The candidate who completes the four years Undergraduate Program, either in one stretch or through multiple exits and re-entries would get a Bachelor's degree with Honours
- b) The four year undergraduate Honours degree holders with research component and a suitable grade are eligible to enter the 'Doctoral (Ph.D.) Program' in a relevant discipline or to enter 'Two Semester Master's Degree programme with project work'.
- c) Candidates who wish to enter the Masters/Doctoral programme in a discipline other than the major discipline studied at the undergraduate programmes, have to take additional courses in the new discipline to meet the requirement or to make up the gap between the requirement and the courses already studied.
- d) There may be parallel five year integrated Master's degree programmes with exit options at the completion of third and fourth years, with the undergraduate basic degree and post-graduate diploma in a discipline, respectively.
- e) There may also be an integrated doctoral programme with exit option at the end of the first year with the Master's degree.
- f) The students who exit with Certification, Diploma and Basic Bachelor Degree shall be eligible to re-enter the programme at the exit level to complete the programme or to complete the next level.
- g) The Multidisciplinary Undergraduate Programme may help in the improvement of all the educational outcomes, with a flexible and imaginative curricular approach. The program provides for both breadth and depth in diverse areas of knowledge. A range of courses are offered with rigorous exposure to multiple disciplines and areas, while specializing in one or two areas. The programme fulfils knowledge, vocational, professional and skill requirements along-side humanities and arts, social, physical and life sciences, mathematics, sports etc.

- h) The curriculum combines conceptual knowledge with practical engagement and understanding that has relevant real world application through practical laboratory work, field work, internships, workshops and research projects.
- i) A few courses are common to all students which contribute to the breadth of study and two areas of specialization in disciplinary areas provides for depth of study.
- j) The areas of specialization which the students are required to choose are either two disciplines/ subjects or a discipline called 'major' (e.g. History or Economics or Physics or Mathematics) and an area of additional discipline called 'minor' (e.g. Music or Sports or Geography). Students gain deep disciplinary knowledge through theory and practical experiences in their area of specialization (major). They gain a reasonable understanding of the area of additional study (minor) that they choose. Students can choose subject combinations across 'streams' (e.g. a student can choose a 'major' in physics and combine it with a 'minor' in history or Music or Sports). One of the disciplines can also be a vocational subject or Teacher Education.
- k) The students may study two disciplines at the same level or breadth up to the sixth semester and choose one of them for study in the fourth year to obtain the Honours degree in that discipline. A student who wishes to get dual honours degrees may repeat the fourth year of the program in the second discipline
- l) The students may choose one discipline and vocational subject or Teacher Education for their study in the undergraduate program. This will enable them to get an Honours degree either in the discipline or in the vocational subject/ Teacher Education or both, in the discipline and in the vocational subject/ Teacher Education.
- m) Skills shall be explicitly integrated, highly visible, taught in context, and have explicit assessment. The skills shall include abilities in language and communication, working in diverse teams, critical thinking, problem solving, data analysis and life skills.
- n) Students shall be given options to choose courses from a basket of courses which the institution is offering. There shall be no rigidity of combination of subjects.

The Four-Year Choice Based Credit System Semester Scheme makes the product of a University at par with the global practices in terms of academic standards and evaluation strategies. In the emerging scenario of Internationalization of Indian Higher Education, it is imperative that the Universities in India should follow this system so that the mobility of their products both within and across the geographical jurisdiction becomes possible.

The Salient Features of the Credit Based Semester Scheme:

Each course shall carry certain number of credits. Credits normally represent the weightage of a course and are a function of teaching, learning and evaluation strategies such as the number of contact hours, the course content, teaching methodology, learning expectations, maximum marks etc. In the proposed programs, generally one hour of

instructions per week in a semester is assigned one credit. In terms of evaluation, one credit is generally equivalent to 25 marks in a semester. Thus a 3 or 4 credits course will be assessed for 100 marks, 2 credits courses are assessed for 50 marks and one credit course will be assessed for 25 marks. What matters for the calculation of Semester Grade Point Average (SGPA) or the Cumulative Grade Point Average (CGPA) is the percentage of marks secured in a course and the credits assigned to that course.

On this basis, generally, a three-year six-semester undergraduate program will have around 144 credits, and a four-year eight-semester honours degree program will have around 186 credits and a five-year ten-semester master's degree programme will have 228 credits.

The general features of the Credit Based Semester Scheme are

- a. The relative importance of subjects of study are quantified in terms of credits.
- b. The subjects of study include core, elective, ability/skill enhancement courses
- c. The programme permits horizontal mobility in course selections.
- d. The students shall take part in co-curricular and extension activities.
- e. The declaration of result is based on Semester Grade Point Average (SGPA) or Cumulative Grade Point Average (CGPA) earned.

3. DURATION OF PROGRAMMES, CREDITS REQUIREMENTS AND OPTIONS:

The undergraduate degree should be of either a three- or four-year duration, with multiple entry and exit options within this period, The four year multidisciplinary Bachelor's programme is the preferred option as it allows the opportunity to experience the full range of holistic and multidisciplinary education with a focus on major and minor subjects as per the student's preference. The four-year programme may also lead to a degree with Research, if the student completes a rigorous research project in the major area(s) of study.

Thus the undergraduate programmes shall extend over four academic years (Eight Semesters) with multiple entry and exit options. The students can exit after the completion of one academic year (Two semesters) with the Certificate in a discipline or a field; Diploma after the study of two academic years (Four Semesters) and Regular Bachelor Degree after the completion of three academic years (Six Semesters). The successful completion of Four Years undergraduate Programme would lead to Bachelor Degrees with Honours in a discipline/subject.

Each semester shall consist of at least 16 weeks of study with a minimum of 90 working days (excluding the time spent for the conduct of final examination of each semester).

3. THE CREDIT REQUIREMENTS ARE AS FOLLOWS.

EXIT WITH	Min. Credits Requirement*	NSQF Level
Certificate at the Successful Completion of First Year (Two Semesters) of Four Years Multidisciplinary UG Degree Programme	48	5
A Diploma at the Successful Completion of the Second Year (Four Semesters) of Four Years Multidisciplinary UG Degree Programme	96	6
Basic Bachelor Degree at the Successful Completion of the Third Year (Six Semesters) of Four Years Multidisciplinary Undergraduate Degree Programme	140	7
Bachelor Degree with Honours in a Discipline at the Successful Completion of the Four Years (Eight Semesters) Multidisciplinary Undergraduate Degree Programme	180	8

*Details of credits are described later in this report

The students shall be required to earn at least fifty per cent of the credits from the Higher Education Institution (HEI) awarding the degree or diploma or certificate: Provided further that, the student shall be required to earn the required number of credits in the core subject area necessary for the award of the degree or Diploma or Certificate, as specified by the degree awarding HEI, in which the student is enrolled.

5. National Skills Qualifications Framework

The progressive curriculum proposed shall position knowledge and skills required on the continuum of novice problem solvers (at entry level of the program) to expert problem solvers (by the time of graduation):

At the end of first year	Ability to solve well defined problems
At the end of second year	Ability to solve broadly defined problems
At the end of third year	Ability to solve complex problems that are ill-structured requiring multi-disciplinary skills to solve them
During fourth year-	Experience of workplace problem solving in the form of Internship or Research Experience preparing for Higher Education or Entrepreneurship Experience

The Integrated Master's Degree Programmes shall extend over five academic years (Ten Semesters) with exit options with Regular Bachelor Degree after successful completion of three academic years (Six Semesters) of study and Bachelor Degree with Honours in a

discipline/ subject at the end of four academic years (Eight Semesters). Completion of five years of integrated Master's Degree Programme would lead to Master's degree in a subject.

Credit Requirements: The candidates shall complete courses equivalent to a minimum of

- 140 credits to become eligible for the Regular Bachelor Degree,
- 180 credits to become eligible for the Bachelor Degree with Honours
- 220 credits to become eligible for the Integrated Master's Degree.

- *Master's Degree Programmes will be of One Academic Year (Two Semesters) for the Four Years Honours Degree holders and*
- *Master's Degree Programmes will be of Two Academic Years (Four Semesters) for the three years basic or three years Honours Degree holders.*
- *Two Years Master's Degree Programmes will have exit option at the end of One Academic Year (Two Semesters) with the Post-graduate Diplomas in the respective disciplines/ subjects, provided they earn a minimum of 44 credits as follows:.*

- 44 Credits after the Bachelor Degree to become eligible for the PG Diploma
- 88 Credits after the Bachelor Degree to become eligible for the Master's Degree

It is optional to the candidate to exit or not, after two, four and six semesters of the undergraduate programme with Certificate, Diploma and with Regular Bachelor Degree, respectively. He/she will be eligible to re-join the programme at the exit level to complete either the diploma, degree or the honours degree. Further, all the candidates will be awarded Bachelor degrees on successful completion of three academic years (Six Semesters) of the undergraduate programmes.

A student will be allowed to enter/re-enter only at the Odd Semester and can only exit after the Even Semester. Re-entry at various levels as lateral entrants in academic programmes should be based on the earned credits and proficiency test records.

6. ACADEMIC BANK OF CREDITS (ABC)

The Academic Bank of Credits (ABC), a national-level facility will promote the flexibility of the curriculum framework and interdisciplinary/multidisciplinary academic mobility of students across the Higher Education Institutions (HEIs) in the country with appropriate “credit transfer” mechanism. It is a mechanism to facilitate the students to choose their own learning path to attain a Degree/ Diploma/Certificate, working on the principle of multiple entry and exit as well as anytime, anywhere, and

any level of learning. ABC will enable the integration of multiple disciplines of higher learning leading to the desired learning outcomes including increased creativity, innovation, higher order thinking skills and critical analysis. ABC will provide significant autonomy to the students by providing an extensive choice of courses for a programme of study, flexibility in curriculum, novel and engaging course options across a number of higher education disciplines/ institutions.

7. ELIGIBILITY FOR ADMISSIONS:

A candidate who has passed two years Pre-University Examination conducted by the Pre-University Education Board in the State of Karnataka or any other examination considered as equivalent thereto shall be eligible for admission to these programmes.

8. ELIGIBILITY FOR ADMISSION TO POST-GRADUATE PROGRAMMES:

- a) **GENERAL:** Candidates who have passed the three year Bachelor's degree examination of the University or any other University considered as equivalent thereto, with the respective subject as optional / major / special / main subject, are eligible for admission to the two years Master's Degree programmes provided they have secured a minimum of CGPA of 4.0 or 40% marks in the aggregate of all the subjects and **CGPA of 5 or 50% marks (CGPA of 4.5 or 45% marks for SC/ST/Category I/Differently abled candidates/) marks in the major/cognate subject.**
- b) Candidates who have passed the four year Bachelor's honours degree examination of the University or any other University considered as equivalent thereto, with the respective subject as optional / major / special / main subject, are eligible for admission to the one year Master's Degree programmes provided they have secured a minimum CGPA of 5 or 50% marks (CGPA of 4.5 or 45% marks for SC/ST/Category I/Differently abled candidates/) marks in the subject.

The specific requirements and relaxations admissible for specific Master's Degree Programmes shall be as prescribed by the respective Boards of Studies, approved by the Academic Council and notified by the University.

9. MEDIUM OF INSTRUCTION:

The medium of instruction and examination shall be English or Kannada.

10. SUBJECTS OF STUDY

The Components of Curriculum for Four Years Multidisciplinary Undergraduate Programme: The Category of Courses and their Descriptions are given in the following Table and in

	CATEGORY OF COURSES	OBJECTIVE/OUTCOME
1	Languages	Languages provide the medium of fresh and free thinking, expression and clarity in thought and speech. It forms as a foundation for learning other courses. Helps fluent communication. In addition to English, a candidate shall opt for any of the languages studied at the Pre-University or equivalent level.
2	Ability Enhancement Courses	Ability enhancement courses are the generic skill courses which are basic and needed for all to pursue any career. These courses ensure progression across careers. They enable students to develop a deeper sense of commitment to oneself and to the society and nation largely.
3	Skill Enhancement/ Development Courses / Vocational courses	Skill Enhancement courses are to promote skills pertaining to a particular field of study. The purpose of these courses is to provide students life-skills in hands-on mode so as to increase their employability/ Self-employment. The objective is to integrate discipline related skills in a holistic manner with general education. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. The University can suggest its own courses under this category based on its expertise, specialization, requirements, scope and need.
	Foundation/ Discipline based Introductory Courses	Foundation /Introductory courses bridge the gap for a student if he/she has not got a basic groundwork in a specific area of discipline. These courses will supplement in better understanding of how to integrate knowledge to application into a society.
4	Major Discipline Core Courses	A Major discipline is the field in which a student focuses during the course of his/her degree. A course in a discipline, which a candidate should compulsorily study as a core requirement is termed as a Core course. The core courses aim to cover the basics that a student is expected to imbibe in that particular discipline. They provide fundamental knowledge and expertise to produce competent, creative graduates with a strong scientific, technical and academic acumen. These courses are to be taught uniformly across all universities with minimum deviation. The purpose of fixing core courses is to ensure that all the institutions follow a minimum common curriculum so that each institution adheres to a common minimum standard which makes credit transfer and mobility of students easier.

	<p>Major Discipline Elective Courses</p>	<p>Elective Course is a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or enables an exposure to some other discipline/ subject/domain or which nurtures the candidate's proficiency/skill.</p> <p>Elective courses offered under the main discipline are referred to as Discipline Specific Electives. These courses provide more depth within the discipline itself or within a component of the discipline and provide advanced knowledge and expertise in an area of the discipline.</p> <p>The institutions have freedom to have their own courses based on their expertise, specialization, requirements, scope and need. The elective courses may be of interdisciplinary nature</p>
	<p>Minor Discipline Courses</p>	<p>A Minor Discipline is a secondary specialization that one may choose to pursue in addition to a Major Discipline. They may be related areas of studies or two distinct areas of studies which are not interrelated at all.</p>
5	<p>Open or Generic Elective Courses</p>	<p>Open or Generic Elective Courses are courses chosen from an unrelated discipline/ subject, with an intention to seek exposure beyond discipline/s of choice. The purpose of these is to offer the students the option to explore disciplines of interest beyond the choices they make in core and discipline specific elective courses.</p> <p>Note: A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as Open or Generic Electives.</p>
	<p>Project work/ Dissertation/ Internship/ Entrepreneurship</p>	<p>Project work is a special course involving application of knowledge in solving / analysing / exploring a real life situation / difficult problem/ data analysis. Project Work has the intention to provide research competencies at undergraduate level. It enables to acquire special/ advanced knowledge through support study/a project work. Candidates shall carry out project work on his/her own with an advisory support by a faculty member to produce a dissertation/ project report. Internship/ Entrepreneurship shall be an integral part of the Curriculum</p>

	Co-curricular and Extension Activities	These activities help in character building, spiritual growth, physical growth, etc. They facilitate development of various domains of mind and personality such as intellectual, emotional, social, moral and aesthetic developments. Creativity, Enthusiasm, and Positive thinking are some of the facets of personality development and the outcomes of these activities
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10.1 ABILITY ENHANCEMENT COURSES:

Ability Enhancement (AE) Courses can be divided into two categories:

- a) AE Compulsory Courses (AECC): The universities may have common curriculum for these papers. There may be one paper each at least in the first four semesters viz.
 - (1) Environmental Studies and
 - (2) Constitution of India.

In addition to these, two languages shall be studied in the first four semesters of the Undergraduate Programmes.

- b) Skill Enhancement Courses (SEC): The universities may offer from a common pool of papers listed by KSHCE/ National Regulatory Bodies such as UGC or GEC/ NHERC or the universities may frame some papers, in addition to the list suggested.

10.2 LANGUAGES:

Two languages are to be studied out of which one shall be Kannada and the other shall be either English or an Indian Language or other Foreign language:

English, Sanskrit, Hindi, Tamil, Telugu, Malayalam, Marathi, Konkani, Urdu, Persian, Arabic, German, French, Latin, Russian, Japanese and any other language prescribed/ approved by the university

- a) The Candidates shall study two languages in the first four semesters of the programs. The students who have studied Kannada at the school and/or Pre-University or equivalent level, shall opt Kannada as one of the languages and study it in the first four semesters of the programmes. In addition to Kannada, the students shall opt for another language from the languages offered in the university/college and study it in the first two semesters of the programmes. They may continue to study the same language in the second year or may choose different language in the second year. A candidate may opt for any language listed above even if the candidate has not studied that language at PUC or equivalent level.

- b) Students who have not studied Kannada at any level from school to Pre-University shall study Kannada as functional language in one of the first two semesters along with another language of their choice. They shall study any two languages of their choice in the remaining three semesters. They may change the languages every year. With the permission of the University, a candidate may opt for any other language listed above even if the candidate has not studied that language at PUC or equivalent level
- c) Speech/hearing/visually impaired/mentally challenged and study disabled students are exempted from studying one of the languages prescribed under para 8.2 above.

10.3 A) SKILL ENHANCEMENT COURSES (COMMON FOR ALL PROGRAMMES):

- i. Any four skill enhancement/development courses are to be studied in the first six semesters, one per semester as prescribed by the concerned faculty and approved by the Academic Council. The courses may include the following:

SEM.	B.COM./BBA/BMS/BHM
I/II	Digital Fluency/ Creativity and Innovation
III/IV	Artificial Intelligence/ Critical thinking & problem solving
V	Cyber Security/ Entrepreneurship
VI	Professional Communication / German / French/

- i. One soft core course or allied subject each in the seventh and eight semesters of the honours programme and the integrated Master's degree programme or in the first and second semesters of the post-graduate programmes, and one open elective in the ninth semester of the integrated master's programmes are to be studied as prescribed by the respective Board of studies and approved by the Academic council. The soft core courses may include research methodology course, one of the foreign languages such as German, French etc. or any other course prescribed by the university from time to time.

10.5 VOCATIONAL SUBJECTS:

Advertising, Computer Applications, Electronic Equipment Maintenance, Entrepreneurship Development, Instrumentation, Office/Home Management and Secretarial Practice, Sales Promotion and Management, Tax Procedure and Practice, Tourism and Travel Management and any other subjects introduced from time to time.

10.6 CO-CURRICULAR AND EXTENSION ACTIVITIES

A student shall opt for two of the following activities offered in the college, in each of the first six semesters of the undergraduate programmes. The activity carries a credit each for each of the activities and will be internally assessed for 50 marks.

- a. Physical Education or Activities related to Yoga/ Sports and Games
- b. N.S.S. /N.C.C/ Ranger and Rovers/Red cross
- c. Field studies / Industry Implant Training
- d. Involvement in campus publication or other publications
- e. Publication of articles in newspapers, magazines
- f. Community work such as promotion of values of National Integration, Environment, Human rights and duties, Peace, Civic sense etc.
- g. A Small project work concerning the achievements of India in different fields
- h. Evolution of study groups/seminar circles on Indian thoughts and ideas
- i. Activity exploring different aspects of Indian civilizations
- j. Involvement in popularization programmes such as scientific temper
- k. Innovative compositions and creations in music, performing and visual arts etc.
- l. Any other activities such as Cultural Activities as prescribed by the University.

Evaluation of Co-curricular and Extension Activities shall be as per the procedure evolved by the university from time to time.

11. ATTENDANCE AND CHANGE OF SUBJECTS:

- 11.1 A candidate shall be considered to have satisfied the requirement of attendance for a semester if he/she attends not less than 75% of the number of classes actually held up to the end of the semester in each of the subjects. There shall be no minimum attendance requirement for the Co-curricular and extension activities.
- 11.2 An option to change a language/subject may be exercised only once within four weeks from the date of commencement of the/III Semester on payment of fee prescribed.
- 11.3 Whenever a change in a subject is permitted, the attendance in the changed subject shall be calculated by taking into consideration the attendance in the previous subject studied
- 11.4 If a candidate represents his/her institution / University/ Karnataka State/ Nation in Sports /NCC / NSS / Cultural or any officially sponsored activities he/she may be permitted to claim attendance for actual number of days participated, based on the recommendation of the Head of the Institution concerned. If a candidate is selected to participate in national level events such as Republic Day Parade etc., he/she may be permitted to claim attendance for actual number of days participated based on the recommendation of the head of the Institution concerned.
- 11.5 A candidate who does not satisfy the requirement of attendance in one or more courses/ subjects shall not be permitted to take the University examination of these courses/ subjects and the candidate shall seek re-admission to those courses/ subjects in a subsequent year.

12. COURSE PATTERNS AND SCHEMES OF EXAMINATIONS

The details of the Course Patterns (hours of instructions per week) and the Schemes of Examinations of the different degree programmes are given in the program matrix. The Syllabi of the courses shall be as prescribed by the University.

13. PEDAGOGY ACROSS ALL PROGRAMMES

Effective learning requires appropriate curriculum, an apt pedagogy, continuous formative assessment and adequate student support. The intention is to contextualize curriculum through meaningful pedagogical practices, which determine learning experiences directly influencing learning outcomes. Active, cooperative, collaborative and experiential learning pedagogies are some of the examples. Use of technology in creating learning environment that connects learners with content, peers and instructors all through the learning process respecting the pace of learners is need of the hour.

- a. Classroom processes must encourage rigorous thinking, reading and writing, debate, discussion, peer learning and self-learning.
- b. The emphasis is on critical thinking and challenge to current subject orthodoxy and develop innovative solutions. Curricular content must be presented in ways that invite questioning and not as a body of ready knowledge to be assimilated or reproduced. Faculty should be facilitators of questioning and not authorities on knowledge.
- c. Classroom pedagogy should focus on the 'how' of things i.e. the application of theory and ideas. All courses including social sciences and humanities should design projects and practicums to enable students get relevant hands-on experiences.
- d. Learning must be situated in the Indian context to ensure that there is no sense of alienation from their context, country and culture.
- e. Classroom processes must address issues of inclusion and diversity since students are likely to be from diverse cultural, linguistic, socio-economic and intellectual backgrounds.
- f. Cooperative and peer-supported activities must be part of empowering students to take charge of their own learning.
- g. Faculty will have the freedom to identify and use the pedagogical approach that is best suited to a particular course and student.
- h. Pedagogies like PBL (Problem / Project Based Learning), Service Learning be brought into practice as part of curriculum. Experiential learning in the form of internship with a specified number of credits is to be made mandatory.

Blended learning (BL) mode is to be used to help learners develop 21st century skills along with the effective learning and skill development related to the subject-domains. BL should be carefully implemented and should not be replacing classroom time as a privilege. Every institute should strive to be a model institute to demonstrate a successful implementation of BL in the higher education of our country.

14. CONTINUOUS FORMATIVE EVALUATION/ INTERNAL ASSESSMENT:

Total marks for each course shall be based on continuous assessments and semester end examinations. As per the decision taken at the Karnataka State Higher Education Council, it is necessary to have uniform pattern of 40 : 60 for IA and Semester End theory examinations respectively and 50 : 50 for IA and Semester End practical examinations respectively, in all the Universities, their Affiliated and Autonomous Colleges.

TOTAL MARKS FOR EACH COURSE	:	100%
Continuous assessment (C1)	:	20% marks
Continuous assessment (C2)	:	20% marks
Semester End Examination (C3)	:	60% marks.

15. EVALUATION PROCESS OF IA MARKS SHALL BE AS FOLLOWS.

- a. The first component (C1) of assessment is for 20% marks. This shall be based on test, assignment, seminar, case study, field work, project work etc. This assessment and score process should be completed after completing 50% of syllabus of the course/s and within 45 working days of semester program.
- b. The second component (C2) of assessment is for 20% marks. This shall be based on test, assignment, seminar, case study, field work, internship / industrial practicum / project work etc. This assessment and score process should be based on completion of remaining 50 percent of syllabus of the courses of the semester.
- c. During the 17th – 19th week of the semester, a semester end examination shall be conducted by the University for each course. This forms the third and final component of assessment (C3) and the maximum marks for the final component will be 60%.
- d. In case of a student who has failed to attend the C1 or C2 on a scheduled date, it shall be deemed that the student has dropped the test. However, in case of a student who could not take the test on scheduled date due to genuine reasons, such a candidate may appeal to the Program Coordinator / Principal. The Program Coordinator / Principal in consultation with the concerned teacher shall decide about the genuineness of the case and decide to conduct special test to such candidate on the date fixed by the concerned teacher but before commencement of the concerned semester end examinations.
- e. For assignments, tests, case study analysis etc., of C1 and C2, the students should bring their own answer scripts (A4 size), graph sheets etc., required for such tests/assignments and these be stamped by the concerned department using their department seal at the time of conducting tests / assignment / work etc.
- f. The outline for continuous assessment activities for Component-I (C1) and Component-II (C2) of a course shall be as under.

Outline for continuous assessment activities for C1 and C2 Activities

Activities	C1	C2	Total Marks
Session Test	10% marks	10% marks	20
Seminars/Presentations/Activity	10% marks	-	10
Case study /Assignment / Field work / Project work etc.	-	10% marks	10
Total	20% marks	20% marks	40

- g. For practical course of full credits, Seminar shall not be compulsory. In its place, marks shall be awarded for Practical Record Maintenance.(the ratio is 50% : 50%)
- h. Conduct of Seminar, Case study / Assignment, etc. can be either in C1 or in C2 component at the convenience of the concerned teacher.
- i. The teachers concerned shall conduct test / seminar / case study, etc. The students should be informed about the modalities well in advance. The evaluated courses / assignments during component I (C1) and component II (C2) of assessment are immediately provided to the candidates after obtaining acknowledgement in the register by the concerned teachers(s) and maintained by the Chairman in the case of a University Post-Graduate Department and the Principal / Director in the case of affiliated institutions. Before commencement of the semester end examination, the evaluated test, assignment etc. of C1 and C2 shall be obtained back to maintain them till the announcement of the results of the examination of the concerned semester.
- j. The marks of the internal assessment shall be published on the notice board of the department / college for information of the students.
- k. The Internal assessment marks shall be communicated to the Registrar (Evaluation) at least 10 days before the commencement of the University examinations and the Registrar (E) shall have access to the records of such periodical assessments.
- l. There shall be no minimum in respect of internal assessment marks.
- m. Internal assessment marks may be recorded separately. A candidate who has failed or rejected the result, shall retain the internal assessment marks.

16. MINIMUM FOR A PASS:

1. No candidate shall be declared to have passed the Semester Examination as the case may be under each course/paper unless he/she obtains not less than 35% marks in written examination / practical examination and 40% marks in the aggregate of written / practical examination and internal assessment put together in each of the courses and 40% marks (including IA) in Project work and viva wherever prescribed.

2. A candidate shall be declared to have passed the program if he/she secures at least 40% of marks or a CGPA of 4.0 (Course Alpha-Sign Grade P) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as theory papers / practical / field work / internship / project work / dissertation / viva-voce, provided the candidate has secured at least 40% of marks in the semester end examinations in each unit.
3. The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.00 (Alpha-Sign Grade B+).
4. A candidate who passes the semester examinations in parts is eligible for only Class, CGPA and Alpha-Sign Grade but not for ranking.
5. The results of the candidates who have passed the last semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed the Lower Semester Examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.
6. If a candidate fails in a subject, either in theory or in practical's, he/she shall appear for that subject only at any subsequent regular examination, as prescribed for completing the programme. He/she must obtain the minimum marks for a pass in that subject (theory and practical's, separately) as stated above

17. CARRY OVER:

Candidates who fail in lower semester examinations may go to the higher semesters and take the lower semester examinations. (A candidate who fails in a lower semester examination may go to the higher semester. However, No candidate shall be permitted to take the a) fifth semester examination unless he/she passes all courses/papers of the first semester examination and b) no candidate shall be permitted to take the sixth semester examination unless he/she passes all courses/papers of the first and second semester examinations. Similarly, no candidate shall be permitted to take the c) seventh semester examination unless he/she passes all papers of the first three semester examinations, and d) no candidate shall be permitted to take the 8th semester examination unless he/she passes all papers of the first four semesters examinations).

18. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

An alpha-sign grade, the eight point grading system, as described below may be adopted. The declaration of result is based on the Semester Grade Point Average (SGPA) earned towards the end of each semester or the Cumulative Grade Point Average (CGPA) earned towards the completion of all the eight semesters of the programme and the corresponding overall alpha-sign grades. If some candidates exit at the completion of first, second or third year of the four years Undergraduate Programmes, with Certificate, Diploma or the Basic Degree, respectively, then the results of successful candidates at

the end of second, fourth or sixth semesters shall also be classified on the basis of the Cumulative Grade Point Average (CGPA) obtained in the two, four, six or eight semesters, respectively. For award of

- Certificate in Arts/ Science/ Commerce
- Diploma in Arts/ Science/ Commerce
- Bachelor's Degree in Arts/ Science/ Commerce
- Bachelor's Degree with Honours in a Discipline/Subject

In addition to the above, successful candidates at the end of tenth semester of the integrated Master's Degree Programmes, shall also be classified on the basis of CGPA obtained in the ten semesters of the Programmes. Likewise, the successful candidates of one year or two semester's Master's Degree Programmes are also classified on the basis of CGPA of two semesters of the Master's Degree Programmes,

TABLE II: FINAL RESULT / GRADES DESCRIPTION

Semester GPA/ Program CGPA	Alpha-Sign / Letter Grade	Semester/Program % of Marks	Result / Class Description
9.00-10.00	O (Outstanding)	90.0-100	Outstanding
8.00-<9.00	A+ (Excellent)	80.0-<90.0	First Class Exemplary
7.00-<8.00	A (Very Good)	70.0-<80.0	First Class Distinction
6.00-<7.00	B+ (Good)	60.0-<70.0	First Class
5.50-<6.00	B (Above Average)	55.0-<60.0	High Second Class
5.00-<5.50	C (Average)	50.0-<55.0	Second Class
4.00-<5.00	P (Pass)	40.0-<50.0	Pass Class
Below 4.00	F (Fail)	Below 40	Fail/Reappear
Ab (Absent)	-	Absent	-

The Semester Grade Point Average (SGPA) in a Semester and the CGPA at the end of each year may be calculated as described in Appendix C:

19. REJECTION OF RESULTS:

- A candidate may be permitted to reject result of the whole examination of any semester. Rejection of result course/paper wise or subject wise shall not be permitted.
- The candidate who has rejected the result shall appear for the immediately following examination.
- The rejection shall be exercised only once in each semester and the rejection once exercised shall not be revoked.
- Application for rejection of results along with the payment of the prescribed fee shall be submitted to the Registrar (Evaluation) through the College of study together with the original statement of marks within 30 days from the date of publication of the result.
- A candidate who rejects the result is eligible for only SGPA/CGPA or Class and not for ranking.

20. IMPROVEMENT OF RESULTS

- A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- The reappearance may be permitted during the period N+2 years (where N refers to duration of the program) without restricting it to the subsequent examination only.
- The student may be permitted to apply for improvement examination 45 days in advance of the pertinent semester examination whenever held.

- d. If a candidate passes in all the subjects in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the earlier result.
- e. A candidate who has appeared for improvement examination is eligible for class/CGPA only and not for ranking.
- f. Internal assessment (IA) marks shall be shown separately. A candidate who wants to improve the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the IA marks already obtained.
- g. A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

21. TRANSFER OF ADMISSION:

Transfer of admissions are permissible only for odd semesters for students of other universities and within the University.

21.1 CONDITIONS FOR TRANSFER OF ADMISSION OF STUDENTS WITHIN THE UNIVERSITY.

- a. His/her transfer admission shall be within the intake permitted to the college.
- b. Availability of same combination of subjects studied in the previous college.
- c. He/she shall fulfil the attendance requirements as per the University Regulation.
- d. He/she shall complete the programme as per the regulation governing the maximum duration of completing the programme.

21.2 CONDITIONS FOR TRANSFER ADMISSION OF STUDENTS OF OTHER UNIVERSITIES.

- a. A Candidate migrating from any other University may be permitted to join odd semester of the degree programme provided he/she has passed all the subjects of previous semesters / years as the case may be. Such candidates must satisfy all other conditions of eligibility stipulated in the regulations of the University.
- b. His/her transfer admission shall be within the intake permitted to the college.
- c. He/she shall fulfil the attendance requirements as per the University Regulation.
- d. The candidate who is migrating from other Universities is eligible for overall SGPA/CGPA or Class and not for ranking.
- e. He/she shall complete the programme as per the regulation governing the maximum duration of completing the programme as per this regulation.

22. POWER TO REMOVE DIFFICULTIES

If any difficulty arises in giving effect to the provisions of these regulations, the Vice-Chancellor may by order make such provisions not inconsistent with the Act, Statutes, Ordinances or other Regulations, as appears to be necessary or expedient to remove the difficulty. Every order made under this rule shall be subject to ratification by the Appropriate University Authorities.

23. REPEAL AND SAVINGS:

The existing Regulations governing three years Bachelor degree programmes in the faculties of Arts, Science and Commerce shall stand repealed. However, the above Regulations shall continue to be in force for the students who have been admitted to the course before the enforcement of this regulation.

TEMPLATE FOR IAT
INTERNAL ASSESSMENT TEST
BACHELOR OF OF BUSINESS ADMINISTRATION - BBA

Course Code:

Name of the Course:

Duration: 1 Hour

Total Marks: 20

SECTION-A
(Based on the Remembering)

I. Answer Any Two of the following questions. Each carries Two Marks.

(2 x 2= 4)

- 1.
- 2.
- 3.

SECTION- B
(Understanding and Applying)

II. Answer Any Two of the following questions. Each carries Eight marks.

(2 x8= 16)

- 4.
- 5.
- 6.

APPEARANCE FOR THE EXAMINATION

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

SEMESTER END EXAMINATION - TEMPLATE
BACHELOR OF BUSINESS ADMINISTRATION - BBA

Course Code:

Name of the Course:

Duration: 2.00 Hours

Total Marks: 60

SECTION-A
(Conceptual Questions)

I. Answer any Five of the following questions. Each question carries Two Marks. (5 x 2= 10)

- a.
- b.
- c.
- d.
- e.
- f.
- g.

SECTION- B
(Application Questions)

Answer any Four of the following question. Each question carries Five Marks. (4 x5= 20)

- 2.
- 3.
- 4.
- 5.
- 6.

SECTION- C
(Analyses and Understanding Questions)

Answer Any Two of the following question. Each question carries Twelve Marks. (2 x12= 24)

- 7.
- 8.
- 9.

SECTION- D
(Skill Development Questions)

Answer Any One of the following question, carries Six Marks. (1 x6= 06)

- 10.
- 11.

**NEW EDUCATION POLICY
INITIATIVES
CURRICULUM FRAMEWORK FOR
FOUR-YEAR UNDER GRADUATE
PROGRAM IN COMMERCE
BBA – REGULAR**

BBA – REGULAR PROGRAM
REGULATIONS PERTAINING TO B.B.A DEGREE

SEMESTER – I

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language -I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language -II	AECC	3+1+0	60	40	100	3
3	BBA1.1	Management Principles & Practice	DSC-1	4+0+0	60	40	100	4
4	BBA1.2	Fundamentals of Accounting	DSC-2	3+0+2	60	40	100	4
5	BBA1.3	Marketing Management	DSC-3	4+0+0	60	40	100	4
6	BBA1.4	Digital Fluency	SEC-SB	1+0+2	25	25	50	2
7	BBA1.5	Any one of the following: a. Business Organization b. Office Organization and Management	OEC-1	3+0+0	60	40	100	3
8	BBA1.6	Yoga	SEC-VB	0+0+2	-	25	25	1
9	BBA.1.7	Health & Wellness	SEC-VB	0+0+2	-	25	25	1
SUB TOTAL (A)					385	315	700	25

SEMESTER – II

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
10	Lang.2.1	Language -I	AECC	3+1+0	60	40	100	3
11	Lang.2.2	Language – II	AECC	3+1+0	60	40	100	3
12	BBA2.1	Financial Accounting & Reporting	DSC-4	3+0+2	60	40	100	4
13	BBA2.2	Human Resource Management	DSC-5	3+0+2	60	40	100	4
14	BBA2.3	Business Environment / Business Mathematics	DSC-6	4+0+0	60	40	100	4
15	BBA2.4	Environmental Studies	AECC	2+0+0	25	25	50	2
16	BBA2.5	Any one of the following: a. People Management b. Public Administration And Business	OEC-2	3+0+0	60	40	100	3
17	BBA2.6	Sports	SEC-VB	0+0+2	-	25	25	1
18	BBA2.7	NCC/NSS/R&R(S&G)/ Cultural	SEC-VB	0+0+2	-	25	25	1
SUB TOTAL (B)					385	315	700	25

**EXIT OPTION WITH CERTIFICATION –
WITH ABILITY TO SOLVE WELL DEFINED PROBLEMS**

SEMESTER – III

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
19	Lang.3.1	Language -I	AECC	3+1+0	60	40	100	3
20	Lang.3.2	Language – II	AECC	3+1+0	60	40	100	3
21	BBA.3.1	Cost Accounting	DSC– 7	3+0+2	60	40	100	4
22	BBA.3.2	Organizational Behaviour	DSC– 8	3+0+2	60	40	100	4
23	BBA.3.3	Statistics for Business Decisions	DSC– 9	3+0+2	60	40	100	4
24	BBA.3.4	Artificial Intelligence	SEC	1+0+2	25	25	50	2
25	BBA.3.5	Any one of the following: a. Social Media Marketing b. Rural Marketing c. Advertising Skills d. Entrepreneurship Skills	OEG-3	3+0+0	60	40	100	3
26	BBA.3.6	Sports	SEGV B	0+0+2	-	25	25	1
27	BBA.3.7	NCC/NSS/R&R(S&G)/ Cultural	SEGV B	0+0+2	-	25	25	1
SUB TOTAL (C)					385	315	700	25

SEMESTER – IV

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
28	Lang.4.1	Language -I	AECC	3+1+0	60	40	100	3
29	Lang.4.2	Language – II	AECC	3+1+0	60	40	100	3
30	BBA.4.1	Management Accounting	DSC– 10	3+0+2	60	40	100	4
31	BBA.4.2	Business Analytics/ Financial Markets & Services	DSC– 11	3+0+2	60	40	100	4
32	BBA.4.3	Financial Management	DSC– 12	3+0+2	60	40	100	4
33	BBA.4.4	Constitution of India	AECGSB	2+0+0	25	25	50	2
34	BBA.4.5	Any one of the following: a. Business Leadership Skills b. Personal Wealth Management c. Creativity & Innovation d. Sustainable Development	OEG-4	3+0+0	60	40	100	3
35	BBA.4.6	Sports	SEGV B	0+0+2	-	25	25	1
36	BBA.4.7	NCC/NSS/R&R(S&G)/ Cultural	SEGV B	0+0+2	-	25	25	1
SUB TOTAL (D)					385	315	700	25

EXIT OPTION WITH DIPLOMA – ABILITY TO SOLVE BROADLY DEFINED PROBLEMS.

SEMESTER – V

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
37	BBA.5.1	Production And Operations Management/ International Business	DSC-13	4+0+0	60	40	100	4
38	BBA.5.2	Income Tax	DSC-14	3+0+2	60	40	100	4
39	BBA.5.3	Elective1 (Paper -1)	DSE-1	3+0+2(P) 4+0+0(T)	60	40	100	3
40	BBA.5.4	Elective2 (Paper -2)	DSE-2	3+0+2(P) 4+0+0(T)	60	40	100	3
41	BBA.5.5	Information Technology for Managers	VOC-1	3+0+2	60	40	100	3
42	BBA.5.6	Cyber Security or some other	SEC-SB	1+0+2	25	25	50	2
43	BBA.5.7	Internship -1	Intern -1	1+0+2	-	50	50	2
44	BBA.5.8	Sports	SEC- VB	0+0+2	-	25	25	1
45	BBA.5.9	NCC/NSS/R&R(S&G)/ Cultural	SEC- VB	0+0+2	-	25	25	1
SUB TOTAL (E)					325	325	650	23

SEMESTER – VI

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
46	BBA.6.1	Business Laws	DSC-15	4+0+0	60	40	100	4
47	BBA.6.2	Entrepreneurship & Start-up Management	DSC-16	4+0+0	60	40	100	4
48	BBA.6.3	Elective1 (PAPER 2)	DSE-3	3+0+2(P) 4+0+0(T)	60	40	100	3
49	BBA.6.4	Elective2(PAPER 2)	DSE-4	3+0+2(P) 4+0+0(T)	60	40	100	3
50	BBA.6.5	Goods and Services tax (GST)	VOC-2	3+0+2	60	40	100	3
51	BBA.6.6	Professional Communication	SEC- SB	2+0+2	25	25	50	2
52	BBA.6.7	Internship -2	Intern – 1	1+0+2	-	50	50	2
53	BBA.6.8	Sports	SEC- VB	0+0+2	-	25	25	1
54	BBA.6.9	NCC/NSS/R&R(S&G)/ Cultural	SEC- VB	0+0+2	-	25	25	1
SUB TOTAL (F)					325	325	650	23

Students have to select dual electives out of the list of electives given in Fifth and Sixth Semester. Electives selected in the fifth semester should be continued in the sixth semester. However the y can change the electives in the seventh semester. The electives selected in the seventh semester will continue in the eighth semester.

EXIT OPTION WITH BACHELOR DEGREE -ABILITY TO SOLVE COMPLEX PROBLEMS THAT ARE ILL-STRUCTURED REQUIRING MULTI-DISCIPLINARY SKILLS TO SOLVE THEM.

SEMESTER – VII

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
55	BBA.7.1	Business Ethics & Corporate Governance	DSC-17	4+0+0	60	40	100	4
56	BBA.7.2	E Commerce	DSC-18	4+0+0	60	40	100	4
57	BBA.7.3	Advance Statistics for Business Research	DSC-19	2+0+2	60	40	100	3
58	BBA.7.4	One Course from the Selected Elective Group	DSE-5	3+0+2(P) 4+0+0(T)	60	40	100	4
59	BBA.7.5	Vocational-3 Application of Statistical Software (Any one Statistical Software)	VOC-3	1+0+2	60	40	100	3
60	BBA.7.6	Research Methodology	RM-1	3+1+0	60	40	100	3
SUB TOTAL (G)					360	240	600	21

SEMESTER – VIII

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
61	BBA.8.1	Strategic Management	DSC-20	4+0+0	60	40	100	4
62	BBA.8.2	Operations Research and Quantitative Techniques	DSC-21	4+0+0	60	40	100	4
63	BBA.8.3	Project Management	DSC-22	2+0+2	60	40	100	4
64	BBA.8.4	Digital Marketing	VOC-4	40	60	40	100	3
65	BBA.8.5	Research Projects/Internship with Viva – voce	RM-2	3+1+0	120	80	200	6
65	OR BBA.8.5	OR	DSE-6*	2+0+2(P) 3+0+0(T)	60	40	100*	3*
66	BBA.8.6	Elective Paper (Two Courses from the Selected Elective Group)	DSE-7*	2+0+2(P) 3+0+0(T)	60	40	100*	3*
SUB TOTAL (H)					360	240	600	21
Grand Total (A+B+C+D+E+F+G+H) (SEE+CIE+TM+C)					2910	2390	5300	188

*In lieu of the research Project, two additional elective papers/ Internship may be offered
Award of Bachelor of Commerce Degree with Honours, (With the completion of courses equal to a minimum of 180 credits)

BACHELOR DEGREE WITH HONORS – Experience of workplace problem solving in the form of internship or research experience preparing for higher education or entrepreneurship experience.

NOTES:

- One Hour of Lecture is equal to 1 Credit.
- One Hour of Tutorial is equal to 1 Credit (Except Languages).
- Two Hours of Practical is equal to 1 Credit

Acronyms Expanded

AECC	: Ability Enhancement Compulsory Course
DSC ©	: Discipline Specific Core (Course)
SEC-SB/VB	: Skill Enhancement Course-Skill Based/Value Based
OEC	: Open Elective Course
DSE	: Discipline Specific Elective
SEE	: Semester End Examination
CIE	: Continuous Internal Evaluation
L+T+P	: Lecture+Tutorial+Practical(s)

Note: Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room depending on the requirement. One batch of students should not exceed half (i.e., 30 or less than 30 students) of the number of students in each class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for the entire class (i.e., more than 30 students)

2 Hours of Practical Class is equal to 2 Hours of Teaching.

ELECTIVE GROUPS AND COURSES:

Discipline Specific Electives - V Semester						
Sl. No	Finance	Marketing	Human Resource Management	Data Analytics	Retailing	Logistics And Supply Chain Management
Paper-1	Advanced Corporate Financial Management	Consumer Behavior	Compensation and Performance Management	Financial Analytics	Retail Operations Management	Freight Transport Management

Discipline Specific Electives - VI Semester						
Sl. No	Finance	Marketing	HRM	Data Analytics	Retailing	LSCM
Paper-2	Security Analysis and Portfolio Management	Advertising Management & Sales promotion	Employee Welfare & Social Security	Marketing Analytics	Strategic Brand Management	Sourcing for Logistics and SCM

Discipline Specific Electives - VII Semester						
Sl. No	Finance	Marketing	HRM	Data Analytics	Retailing	LSCM
Paper-3	Strategic Financial Management	Brand Management / Rural Marketing	Labor Laws & IR	HR Analytics	Merchandising Planning and Buying	Managing Procurement contract and relationship

Discipline Specific Electives - VIII Semester						
Sl. No	Finance	Marketing	HRM	Data Analytics	Retailing	LSCM
Paper-4	Derivatives and Risk Management	B to B Marketing (Industrial Marketing)	HRD	Web and Social Intelligence	IT applications in Retail Business	Global Environment for Supply chain Management
Paper-5	International Financial Management	Sales & Distribution Management	International HRM	Machine Learning in Business	Visual Merchandising	International Supply Chain

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 1.1 Name of the Course: Management Principles & Practice		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will be able to <ul style="list-style-type: none"> · The ability to understand concepts of business management, principles and function of management. · The ability to explain the process of planning and decision making. · The ability to create organization structures based on authority, task and responsibilities. · The ability to explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles. · The ability to understand the requirement of good control system and control techniques. 		
SYLLABUS:		HOURS
MODULE-1: INTRODUCTION TO MANAGEMENT		10
Introduction –Meaning, Evolution of management thought, Pre-Scientific Management Era, Classical Management Era, Neo-Classical Management Era, Modern Management Era; Nature and Characteristics of Management - Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.		
MODULE-2: PLANNING AND DECISION MAKING		08
Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- Importance and steps; MBO and MBE (Meaning only)		
MODULE -3: ORGANIZING AND STAFFING		12
Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing		
MODULE-4: DIRECTING AND COMMUNICATING		12
Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Communication Process, Barriers to Communication, Steps to overcome Communication Barriers, Types of Communication; Motivation theories – Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Mc.Gregor's X and Y theory. Leadership – Meaning, Formal and Informal		

Leadership, Characteristics of Leadership; Leadership Styles – Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style.	
MODULE-5: COORDINATING AND CONTROLLING	07
Coordination–Meaning, Importance and Principles. Controlling-Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control (in brief).	
MODULE-6: BUSINESS SOCIAL RESPONSIBILITY AND MANAGERIAL ETHICS	07
Business Social Responsibility - Meaning, Arguments for and against Business Social Responsibility; Green management - Meaning, Green Management Actions; Managerial Ethics – Meaning - Importance of Ethics in Business, Factors that determine Ethical or Unethical behavior.	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> Two cases on the above syllabus should be analysed by the teacher in the classroom and the same needs to be recorded by the student in the Skill Development Book. Draft different types of Organization structure. Draft Control charts. 	
<p>Text Books:</p> <ol style="list-style-type: none"> Harold Koontz and Heinz Weihrich (2017), Essentials of Management: An International and Leadership Perspective, McGraw Hill Education, 10th Edition. Rajkumar.S and Nagarajan. G (2021) Management Principles and Applications, Jayvee International Publications, Bangalore Stephen P Robbins and Madhushree Nanda Agrawal (2009), Fundamentals of Management: Essential Concepts and Applications, Pearson Education, 6th Edition. James H. Donnelly, (1990) Fundamentals of Management, Pearson Education, 7th Edition. B.P. Singh and A.K.Singh (2002), Essentials of Management, Excel Books P C Tripathi & P N Reddy (2005), Principles of Management, TMH Publications, 3rd Edition. LM Prasad, Principles of management, Sultan Chand and Sons Appanniah and Reddy, Management, HPH. T. Ramaswamy : Principles of Management, HPH. <p>Note: Latest edition of text books may be used.</p>	

NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION - Course Code: BBA 1.2 NAME OF THE COURSE: FUNDAMENTALS OF ACCOUNTING		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Class rooms lecture, tutorials, and problem solving.		
Course Outcomes: On successful completion of the course, the Students will be able to a) Understand the framework of accounting as well accounting standards. b) The Ability to pass journal entries and prepare ledger accounts c) The Ability to prepare various subsidiary books d) The Ability to prepare trial balance and final accounts of proprietary concern. e) Construct final accounts through application of accounting software tally.		
SYLLABUS:		HOURS
Module-1: Introduction to Financial Accounting		08
Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting-Significance of Accounting– Users of Accounting Information – Limitations of Accounting – Accounting Cycle - Accounting Principles-Accounting Concepts and Accounting Conventions. Accounting Standards – objectives- significance of accounting standards. List of Indian Accounting Standards. (INDAS).		
Module -2: Accounting Process		12
Meaning of Double entry system – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance – Problems on Journal, Ledger Posting and Preparation of Trial Balance.		
Module- 3: Subsidiary Books		14
Meaning – Significance – Types of Subsidiary Books –Preparation of Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book -Problems. Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement.		
Module -4: Final Accounts of Proprietary Concern		10
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding expenses and prepaid expenses, outstanding incomes and incomes received in advance and provision for doubtful debts, interest on drawings and interest on capital.		

Module No.-5: Computerized Accounting	12
<p>Introduction-Meaning of accounting software, types accounting software-- Accounting software Tally-Meaning of Tally software – Features – Advantages. Creating a New Company, Basic Currency information, other information, Company features and Inventory features. Configuring Tally - General Configuration, Numerical symbols, accounts/inventory info – master configuration -voucher entry configuration. Working in Tally: Groups, Ledgers, writing voucher, different types of vouchers, voucher entry Problem on Voucher entry - Generating Basic Reports in Tally-Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal register, Statement of Accounts, Trading and profit account and Balance Sheet.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. List out the accounting concepts and conventions. 2. Prepare a Bank Reconciliation Statement with imaginary figures 3. Prepare a cash Book with imaginary figures. 4. Collect the financial statement of a proprietary concern and record it. 5. List out pre-determined Groups and ledgers created by tally software. 	
<p>Text Books:</p> <ol style="list-style-type: none"> 1. Muninarayanappa. M and Nirmala. M (2021); Financial Accounting, Jayvee International Publications, Bangalore 2. ICAI Study Materials on Principles & Practice of Accounting, Accounting and Advanced Accounting. 3. Robert N Anthony, David Hawkins, Kenneth A. Merchant, (2017) Accounting: Text and Cases, Mc Graw-Hill Education, 13th Edition. 4. S.Anil Kumar, V.Rajesh Kumar and B.Mariyappa – Financial Accounting, Himalaya Publishing House, New Delhi. 5. SPIyengar (2005), Advanced Accounting, Sultan Chand & Sons, Vol.1. 6. Charles T. Horngren and Donna Philbrick, (2013) Introduction to Financial Accounting, Pearson Education, 11th Edition. 7. J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi, 32nd Edition. 8. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi, 6th Edition. 9. B.S. Raman (2008), Financial Accounting Vol. I & II, United Publishers & Distributors 10. Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi. <p>Note: Latest edition of text books may be used.</p>	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 1.3 Name of the Course: Marketing Management		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will be able to a) Understand the concepts and functions of marketing. b) Analyse marketing environment impacting the business. c) Segment the market and understand the consumer behaviour d) Describe the 4 p's of marketing and also strategize marketing mix e) Describe 7 p's of service marketing mix.		
SYLLABUS:		HOURS
Module No. 1: INTRODUCTION TO MARKETING		10
Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. Recent trends in Marketing-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, social media marketing and E-tailing (Meaning only).		
Module No. 2: MARKETING ENVIRONMENT		10
Micro Environment – The company, suppliers, marketing intermediaries competitors, public and customers; Macro Environment- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.		
Module No. 3: MARKET SEGMENTATION AND CONSUMER BEHAVIOUR		10
Meaning and Definition, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behavior-Factors influencing Consumer Behavior; Buying Decision Process.		
Module No. 4: MARKETING MIX		20
Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion. Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling, Pricing – Objectives, Factors influencing Pricing Policy, Methods of Pricing; Physical Distribution–Meaning, Factors affecting Channel Selection, Types of Marketing Channels. Promotion – Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning Only)		

Module No. 5: SERVICES MARKETING	06
<p>Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Two cases on the above syllabus should be analyzed and recorded in the skill development 2. Design a logo and tagline for a product of your choice 3. Develop an advertisement copy for a product. 4. Prepare a chart for distribution network for different products. 	
<p>Reference Materials</p> <ol style="list-style-type: none"> 1. Philip Kotler, Marketing Management, Prentice Hall. 2. Muninarayanappa. M and Rajkumar. S (2021); Marketing Management, Jayvee International Publications, Bangalore. 3. Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI, New Delhi 4. William J. Stanton, Michael J.Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill 5. Bose Biplab, Marketing Management, Himalaya Publishers. 6. J.C. Gandhi, Marketing Management, Tata McGraw Hill. 7. Ramesh and Jayanti Prasad: Marketing Management, I.K. International 8. Sontakki, Marketing Management, Kalyani Publishers. 9. PN Reddy and Appanniah, Marketing Management 10. Saxena Rajan, (2017) Marketing Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi. Fifth Edition. 	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 1.5 a (OEC) Name of the Course: Business Organization		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	42 HOURS
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will be able to a) An understanding of the nature, objectives and social responsibilities of business b) An ability to describe the different forms of organisations c) An understanding of the basic concepts of management d) An understanding of functions of management. e) An understanding of different types of business combinations		
SYLLABUS:		HOURS
Module No. 1: INTRODUCTION TO BUSINESS		10
Business: Meaning, Nature, Scope and Social responsibility of Business, Objectives, Essentials of successful business; Functional areas of business. Concept of Business Organisation.		
Module No. 2: FORMS OF BUSINESS ORGANIZATION:		10
Sole proprietorship: Definitions, Features, Merits and Demerits. Partnership: Definitions, partnership deed, Features, Merits and Demerits. Joint Stock Company: Definitions, Features, Merits and Demerits. Co-operatives: Definitions, Features, Merits and Demerits.		
Module No. 3: PUBLIC ENTERPRISES		07
Departmental Undertaking: Definitions, Features, Merits and Demerits. Public Corporations: Definitions, Features, Merits and Demerits. Government Companies: Definitions, Features, Merits and Demerits		
Module No. 4: BUSINESS COMBINATIONS		08
Meaning Definitions, Causes, Types, Forms, merits and demerits of Business Combinations, Recent Trends in Business Combinations.		
Module No 5: MANAGEMENT OF ORGANIZATIONS		07
Management- Meaning, Definitions, Difference between Management and Administration, Levels of Management, Objectives of Management, Functions of management- planning, organizing, staffing, directing, coordinating, controlling, Principles of Management.		

Skill Development Activities:

1. Two cases on the above syllabus should be analyzed and recorded in the skill development
2. Design a logo and tagline for a product of your choice
3. Develop an advertisement copy for a product.
4. Prepare a chart for distribution network for different products.

Text Books:

1. Muninarayanappa. M and Nirmala. M (2021), Business Organisation, Jayvee International Publications, Bangalore.
2. C B. Guptha - Business Organisation and Management, Sultan Chand & Sons.
3. Dr. S. C. Saxena - Business Administration & Management, Sahitya Bhawan.
4. M. C. Shukla - Business Organisation and Management. S Chand & Company Pvt. Ltd.
5. S.A Sherlekar - Business Organization, Himalaya Publishing House.
6. Y.K. Bhushan. Fundamentals of Business Organisation and Management, Sultan Chand & Sons.
7. R.K. Sharma, Business Organisation & Management Kalyani Publishers
8. Dr. I.M. Sahai, Dr. Padmakar Asthana,' Business Organisation & Administration', Sahitya Bhawan Publications Agra.

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 1.5 b Name of the Course: Office Organization and Management (OEC)		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	42 HOURS
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion of the course, the Students will be able to a) An understanding of basic knowledge of office organisation and management b) Demonstrate skills in effective office organisation c) Ability to maintain office records d) Ability to maintain digital record. e) Understanding of different types of organisation structures and responsibilities as future office managers.		
SYLLABUS:		HOURS
Module No. 1: FUNDAMENTALS OF OFFICE MANAGEMENT		08
Introduction: Meaning, importance and functions of modern office Modern Office Organisation: Meaning; Steps in office organisation; Principles of Office organisation, Organisation structure types, Nature of office services: Types of services in a modern office, decentralisation and centralisation of office services, Departmentation of Office Office management: Meaning, Elements and major processes of Office management Office Manager: Functions and qualifications of Office manager.		
Module No. 2: ADMINISTRATIVE ARRANGEMENT AND FACILITIES		07
Office Accommodation and its Importance: Location of Office, Choice of Location: Urban vs Suburban, Factors to be Considered in Selecting the Site, Securing Office Space, Office Lay-out: Objectives of Office Lay-out, Principles of Office Lay-out, Steps in Lay-out Planning, Advantages of a Good Lay-out. Types of offices: Open Office and Private Office- advantages and disadvantages.		
Module No. 3: OFFICE ENVIRONMENT:		10
Meaning and Components of Office Environment Interior Decoration: Colour Conditioning, Floor Coverings, Furnishings, Furniture and Fixtures: Types of Furniture, Choice between Wooden and Steel Furniture, Principles Governing Selection of Furniture Lighting and Ventilation, Noise: Internal Noise, External Noise Cleanliness, Sanitation and Health Safety and Security		

Module No. 4: RECORDS MANAGEMENT	08
<p>Introduction to records: Importance of Records, types of office records, Records Management: Meaning, Principles of Record Keeping, Functions of 'Records Management</p> <p>Filing: Elements of Filing and Filing Functions, Objectives and Importance of Filing, Advantages of Filing, Essentials of a Good Filing System, Classification of Files, Filing Procedure or Routine.</p> <p>Filing Methods: Horizontal Filing -meaning, types and advantages, Vertical Filing-meaning, equipment used, advantage and disadvantages.</p> <p>Centralisation and Decentralisation of Filing- Centralised filing and Decentralised Filing</p> <p>Office manual: contents, Importance, types of office manuals.</p> <p>Indexing: Meaning, importance, advantages and essentials of good indexing, type of index</p> <p>Retention and disposal of files: Meaning and benefits of record retention, need for disposal of files, life-cycle stages of files.</p>	
Module No. 5: OFFICE MECHANISATION AND DATA PROCESSING	08
<p>Meaning, Importance and Objectives of Office Mechanisation, Advantages and disadvantages of Office Mechanisation, Factors Determining Office Mechanisation</p> <p>Kinds of Office Machines: Duplicating Machines and Photocopying Machines, Accounting, tabulating and computing machines, communication machines</p> <p>Introduction to Data and Information: Distinction between Data and Information, Importance of Data and Information, Classification of Data, Classification of Information, Data Lifecycle (chart), Data Collection Methods- Primary and secondary data collection methods</p> <p>Data presentation Methods of Presentation of Data</p> <p>Data processing using computers: Components of Computers, Input and Output Devices, Software used in Computers (names and uses only), Computer Applications in Office' Management, Advantages and Limitations of Computerisation</p> <p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Visit an office and enlist the different types of machines used in the office 2. Identify the different types of stationery used in offices today 3. Draw a data life cycle chart 4. Draw charts indicating different types of office layouts. 	
<p>Text Books:</p> <ol style="list-style-type: none"> 1. Muninarayanappa and Raghunath Reddy (2021), Office Organisation and Management, Jayvee International Publication, Bangalore. 2. S.P Arora, Office Organisation and Management, Vikas Publishing House Pvt 3. M.E Thakuram Rao, Office organisation and Management, Atlantic 4. Judith Read, Mary Lea Ginn, Record Management, 10th Edition, Cengage Learning. <p>Note: Latest edition of text books may be used.</p>	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.1 Name of the Course: Financial Accounting		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Class rooms lecture, tutorials, and Problem solving.		
Course Outcomes: On successful completion of the course, the Students will be able to a) Ability to understand the conversion of single entry into double entry. b) The ability to prepare final accounts of partnership firms c) The ability to understand the process of public issue of shares and accounting for the same d) The ability to prepare final accounts of joint stock companies. e) The ability to prepare and evaluate vertical and horizontal analysis of financial statements		
SYLLABUS:		HOURS
Module -1: Conversion of Single-Entry System into Double Entry System		10
Single entry system- Meaning – Features – Merits – Demerits – Types. Conversion into Double Entry system – Need for Conversion – Preparation of Statement of Affairs – Cash book – Memorandum Trading Account – Total Debtors Account – Total Creditors Account – Bills Receivable Account – Bills Payable Account – Trading and Profit & Loss Account and Balance Sheet.		
Module -2: Final Accounts of Partnership Firms		10
. Meaning of Partnership Firm- features of Partnership. Partnership deed-contents of partnership deed. Preparation of Final accounts of partnership firms-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partner's Capital Account and Balance Sheet.		
Module-3: Issue of Shares and Debentures		12
. Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares and debentures; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form -Problems		
Module - 4: Final Accounts of Joint Stock Companies		12
Statutory Provisions regarding preparation of Company's Financial statements – Treatment of Special Items, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Statement of Profit and Loss and Balance Sheet Schedule -III of Companies Act,2013		

Module -5: Analysis of Financial Statements	08
Meaning of financial analysis-Types of Analysis – Methods of Financial Analysis – Comparative Statements – Common Size Statements – Trend Analysis – Problems.	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Prepare different accounts with imaginary figures to find out missing items while converting single entry into double entry system. 2. Refer annual reports of two companies and present it in comparative form. 3. Draft a partnership deed as per Partnership Act. With imaginary data. 4. Prepare a Balance sheet of a company as per schedule III part I of the companies Act 2013 with imaginary figures. 5. Collect financial statement of a company for five years and analyze the same using trend analysis. 	
<p>Text Books:</p> <ol style="list-style-type: none"> 1. Nirmala. M and Raghu V.N, Financial Accounting, Jayvee International Publication, Bangalore. 2. Anil Kumar, Rajesh Kumar and Mariyappa, Advanced Financial Accounting, HPH 3. Arulanandam & Raman; Advanced Accountancy, HPH. 3. Hanif and Mukherjee, Corporate Accounting, Mc Graw Hill Publishers. 4. Dr. S.N. Maheswari, Financial Accounting, Vikas Publication 5. S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication 6. Soundarajan & K. Venkataramana, Financial Accounting, SHBP. 7. Dr. Janardhanan: Advanced Financial Accounting, Kalyani Publishers 8. Radhaswamy and R.L. Gupta, Advanced Accounting, Sultan Chand 9. M.C. Shukla and Grewal, Advanced Accounting <p>Note: Latest edition of text books may be used.</p>	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.2 Name of the Course: Human Resource Management		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will be able to a) Ability to describe the role and responsibility of Human resources management functions on business b) Ability to describe HRP, Recruitment and Selection process c) Ability to describe to induction, training, and compensation aspects. d) Ability to explain performance appraisal and its process. e) Ability to demonstrate Employee Engagement and Psychological Contract.		
SYLLABUS:		HOURS
Module No. 1: Introduction to Human Resource Management		10
Meaning and Definition of HRM – Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager, Trends influencing HR practices		
Module No. 2: Human Resource Planning, Recruitment & Selection		14
Human Resource Planning: Meaning and Importance of Human Resource Planning, Process of HRP HR Demand Forecasting- Meaning and Techniques (Meanings Only) and HR supply forecasting. Succession Planning – Meaning and Features Job Analysis: Meaning and Uses of Job Analysis, Process of Job Analysis – Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only) Recruitment – Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment Selection – Meaning, Steps in Selection Process, Psychometric tests for Selection, Barriers to effective Selection, Making Selection effective; Placement, Gamification – Meaning and Features		
Module No. 3: Induction, Training and Compensation		10
Induction: Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning. Training: Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development. Compensation: Direct and Indirect forms of Compensation (Meaning Only), Compensation Structure.		

Module No. 4: Performance Appraisal, Promotion & Transfers	14
<p>Performance appraisal: Meaning and Definition, Objectives and Methods of Performance Appraisal – Uses and Limitations of Performance Appraisal, Process of Performance Appraisal</p> <p>Promotion: Meaning and Definition of Promotion, Purpose of Promotion, Basis of promotion</p> <p>Transfer: Meaning of Transfer, Reasons for Transfer, Types of Transfer, Right Sizing of Work Force, Need for Right Sizing</p>	
Module No. 5: Employee Engagement and Psychological Contract	08
<p>Employee Engagement (EE): Meaning and Types of EE, Drivers of Engagement - Measurement of EE, Benefits of EE.</p> <p>Psychological contract: Meaning and features</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Preparation of Job Descriptions and Job specifications for a Job profile 2. Choose any MNC and present your observations on training program 3. Develop a format for performance appraisal of an employee. 4. Discussion of any two Employee Engagement models. 5. Analysis of components of pay structure based on the CTC sent by the Corporate to the institute for the various jobs of different sectors. 	
<p>Text Books:</p> <ol style="list-style-type: none"> 1. Rajkumar S, and Nirmala M (2021); Jayvee International Publications, Bangalore. 2. Aswathappa, Human Resource Management, McGraw Hill 3. Edwin Flippo, Personnel Management, McGraw Hill 4. C.B.Mamoria, Personnel Management, HPH 5. Subba Rao, Personnel and Human Resources Management, HPH 6. Reddy & Appanainah, Human Resource Management, HPH 7. Madhurimalal, Human Resource Management, HPH 8. S.Sadri & Others: Geometry of HR, HPH 9. Rajkumar: Human Resource Management I.K. Intl 10. Michael Porter, HRM and Human Relations, Juta & Co.Ltd. 11. K. Venkataramana, Human Resource Management, SHBP 12. Chartered Accountants of India, New Delhi. <p>Note: Latest edition of textbooks may be used.</p>	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.3 Name of the Course: BUSINESS ENVIRONMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion Student will demonstrate a) An Understanding of components of business environment. b) Ability to analyse the environmental factors influencing business organisation. c) Ability to demonstrate Competitive structure analysis for select industry. d) Ability to explain the impact of fiscal policy and monetary policy on business. e) Ability to analyse the impact of economic environmental factors on business.		
SYLLABUS:		HOURS
Module No. 1: INTRODUCTION BUSINESS ENVIRONMENT		12
Meaning of business, scope and objectives Business, business environment, Micro and Macro-environment of business (social, cultural, economic, political, legal technological and natural) Impact of these factors on decision making in business, Environmental analysis, and Competitive structure analysis of Business.		
Module No. 2: GOVERNMENT AND LEGAL ENVIRONMENT		16
Government Functions of the State, Economic role of government, State intervention in business- reasons for and types of state intervention in business. Impact of Monetary policy, Fiscal policy, Exim policy and industrial policy on business. Legal environment - Various laws affecting Indian businesses		
Module No. 3: ECONOMIC ENVIRONMENT AND GLOBAL ENVIRONMENT		13
An overview of economic environment, nature of the economy, structure of economy, factors affecting economic environment. Globalisation of business; meaning and dimensions, stages, essential conditions of globalisation, foreign market entry strategies, merits and demerits of globalisation of business, Impact of Globalisation on Indian businesses, Forms of globalisation of businesses - MNCs, TNCs etc..		
Module No. 4: TECHNOLOGICAL ENVIRONMENT		10
Meaning and features; types of innovation, Impact of Technological changes on business, Technology and Society, Technological Acquisition modes, IT revolution and business, Management of Technology.		

Module No. 5: NATURAL ENVIRONMENT	05
Meaning and nature of physical environment. Impact of Natural environment on business.	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> List out key features of recent Monetary policy published by RBI impacting businesses. Give your observation as to how technology has helped society. Draft Five Forces Model for Imaginary business. Identify the benefits of Digital transformation in India. 	
<p>Text Books:</p> <ol style="list-style-type: none"> Muninarayanappa. M, Nagarajan. G (2021); Business Environment, Jayvee International Publications, Bangalore. Aswathappa. K, Essentials Of Business Environment Sundaram & Black: The International Business Environment; Prentice Hall Chidambaram: Business Environment; Vikas Publishing Upadhyay, S: Business Environment, Asia Books Chopra, BK: Business Environment in India, Everest Publishing Suresh Bedi: Business Environment, Excel Books Economic Environment of Business by M. Ashikary. Business Environment by Francis Cherrinulam <p>Note: Latest edition of text books may be used.</p>	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.3 Name of the Course: Business Mathematics		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	56 HOURS
Pedagogy: Classrooms lecture, Case studies, Group discussion, Seminar & field work etc.,		
Course Outcomes: On successful completion Student will demonstrate:		
a) The application of equations to solve business problems. b) The Application AP and GP in solving business problems. c) The calculation of simple interest, compound interest and discounting of Bills of Exchange. d) The application of matrices in business. e) The Application of ratios and proportions in business.		
SYLLABUS:		HOURS
Module -1: Number system, Indices and Logarithms		12
Number System: Introduction – Natural numbers, Even numbers, Odd numbers, Integers, Prime numbers, Rational & Irrational numbers, Real numbers, HCF & LCM (Simple problems). Indices- Meaning-Basic laws of indices and their application for simplification. Logarithms- Meaning, Laws of Logarithms-Common logarithms application of log table for simplification.		
Module -2: Theory of Equations:		12
. Introduction – Meaning - Types of Equations – Simple or Linear Equations and Simultaneous Equations (only two variables), Elimination and Substitution Methods only. Quadratic Equation - Factorization and Formula Method ($ax^2 + bx + c = 0$ form only). Simple problems-Application of equations in business.		
Module- 3: Progressions		12
Meaning-Types of Progression-Arithmetic Progression – Finding the 'nth' term of AP and Sum to 'nth' term of AP. Insertion of Arithmetic Mean. Geometric Progression – Finding the 'nth' term of GP and sum to 'nth' term of GP and insertion of Geometric Mean-problems		
Module -4: Financial Mathematics		10
Simple Interest, Compound Interest including yearly and half yearly calculations, Annuities, Percentages, Bills Discounting-problems. Ratios and Proportions-Duplicate-triplicate and sub-duplicate of a ratio. Proportions- third, fourth and inverse proportion – problems.		
Module- 5: Matrices and Determinants		10
. Meaning – types of matrices-Dimension of matrix -Operation of matrices – additions – subtractions and multiplication of two matrices – transpose of a matrix – determinants – minor of an element – co-factor of an element –inverse of a square matrix – crammer's rule in two variables – problems		

Skill Development Activities:

- a) Secondary overhead distribution using simultaneous equations method.
- b) State the various laws of indices and Logarithms
- c) Demonstrate the application of matrices in solving business problems.
- d) Narrate the use of AP and GP in solving commercial application problems.
- e) Develop an Amortization Table for Loan Amount – EMI Calculation.

Text Books:

1. Nirmala.M, Gurunath Rao Vaidya and Nirmala Joseph (2021); Business Mathematics, Jayvee International Publications, Bangalore.
2. Dr.Sancheti & Kapoor: Business Mathematics and Statistics, Sultan Chand
3. Madappa, Mahadi Hassan, M. Iqbal Taiyab – Business Mathematics, Subhash Publications
4. Saha: Mathematics for Cost Accountants, Central Publishers.
5. Azharuddin: Business Mathematics, Vikas Publishers.
6. R.S Bhardwaj: Mathematics for Economics & Business

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.5 a(Open Elective Course) NAME OF THE COURSE: : PEOPLE MANAGEMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	42 HOURS
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion of the course, the Students will be able to <ol style="list-style-type: none"> 1. Ability to examine the difference between People Management with Human resource Management 2. Ability to explain the need for and importance of People Management. 3. Ability to explain role of manager in different stages of performance management process 4. Ability to list modern methods of performance and task assessment. 5. Ability to analyse the factors influencing the work life balance of an working individual. 		
SYLLABUS:		HOURS
Module 1: Introduction to People Management		07 Hours
Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.		
Module 2: Getting Work Done and Assessment and Evaluation		10 Hours
Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members. Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.		
Module 3: Building Peer Networks and Essentials of Communication		10 Hours
Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace. Essentials of Communication: Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication.		

Module 4: Motivation	08Hours
Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation	
Module 5: Managing Self	07Hours
Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.	
<p>Skill Development Activities:</p> <p>The learners are required to:</p> <ol style="list-style-type: none"> Analyse two cases on any of the above content indicated above. List out the modern tools to performance assessment and evaluation. Conduct a survey of work life balance of working individuals Draft a Career development of working individual in the middle level management. 	
<p>Text Books:</p> <ol style="list-style-type: none"> Nirmala. M and Nitu Sharma (2021); People Management, Jayvee International Publication, Bangalore McShane, Steven L. and Mary Ann Von Glinow, Organizational Behavior: Emerging Knowledge and Practice for the Real World. McGraw-Hill, latest edition, ISBN: 0-07-115113-3. Bernardin, H. John and Joyce E. A. Russell. Human Resource Management: An Experiential Approach. McGraw-Hill, 6/e. ISBN: 0078029163 Argyris, C. (1974). Personality vs. Organization. Organizational Dynamics. Vol. 3. No. 2, Autumn. Blume, B. Baldwin, T. and Ryan, K. (2013). Communication Apprehension. A barrier to student's leadership, adaptability and multicultural appreciation. Academy of Management Learning & Education, Jun, Vol. 12 Issue 2, p158-172. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition). New York: McGraw-Hill. Goleman, D. (1998). Working with Emotional Intelligence. Bantam Books, <p>Note: Latest edition of text books may be used.</p>	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.5 b (Open Elective Course) Name of the Course: PUBLIC ADMINISTRATION AND BUSINESS		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	42 HOURS
Pedagogy: Classrooms lecture, Case studies, Group discussion, Seminar & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will be able to <ol style="list-style-type: none"> 1. Explain the basic concept of public administration and its relevance for business; 2. Explain the difference between Public administration and Business Administration; 3. Analyze the concept of good society and its impact on business; 4. Analyze the impact of political system on business environment in India; 5. Evaluate the impact of judicial system on business environment in India; 6. Assess the impact of governance and public policies on business. 		
SYLLABUS:		HOURS
Module 1: Introduction		08 Hours
Public Administration- meaning, nature and scope and limitations; Concept and functions of a welfare state; Emergence of civil society; Factors leading to emergence of civil society; Concept of liberty, Theories of liberty; Concept of equality, Dimensions of equality; Concept of justice, dimensions of justice. Similarity and Dissimilarity between Public Administration and Business Administration.		
Module 2: Idea of a Good Society		08 Hours
Good society: Need and Importance, Moral Reasoning, Theories of Moral Reasoning; Diversity, Equity and Equality; Leadership; Responsibility, Accountability; Globalization and society; Cross cultural issues; Ethical Conduct of National and Multinational Corporations.		
Module 3: Political System and Business		08 Hours
Constitution of India- Preamble, Fundamental rights, Directive Principles of state policies; India's federal system, NITI AYOOG-role and functions; Impact of political system on business environment- policies, programmes and procedure; Ease of doing business; Start-up India, Stand Up India, Make in India, Recent trends in taxation policies-impact on investment and business.		
Module 4: Judicial System and Business		08 Hours
Judicial System- features and structure; Jurisdiction, Powers and Functions, Judicial Review, Judicial Activism and business, Human Rights and business-challenges and opportunities, Social Justice. Public Interest Litigation and writs-challenges and opportunities for business.		

Module 5: Governance and Public Policy	10 Hours
<p>Governance- Concept and Nature; Public accountability; Redressal of public grievances with special reference to RTI, Lokpal and Lokayukta, Election Commission, Association for Democratic Reforms (ADR), Bringing people closer to Administration: E-governance; Political Representation, Decentralization of Governance- Panchayati Raj System, Urban Local Bodies.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Analyze cases from real life regarding fundamental rights, freedom of expression, and civil society 2. Discuss case studies from real life regarding equity and equality in the context of organisations. 3a. Evaluate the ease of doing business parameters in the context of a specific sector. 3b. Practice session as Mock Parliament. 4. Practice session as Moot Court related to business cases. 5. Discuss case study on decentralization of governance and present key learnings. 	
<p>Text Books:</p> <ol style="list-style-type: none"> 1. Muninarayanappa. M, Nagarajan.G, Rajkumar.S and Raghu.V.N (2021); Public Administration and Business, Jayvee International Publication, Bangalore. 2. Basu, D. D. (2015). Introduction to the Constitution of India. New York: LexisNexis. 3. Fadia, B. L., & Fadia, K. (2017). Indian Government and Politics. Uttar Pradesh: Sahitya Bhawan. 4. Granville, A. (1999). The Indian Constitution: Cornerstone of a Nation. Oxford: Oxford University Press. 5. Granville, A. (2003). Working a Democratic Constitution: A History of the Indian Experience. Oxford: Oxford University Press. 6. Kashyap, S. C. (2011). Our Constitution. New Delhi: National Book Trust. 7. Sapru, R. K. (2012). Public Policy: Formation, Implementation and Evaluation. New York: Sterling Publishers. 8. Singh, M. P., & Saxena, R. (2008). Indian Politics: Contemporary Issues and Concerns. Delhi: PHI Learning. <p>Note: Latest edition of text books may be used.</p>	

NATIONAL EDUCATION POLICY 2020

Key features:

- ❖ **Multi-disciplinary and holistic education system.**
- ❖ **Flexibility, mobility, competitiveness and freedom to choose.**
- ❖ **Multiple Entry-Exit options.**
- ❖ **Students centric learning system.**
- ❖ **Transformative education system.**

Experiential Learning:

- **Focus on experiential, inquiry and discovery based teaching learning methods.**
- **Arts, Sports and story-telling and ICT integrated pedagogy**
- **Promoting peer tutoring as voluntary and joyful activity under the supervision of teachers.**

Promotion of peer tutoring:

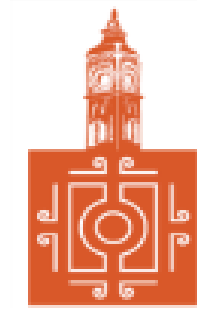
- ✓ **Promoting peer tutoring as voluntary and joyful activity under the supervision of teachers.**
- ✓ **No hard separation between curricular co-curricular and extracurricular area.**

Bagless days:

- **Bagless days to be scheduled in academic Calendar.**

Use and integration of technology:

- **Integration of technology enable pedagogy in classes 6-12**



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BE BOUNDLESS

BENGALURU CITY UNIVERSITY

CHOICE BASED CREDIT SYSTEM

(Semester Scheme with Multiple Entry and Exit Options for

Under Graduate Course- as per NEP 2020)

Revised Syllabus for

BBA - REGULAR

2022-23 onwards

DEPARTMENT OF COMMERCE

Central College Campus, Dr. Ambedkar Veedhi, Bengaluru-560001

BACHELOR OF BUSINESS ADMINISTRATION BBA

SYLLABUS FRAMED ACCORDING TO THE
NATIONAL EDUCATIONAL POLICY (NEP 2020)

ACADEMIC YEAR 2022-23 ONWARDS



**PROCEEDINGS OF UG BOS MEETING OF – BBA, BBA
(AVIATION), BHM and B.VOC of**

BENGALURU CITY UNIVERSITY

Proceedings of the meeting BOS – UG – BBA, BBA (AVIATION), BHM and B.VOC courses from the academic year 2022 – 2023 meeting held on 1st October 2022, at the Department of Commerce, PK Block, Bengaluru City University, Bengaluru-560009 at 11:00 A.M. The Board has reviewed and approved the course matrix and syllabus of first four semesters of the above-mentioned courses. The board authorized the chairman to make the necessary changes and get the approval for the same.

The members also decided to adopt by the syllabus of BHM as given by Karnataka Higher Education Council.

MEMBERS PRESENT:

- | | |
|---|----------|
| 1. Dr. K R Jalaja, Associate Professor, Dept. of Commerce, BCU | Chairman |
| 2. Dr. P.V.Padmaja, Principal, MLA Academy of Higher Learning | Member |
| 3. Dr. Rajkumar, HOD, Dept of Business Studies Mount Carmel College | Member |
| 4. Dr. Girish, Associate Professor, Government FGC, Frazer Town | Member |
| 5. Dr.Mahesh, Principal, Jain College | Member |
| 6. K.R.Mahesh Kumar, Director, Community College | Member |
| 7. Dr.Shreelatha, Associate Prof, V.V.Puram College of Arts and Commerce | Member |
| 8. Dr.Narasimhan.K , PG Dept, Bhishop Cotton Women Christian College | Member |
| 9. Dr.K.Ramachandra, Director, Dept of Com, Maharani's Cluster University | Member |
| 10. Dr.Parvathi, Principal, VET First Grade College | Member |
| 11. Dr.Mathew Thomas, Army Institute of Hotel Management | Member |
| 12. Sri.K.Narayana, Industrial Expert, BEML | Member |
| 13. Dr.Mariyappa, BMS College | Member |

SUBJECT EXPERTS

14. Dr. Bhavani H, Head, Dept. of Commerce, M L A First Garde College for Women,
15. Prof. Gururaj Rao, Associate Professor, Vijaya College
16. Dr. Swaminathan, Associate Professor, GFGC, Malleswaram
17. Dr. Srihari, Associate Professor, SSMRV College, Bengaluru
18. Dr. Nagaraj C, GFGC, Yelahanka
19. Ms. Priya Srinivas, BMS College of Management

**NEW EDUCATION POLICY
2020
CURRICULUM FRAMEWORK FOR
FOUR-YEAR UNDER GRADUATE
PROGRAM IN COMMERCE
BBA – REGULAR**

BBA – REGULAR PROGRAM
REGULATIONS PERTAINING TO B.B.A DEGREE

SEMESTER – I

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language -I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language -II	AECC	3+1+0	60	40	100	3
3	BBA.1.1	Management Principles & Practice	DSC-1	4+0+0	60	40	100	4
4	BBA.1.2	Fundamentals of Accounting	DSC-2	3+0+2	60	40	100	4
5	BBA.1.3	Marketing Management	DSC-3	4+0+0	60	40	100	4
6	BBA.1.4	Digital Fluency	SEC-SB	1+0+2	30	20	50	2
7	BBA.1.5	Any one of the following: a. Business Organization b. Office Organization and Management	OEC-1	3+0+0	60	40	100	3
8	BBA.1.6	Yoga	SEC-VB	0+0+2	-	25	25	1
9	BBA.1.7	Health & Wellness	SEC-VB	0+0+2	-	25	25	1
SUB TOTAL (A)					390	310	700	25

SEMESTER – II

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
10	Lang.2.1	Language -I	AECC	3+1+0	60	40	100	3
11	Lang.2.2	Language – II	AECC	3+1+0	60	40	100	3
12	BBA.2.1	Financial Accounting & Reporting	DSC-4	3+0+2	60	40	100	4
13	BBA.2.2	Human Resource Management	DSC-5	3+0+2	60	40	100	4
14	BBA.2.3	Business Environment / Business Mathematics	DSC-6	4+0+0	60	40	100	4
15	BBA.2.4	Environmental Studies	AECC	2+0+0	30	20	50	2
16	BBA.2.5	Any one of the following: a. People Management b. Retail Management	OEC-2	3+0+0	60	40	100	3
17	BBA.2.6	Sports	SEC-VB	0+0+2	-	25	25	1
18	BBA.2.7	NCC/NSS/R&R(S&G)/ Cultural	SEC-VB	0+0+2	-	25	25	1
SUB TOTAL (B)					390	310	700	25

**EXIT OPTION WITH CERTIFICATION –
WITH ABILITY TO SOLVE WELL DEFINED PROBLEMS**

SEMESTER – III

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
19	Lang.3.1	Language -I	AECC	3+1+0	60	40	100	3
20	Lang.3.2	Language – II	AECC	3+1+0	60	40	100	3
21	BBA.3.1	Cost Accounting	DSC– 7	3+0+2	60	40	100	4
22	BBA.3.2	Organizational Behaviour	DSC– 8	3+0+2	60	40	100	4
23	BBA.3.3	Statistics for Business Decisions	DSC– 9	3+0+2	60	40	100	4
24	BBA.3.4	Financial Education & Investment Awareness	SEC	1+0+2	30	20	50	2
25	BBA.3.5	Any one of the following: a. Social Media Marketing b. Business Correspondence.	OEC-3	3+0+0	60	40	100	3
26	BBA.3.6	Sports	SEC-VB	0+0+2	-	25	25	1
27	BBA.3.7	NCC/NSS/R&R(S&G)/ Cultural	SEC-VB	0+0+2	-	25	25	1
SUB TOTAL (C)					390	310	700	25

SEMESTER – IV

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
28	Lang.4.1	Language -I	AECC	3+1+0	60	40	100	3
29	Lang.4.2	Language – II	AECC	3+1+0	60	40	100	3
30	BBA.4.1	Management Accounting	DSC– 10	3+0+2	60	40	100	4
31	BBA.4.2	Business Analytics/ Financial Markets & Services	DSC– 11	3+0+2	60	40	100	4
32	BBA.4.3	Financial Management	DSC– 12	3+0+2	60	40	100	4
33	BBA.4.4	Constitution of India	AECC-SB	2+0+0	30	20	50	2
34	BBA.4.5	Any one of the following: a. Business Leadership Skills b. Tourism Management	OEC-4	3+0+0	60	40	100	3
35	BBA.4.6	Sports	SEC-VB	0+0+2	-	25	25	1
36	BBA.4.7	NCC/NSS/R&R(S&G)/ Cultural	SEC-VB	0+0+2	-	25	25	1
SUB TOTAL (D)					390	310	700	25

EXIT OPTION WITH DIPLOMA – ABILITY TO SOLVE BROADLY DEFINED PROBLEMS.

SEMESTER – V

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
37	BBA.5.1	Production And Operations Management/ International Business	DSC-13	4+0+0	60	40	100	4
38	BBA.5.2	Income Tax	DSC-14	3+0+2	60	40	100	4
39	BBA.5.3	Elective-1 (Paper -1)	DSE-1	3+0+2(P) 4+0+0(T)	60	40	100	3
40	BBA.5.4	Elective-2 (Paper -2)	DSE-2	3+0+2(P) 4+0+0(T)	60	40	100	3
41	BBA.5.5	Information Technology for Managers	VOC-1	3+0+2	60	40	100	3
42	BBA.5.6	Internship -1	Intern -1	1+0+2	-	50	50	2
43	BBA.5.7	Cyber Security or some other	SEC-SB	1+0+2	30	20	50	2
44	BBA.5.8	Sports	SEC– VB	0+0+2	-	25	25	1
45	BBA.5.9	NCC/NSS/R&R(S&G)/ Cultural	SEC– VB	0+0+2	-	25	25	1
SUB TOTAL (E)					330	320	650	23

SEMESTER – VI

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
46	BBA.6.1	Business Laws	DSC-15	4+0+0	60	40	100	4
47	BBA.6.2	Entrepreneurship & Start-up Management	DSC-16	4+0+0	60	40	100	4
48	BBA.6.3	Elective-1 (PAPER 2)	DSE-3	3+0+2(P) 4+0+0(T)	60	40	100	3
49	BBA.6.4	Elective-2(PAPER 2)	DSE-4	3+0+2(P) 4+0+0(T)	60	40	100	3
50	BBA.6.5	Goods and Services tax (GST)	VOC-2	3+0+2	60	40	100	3
51	BBA.6.6	Internship -2	Intern – 1	1+0+2	-	50	50	2
52	BBA.6.7	Professional Communication	SEC– SB	2+0+2	30	20	50	2
53	BBA.6.8	Sports	SEC– VB	0+0+2	-	25	25	1
54	BBA.6.9	NCC/NSS/R&R(S&G)/ Cultural	SEC– VB	0+0+2	-	25	25	1
SUB TOTAL (F)					330	320	650	23

Students have to select dual electives out of the list of electives given in Fifth and Sixth Semester. Electives selected in the fifth semester should be continued in the sixth semester. However the y can change the electives in the seventh semester. The electives selected in the seventh semester will continue in the eighth semester.

EXIT OPTION WITH BACHELOR DEGREE -ABILITY TO SOLVE COMPLEX PROBLEMS THAT ARE ILL-STRUCTURED REQUIRING MULTI-DISCIPLINARY SKILLS TO SOLVE THEM.

SEMESTER – VII

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
55	BBA.7.1	Business Ethics & Corporate Governance	DSC-17	4+0+0	60	40	100	4
56	BBA.7.2	E Commerce	DSC-18	4+0+0	60	40	100	4
57	BBA.7.3	Advance Statistics for Business Research	DSC-19	2+0+2	60	40	100	3
58	BBA.7.4	One Course from the Selected Elective Group	DSE-5	3+0+2(P) 4+0+0(T)	60	40	100	4
59	BBA.7.5	Vocational-3 Application of Statistical Software (Any one Statistical Software)	VOC-3	1+0+2	60	40	100	3
60	BBA.7.6	Research Methodology	RM-1	3+1+0	60	40	100	3
SUB TOTAL (G)					360	240	600	21

SEMESTER – VIII

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
61	BBA.8.1	Strategic Management	DSC-20	4+0+0	60	40	100	4
62	BBA.8.2	Operations Research and Quantitative Techniques	DSC-21	4+0+0	60	40	100	4
63	BBA.8.3	Project Management	DSC-22	2+0+2	60	40	100	4
64	BBA.8.4	Digital Marketing	VOC-4	40	60	40	100	3
65	BBA.8.5	Research Projects/Internship with Viva – voce OR Elective Paper (Two Courses from the Selected Elective Group)	RM-2	3+1+0	120	80	200	6
65	OR BBA.8.5		DSE-6*	2+0+2(P) 3+0+0(T)	60	40	100*	3*
66	BBA.8.6		DSE-7*	2+0+2(P) 3+0+0(T)	60	40	100*	3*
SUB TOTAL (H)					360	240	600	21
Grand Total (A+B+C+D+E+F+G+H) (SEE+CIE+TM+C)					2940	2360	5300	188

*In lieu of the research Project, two additional elective papers/ Internship may be offered

Award of Bachelor of Commerce Degree with Honours, (With the completion of courses equal to a minimum of 180 credits)

BACHELOR DEGREE WITH HONORS – Experience of workplace problem solving in the form of internship or research experience preparing for higher education or entrepreneurship experience.

NOTES:

- One Hour of Lecture is equal to 1 Credit.
- One Hour of Tutorial is equal to 1 Credit (Except Languages).
- Two Hours of Practical is equal to 1 Credit

Acronyms Expanded

AECC	: Ability Enhancement Compulsory Course
DSC ©	: Discipline Specific Core (Course)
SEC-SB/VB	: Skill Enhancement Course-Skill Based/Value Based
OEC	: Open Elective Course
DSE	: Discipline Specific Elective
SEE	: Semester End Examination
CIE	: Continuous Internal Evaluation
L+T+P	: Lecture+Tutorial+Practical(s)

Note: Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room depending on the requirement. One batch of students should not exceed half (i.e., 30 or less than 30 students) of the number of students in each class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for the entire class (i.e., more than 30 students)

2 Hours of Practical Class is equal to 2 Hours of Teaching.

ELECTIVE GROUPS AND COURSES:

Discipline Specific Electives - V Semester							
Sl. No	Finance	Marketing	Human Resource Management	Data Analytics	Retailing	Logistics And Supply Chain Management	Entrepreneurship
Paper-1	Advanced Corporate Financial Management	Consumer Behavior	Compensation and Performance Management	Financial Analytics	Retail Operations Management	Freight Transport Management	Entrepreneurship Theory and Practice

Discipline Specific Electives - VI Semester							
Sl. No	Finance	Marketing	HRM	Data Analytics	Retailing	LSCM	Entrepreneurship
Paper-2	Security Analysis and Portfolio Management	Advertising Management & Sales promotion	Employee Welfare & Social Security	Marketing Analytics	Strategic Brand Management	Sourcing for Logistics and SCM	Innovation and Entrepreneurship

Discipline Specific Electives - VII Semester							
Sl. No	Finance	Marketing	HRM	Data Analytics	Retailing	LSCM	Entrepreneurship
Paper-3	Strategic Financial Management	Brand Management / Rural Marketing	Labor Laws & IR	HR Analytics	Merchandising Planning and Buying	Managing Procurement contract and relationship	Government Schemes for Entrepreneurship

Discipline Specific Electives - VIII Semester							
Sl. No	Finance	Marketing	HRM	Data Analytics	Retailing	LSCM	Entrepreneurship
Paper-4	Derivatives and Risk Management	B to B Marketing (Industrial Marketing)	HRD	Web and Social Intelligence	IT applications in Retail Business	Global Environment for Supply chain Management	Managing Business Performance (BPIP)
Paper-5	International Financial Management	Sales & Distribution Management	International HRM	Machine Learning in Business	Visual Merchandising	International Supply Chain	Social Entrepreneurship

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 1.1 Name of the Course: MANAGEMENT PRINCIPLES & PRACTICE		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> a) The ability to understand concepts of business management, principles and function of management. b) The ability to explain the process of planning and decision making. c) The ability to create organization structures based on authority, task and responsibilities. d) The ability to explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles. e) The ability to understand the requirement of good control system and control techniques. 		
SYLLABUS:		HOURS
MODULE-1: Introduction to Management		10
Introduction –Meaning, Evolution of management thought, Pre-Scientific Management Era, Classical Management Era, Neo-Classical Management Era, Modern Management Era; Nature and Characteristics of Management - Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.		
MODULE-2: Planning and Decision Making		08
Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- Importance and steps; MBO and MBE (Meaning only)		
MODULE -3: Organizing and Staffing		12
Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing		
MODULE-4: Directing and Communicating		12
Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Communication Process, Barriers to Communication, Steps to overcome Communication Barriers, Types of Communication; Motivation theories – Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Mc.Gregor's X and Y theory. Leadership – Meaning, Formal and Informal		

Leadership, Characteristics of Leadership; Leadership Styles – Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style.	
MODULE-5: Coordinating and Controlling	07
Coordination–Meaning, Importance and Principles. Controlling-Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control (in brief).	
MODULE-6: Business Social Responsibility and Managerial Ethics	07
Business Social Responsibility - Meaning, Arguments for and against Business Social Responsibility; Green management - Meaning, Green Management Actions; Managerial Ethics – Meaning - Importance of Ethics in Business, Factors that determine Ethical or Unethical behavior.	
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> Two cases on the above syllabus should be analysed by the teacher in the classroom and the same needs to be recorded by the student in the Skill Development Book. Draft different types of Organization structure. Draft Control charts. 	
<p>Books for References:</p> <ol style="list-style-type: none"> Harold Koontz and Heinz Weihrich (2017), Essentials of Management: An International and Leadership Perspective, McGraw Hill Education, 10th Edition. Stephen P Robbins and Madhushree Nanda Agrawal (2009), Fundamentals of Management: Essential Concepts and Applications, Pearson Education, 6th Edition. James H. Donnelly, (1990) Fundamentals of Management, Pearson Education, 7th Edition. B.P. Singh and A.K.Singh (2002), Essentials of Management, Excel Books P C Tripathi & P N Reddy (2005), Principles of Management, TMH Publications, 3rd Edition. LM Prasad, Principles of management, Sultan Chand and Sons Appanniah and Reddy, Management, HPH. T. Ramaswamy : Principles of Management, HPH. 	

Name of The Program: Bachelor of Business Administration Course Code: BBA 1.2 Name of The Course: FUNDAMENTALS OF ACCOUNTING		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom lectures, tutorials, and problem solving.		
Course Outcomes: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> a) Understand the framework of accounting as well accounting standards. b) The Ability to pass journal entries and prepare ledger accounts c) The Ability to prepare various subsidiary books d) The Ability to prepare trial balance and final accounts of proprietary concern. e) Construct final accounts through application of accounting software tally. 		
SYLLABUS:		HOURS
Module-1: Introduction to Financial Accounting		08
Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting-Significance of Accounting– Users of Accounting Information – Limitations of Accounting – Accounting Cycle - Accounting Principles-Accounting Concepts and Accounting Conventions. Accounting Standards – objectives- significance of accounting standards. List of Indian Accounting Standards. (IND AS).		
Module -2: Accounting Process		12
Meaning of Double entry system – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance – Problems on Journal, Ledger Posting and Preparation of Trial Balance.		
Module- 3: Subsidiary Books		14
Meaning – Significance – Types of Subsidiary Books –Preparation of Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book -Problems. Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement.		
Module -4: Final Accounts of Proprietary Concern		10
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding expenses and prepaid expenses, outstanding incomes and incomes received in advance and provision for doubtful debts, interest on drawings and interest on capital.		

Module No.-5: Computerized Accounting	12
<p>Introduction-Meaning of accounting software, types accounting software-- Accounting software Tally-Meaning of Tally software – Features – Advantages. Creating a New Company, Basic Currency information, other information, Company features and Inventory features. Configuring Tally - General Configuration, Numerical symbols, accounts/inventory info – master configuration -voucher entry configuration. Working in Tally: Groups, Ledgers, writing voucher, different types of vouchers, voucher entry Problem on Voucher entry - Generating Basic Reports in Tally-Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal register, Statement of Accounts, Trading and profit account and Balance Sheet.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. List out the accounting concepts and conventions. 2. Prepare a Bank Reconciliation Statement with imaginary figures 3. Prepare a cash Book with imaginary figures. 4. Collect the financial statement of a proprietary concern and record it. 5. List out pre-determined Groups and ledgers created by tally software. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Robert N Anthony, David Hawkins, Kenneth A. Merchant, (2017) Accounting: Text and Cases, Mc Graw-Hill Education, 13thEdition. 2. S.Anil Kumar, V.Rajesh Kumar and B.Mariyappa – Financial Accounting, Himalaya Publishing House, New Delhi. 3. SPIyengar (2005), Advanced Accounting, Sultan Chand & Sons, Vol.1. 4. Charles T. Horngren and Donna Philbrick, (2013) Introduction to Financial Accounting, Pearson Education, 11thEdition. 5. J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi, 32ndEdition. 6. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi, 6th Edition. 7. B.S. Raman (2008), Financial Accounting Vol. I & II, United Publishers & Distributors 	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 1.3 Name of the Course: MARKETING MANAGEMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will be able to: a) Understand the concepts and functions of marketing. b) Analyse marketing environment impacting the business. c) Segment the market and understand the consumer behavior. d) Describe the 4 p's of marketing and also strategize marketing mix e) Describe 7 p's of service marketing mix.		
SYLLABUS:		HOURS
Module No. 1: Introduction to Marketing		10
Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. Recent trends in Marketing-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, social media marketing and E-tailing (Meaning only).		
Module No. 2: Marketing Environment		10
Micro Environment – The company, suppliers, marketing intermediaries competitors, public and customers; Macro Environment- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.		
Module No. 3: Market Segmentation and Consumer Behaviour		10
Meaning and Definition, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behavior-Factors influencing Consumer Behavior; Buying Decision Process.		
Module No. 4: Marketing Mix		20
Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion. Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling, Pricing – Objectives, Factors influencing Pricing Policy, Methods of Pricing; Physical Distribution–Meaning, Factors affecting Channel Selection, Types of Marketing Channels. Promotion – Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning Only)		

Module No. 5: Services Marketing	06
<p>Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Two cases on the above syllabus should be analyzed and recorded in the skill development 2. Design a logo and tagline for a product of your choice 3. Develop an advertisement copy for a product. 4. Prepare a chart for distribution network for different products. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Philip Kotler, Marketing Management, Prentice Hall. 2. Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI, New Delhi 3. William J. Stanton, Michael J. Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill 4. Bose Biplab, Marketing Management, Himalaya Publishers. 5. J.C. Gandhi, Marketing Management, Tata McGraw Hill. 6. Ramesh and Jayanti Prasad: Marketing Management, I.K. International 7. Sontakki, Marketing Management, Kalyani Publishers. 8. PN Reddy and Appanniah, Marketing Management 9. Saxena Rajan, (2017) Marketing Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi. Fifth Edition. 	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 1.5 a (OEC) Name of the Course: BUSINESS ORGANIZATION		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	42 HOURS
Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will be able to: a) An understanding of the nature, objectives and social responsibilities of business b) An ability to describe the different forms of organisations c) An understanding of the basic concepts of management d) An understanding of functions of management. e) An understanding of different types of business combinations		
SYLLABUS:		HOURS
Module No. 1: Introduction to Business		12
Business: Meaning, Nature, Objectives, Social responsibility of Business, Essentials of successful business; Functional areas of business. Concept of Business Organization.		
Module No. 2: Forms of Business Organization		12
Sole proprietorship: Meaning, Features, Merits and Demerits. Partnership: Meaning, Features, Merits and Demerits. Joint Stock Company: Meaning, , Features, Merits and Demerits. Co-operatives: Meaning, Features, Merits and Demerits.		
Module No. 3: Public Enterprises		08
Government Departmental Undertakings: Meaning, Features, Merits and Demerits. Public Corporations: Meaning, Features, Merits and Demerits. Government Companies: Meaning, Features, Merits and Demerits		
Module No. 4: Business Combinations		10
Meaning, Reason, Types, Forms, merits and demerits of Business Combinations, Recent Trends in Business Combinations.		

Skill Development Activities:

1. List out the different types of business organizations.
2. Prepare a chart showing different types of business combinations.
3. List the contents of Partnership deed.
4. List out the features of Joint Stock Company/ Cooperatives/ Government Companies/ Public Corporations.

Books for References:

1. C B. Gupta - Business Organisation and Management, Sultan Chand & Sons.
2. Dr. S. C. Saxena - Business Administration & Management, Sahitya Bhawan.
3. M. C. Shukla - Business Organisation and Management. S Chand & Company Pvt. Ltd.
4. S.A.Sherlekar - Business Organization, Himalaya Publishing House.
5. Y.K. Bhushan. Fundamentals of Business Organisation and Management, Sultan Chand & Sons.
6. R.K. Sharma, Business Organisation & Management Kalyani Publishers
7. Dr. I.M. Sahai, Dr. Padmakar Asthana,' Business Organisation & Administration', Sahitya Bhawan Publications Agra.

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 1.5 b Name of the Course: OFFICE ORGANIZATION AND MANAGEMENT (OEC)		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	42 HOURS
Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> a) An understanding of basic knowledge of office organisation and management b) Demonstrate skills in effective office organisation c) Ability to maintain office records d) Ability to maintain digital record. e) Understanding of different types of organisation structures and responsibilities as future office managers. 		
SYLLABUS:		HOURS
Module Do. 1: Fundamentals of Office Management		10
Introduction: Meaning, importance and functions of modern office Modern Office Organisation: Meaning; Steps in office organisation; Principles of Office organisation, Organisation structure types, Nature of office services: Types of services in a modern office, Centralization and decentralization of office services, Departmentation of Office Office management: Meaning, Elements and major processes of Office management; Office Manager: Functions and qualifications of Office manager.		
Module No. 2: Administrative Arrangement and Facilities		12
Office Accommodation: Meaning and Importance: Location of Office, Choice of Location: Urban vs Suburban, Factors to be Considered in Selecting the Site, Securing OfficeSpace; Office Lay-out: Objectives of Office Lay-out, Principles of Office Lay-out, Steps in Lay-out Planning, Advantages of a Good Lay-out. Types of offices: Open Office and Private Office- advantages and disadvantages.		
Module No. 3: Office Environment		10
Office Environment: Meaning and Components ;Interior Decoration- Colour Conditioning, Floor Coverings, Furnishings; Furniture and Fixtures- Types of Furniture, Principles Governing Selection of Furniture; Lighting and Ventilation; Noise: Internal Noise, External Noise; Cleanliness, Sanitation and Health, Safety and Security.		

Module No. 4: Records Management	10
<p>Introduction to records: Importance of Records, types of office records, Records Management: Meaning, Principles of Record Keeping, Functions of 'Records Management</p> <p>Filing: Elements, Functions, Objectives and Importance, Essentials of a Good Filing System, Classification of Files, Filing Procedure.</p> <p>Filing Methods: Horizontal Filing and Vertical Filing-meaning, equipment used.</p> <p>Office manual: contents, Importance, types of office manuals.</p> <p>Indexing: Meaning, importance, essentials of good indexing, type of index.</p> <p>Retention and disposal of files: Meaning, need for disposal of files, life-cycle stages of files.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Visit an office and enlist the different types of files used in the office 2. Identify the different types of stationery used in offices today 3. Draw charts indicating different types of office layouts. 4. List out the different types of records maintain in office. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. S.P Arora, Office Organisation and Management, Vikas Publishing House Pvt 2. M.E Thakuram Rao, Office organisation and Management, Atlantic 3. Judith Read, Mary Lea Ginn, Record Management, 10th Edition, Cengage Learning. 	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.1 Name of the Course: FINANCIAL ACCOUNTING		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom lectures, tutorials, and Problem solving.		
Course Outcomes: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> a) Ability to understand the conversion of single entry into double entry. b) The ability to prepare final accounts of partnership firms c) The ability to understand the process of public issue of shares and accounting for the same d) The ability to prepare final accounts of joint stock companies. e) The ability to prepare and evaluate vertical and horizontal analysis of financial statements 		
SYLLABUS:		HOURS
Module -1: Conversion of Single-Entry System into Double Entry System		10
Single entry system- Meaning – Features – Merits – Demerits – Types. Conversion into Double Entry system – Need for Conversion – Preparation of Statement of Affairs – Cash book – Memorandum Trading Account – Total Debtors Account – Total Creditors Account – Bills Receivable Account – Bills Payable Account – Trading and Profit & Loss Account and Balance Sheet.		
Module -2: Final Accounts of Partnership Firms		10
. Meaning of Partnership Firm- features of Partnership. Partnership deed-contents of partnership deed. Preparation of Final accounts of partnership firms-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partner's Capital Account and Balance Sheet.		
Module-3: Issue of Shares and Debentures		12
. Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares and debentures; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form -Problems		
Module - 4: Final Accounts of Joint Stock Companies		12
Statutory Provisions regarding preparation of Company's Financial statements – Treatment of Special Items, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Statement of Profit and Loss and Balance Sheet Schedule -III of Companies Act,2013		

Module -5: Analysis of Financial Statements	08
Meaning of financial analysis-Types of Analysis – Methods of Financial Analysis – Comparative Statements – Common Size Statements – Trend Analysis – Problems.	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Prepare different accounts with imaginary figures to find out missing items while converting single entry into double entry system. 2. Refer annual reports of two companies and present it in comparative form. 3. Draft a partnership deed as per Partnership Act. With imaginary data. 4. Prepare a Balance sheet of a company as per schedule III part I of the companies Act 2013 with imaginary figures. 5. Collect financial statement of a company for five years and analyze the same using trend analysis. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Anil Kumar, Rajesh Kumar and Mariyappa, Advanced Financial Accounting, HPH 2. Arulanandam & Raman; Advanced Accountancy, HPH. 3. Hanif and Mukherjee, Corporate Accounting, Mc Graw Hill Publishers. 4. S.N. Maheswari, Financial Accounting, Vikas Publication 5. S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication 6. Soundarajan & K. Venkataramana, Financial Accounting, SHBP. 7. Janardhanan: Advanced Financial Accounting, Kalyani Publishers 8. Radhaswamy and R.L. Gupta, Advanced Accounting, Sultan Chand 9. M.C. Shukla and Grewal, Advanced Accounting 	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.2 Name of the Course: HUMAN RESOURCE MANAGEMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> a) Ability to describe the role and responsibility of Human resources management functions on business b) Ability to describe HRP, Recruitment and Selection process c) Ability to describe to induction, training, and compensation aspects. d) Ability to explain performance appraisal and its process. e) Ability to demonstrate Employee Engagement and Psychological Contract. 		
SYLLABUS:		HOURS
Module No. 1: Introduction to Human Resource Management		10
Meaning and Definition of HRM – Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager, Trends influencing HR practices.		
Module No. 2: Human Resource Planning, Recruitment & Selection		14
Human Resource Planning: Meaning and Importance of Human Resource Planning, Process of HRP; HR Demand Forecasting- Meaning and Techniques (Meanings Only) and HR supply forecasting; Succession Planning – Meaning and Features; Job Analysis: Meaning and Uses of Job Analysis, Process of Job Analysis – Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only); Recruitment – Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment;		
Selection – Meaning, Steps in Selection Process, Psychometric tests for Selection, Barriers to effective Selection, Making Selection effective; Placement, Gamification – Meaning and Features		
Module No. 3: Induction, Training and Compensation		10
Induction: Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning.		
Training: Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development.		
Compensation: Direct and Indirect forms of Compensation (Meaning Only), Compensation Structure.		

Module No. 4: Performance Appraisal, Promotion & Transfers	14
<p>Performance appraisal: Meaning and Definition, Objectives and Methods of Performance Appraisal – Uses and Limitations of Performance Appraisal, Process of Performance Appraisal</p> <p>Promotion: Meaning and Definition of Promotion, Purpose of Promotion, Basis of promotion</p> <p>Transfer: Meaning of Transfer, Reasons for Transfer, Types of Transfer, Right Sizing of Work Force, Need for Right Sizing</p>	
Module No. 5: Employee Engagement and Psychological Contract	08
<p>Employee Engagement (EE): Meaning and Types of EE, Drivers of Engagement -Measurement of EE, Benefits of EE.</p> <p>Psychological contract: Meaning and features</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Preparation of Job Descriptions and Job specifications for a Job profile 2. Choose any MNC and present your observations on training program 3. Develop a format for performance appraisal of an employee. 4. Discussion of any two Employee Engagement models. 5. Analysis of components of pay structure based on the CTC sent by the Corporate to the institute for the various jobs of different sectors. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Aswathappa, Human Resource Management, McGraw Hill 2. Edwin Flippo, Personnel Management, McGraw Hill 3. C.B.Mamoria, Personnel Management, HPH 4. Subba Rao, Personnel and Human Resources Management, HPH 5. Reddy & Appanainah, Human Resource Management, HPH 6. S.Sadri & Others: Geometry of HR, HPH 7. Michael Porter, HRM and Human Relations, Juta & Co.Ltd. 8. K. Venkataramana, Human Resource Management, SHBP 	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.3 Name of the Course: BUSINESS ENVIRONMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion student will demonstrate: <ul style="list-style-type: none"> a) An Understanding of components of business environment. b) Ability to analyse the environmental factors influencing business organisation. c) Ability to demonstrate Competitive structure analysis for select industry. d) Ability to explain the impact of fiscal policy and monetary policy on business. e) Ability to analyse the impact of economic environmental factors on business. 		
SYLLABUS:		HOURS
Module No. 1: Introduction Business Environment		16
Business environment-Meaning, Types of Business Environment – Internal and External – Micro environment and Macro-environment of business, Impact of these factors on business; Environmental analysis-Scanning, Monitoring, Forecasting, Assessment; Limitation of Environment Analysis ; Competitive analysis of Business.		
Module No. 2: Government and Legal Environment		14
Government- Functions of the State, Economic role of government, State intervention in business- reasons for and types of state intervention in business. Impact of Monetary policy, Fiscal policy, Exim policy and Industrial policy on business. Legal environment - Impact of various laws on Indian businesses.		
Module No. 3: Economic and Global Environment		12
Economic environment- Meaning, Nature and Components of the economic Environment, Factors affecting economic environment. Globalisation of business- Meaning and Dimensions, Stages, Essential conditions of globalisation, Foreign market entry strategies, Merits and demerits of globalisation, Impact of Globalisation on Indian businesses, Global businesses - MNCs, TNCs (concepts only) .		
Module No. 4: Technological Environment		10
Technological Environment: Meaning and features, Impact of Technological changes on business, Technology and Society, Technological Acquisition modes, Management of Technology.		

Module No. 5: Natural Environment	04
Meaning and Features of natural environment. Impact of Natural environment on business.	
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> a) List out key features of recent Monetary policy published by RBI impacting businesses. b) List out the benefits of technology on businesses. c) Draft Five Forces Model for Imaginary business. d) List out the impact of Globalisation on Indian businesses 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Aswathappa. K, Essentials Of Business Environment, HPH 2. Sundaram & Black: The International Business Environment; Prentice Hall 3. Chidambaram: Business Environment; Vikas Publishing 4. Upadhyay, S: Business Environment, Asia Books 5. Chopra, BK: Business Environment in India, Everest Publishing 6. Suresh Bedi: Business Environment, Excel Books 7. Economic Environment of Business by M. Ashikary. 8. Business Environment by Francis Cherunilam, HPH 	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.3 Name of the Course: BUSINESS MATHEMATICS		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	56 HOURS
Pedagogy: Classroom lectures, Case studies, Group discussion, Seminar & field work etc.,		
Course Outcomes: On successful completion student will demonstrate: a) The application of equations to solve business problems. b) The Application AP and GP in solving business problems. c) The calculation of simple interest, compound interest and discounting of Bills of Exchange. d) The application of matrices in business. e) The Application of ratios and proportions in business.		
SYLLABUS:		HOURS
Module -1: Number System and Indices		12
Number System: Introduction – Natural numbers, Even numbers, Odd numbers, Integers, Prime numbers, Rational & Irrational numbers, Real numbers, HCF & LCM (Simple problems). Indices- Meaning-Basic laws of indices and their application for simplification (Simple Problems).		
Module -2: Theory of Equations		12
Introduction – Meaning - Types of Equations – Simple or Linear Equations and Simultaneous Equations (only two variables), Elimination and Substitution Methods only. Quadratic Equation - Factorization and Formula Method ($ax^2 + bx + c = 0$ form only). Simple problems-Application of equations in business.		
Module-. 3: Progressions		12
Meaning-Types of Progression-Arithmetic Progression – Finding the 'nth' term of AP and Sum to 'nth' term of AP. Insertion of Arithmetic Mean. Geometric Progression – Finding the 'nth' term of GP and sum to 'nth' term of GP and insertion of Geometric Mean-problems		
Module -4: Financial Mathematics		10
Simple Interest, Compound Interest including yearly and half yearly calculations, Annuities, Percentages, Bills Discounting-problems. Ratios and Proportions-Duplicate-triplicate and sub-duplicate of a ratio. Proportions- third, fourth and inverse proportion – problems.		
Module- 5: Matrices and Determinants		10
Meaning – types of matrices-Dimension of matrix -Operation of matrices – additions – subtractions and multiplication of two matrices – transpose of a matrix – determinants – minor of an element – co-factor of an element –inverse of a square matrix – crammer's rule in two variables – problems		

Skill Development Activities:

- a) Secondary overhead distribution using simultaneous equations method.
- b) State the various laws of indices and Logarithms
- c) Demonstrate the application of matrices in solving business problems.
- d) Narrate the use of AP and GP in solving commercial application problems.
- e) Develop an Amortization Table for Loan Amount – EMI Calculation.

Books for References:

1. Sancheti & Kapoor: Business Mathematics and Statistics, Sultan Chand
2. Madappa, Mahadi Hassan, M. Iqbal Taiyab – Business Mathematics, Subhash Publications
3. Saha: Mathematics for Cost Accountants, Central Publishers.
4. Azharuddin: Business Mathematics, Vikas Publishers.
5. R.S Bhardwaj: Mathematics for Economics & Business

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.5 a (Open Elective Course) NAME OF THE COURSE: PEOPLE MANAGEMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	3 HOURS	42 HOURS
Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> a) Ability to examine the difference between People Management with Human resource Management b) Ability to explain the need for and importance of People Management. c) Ability to explain role of manager in different stages of performance management process d) Ability to list modern methods of performance and task assessment. e) Ability to analyse the factors influencing the work life balance of a working individual. 		
SYLLABUS:		HOURS
Module 1: Introduction to People Management		10
People Management: Meaning, Features, Significance, Functions-Managerial and Operational; Factors influencing People Management; Qualities of People's Manager working in diversity; Reason to manage diversity, Barrier to manage diversity.		
Module 2: Performance Management and Assessment		12
Performance Management: Meaning, Process of Performance Evaluation, Role of a manager in the different stages of the performance management process, Methods of Performance Evaluation, Problems in Performance Evaluation, Modern tools of assessment and evaluation of tasks and performance.		
Module 3: Peer Networks and Effective Teams		12
Peer Networks: Meaning, Importance of peer networks in an organization; Benefits and Challenges of Peer networking;		
Effective teams- Meaning, Importance; Types of teams – Problem solving teams, Cross functional team, Virtual teams;		
Creating effective teams- Factors determining team effectiveness -Context, Composition, Process; Guidelines to enhance team performance.		

Module 4: Self-Management	08
<p>Managing Self: Meaning, Need for Managing Self, Self-awareness and Self Discipline, Guidelines for self-development.</p> <p>Stress Management: Meaning of Stress, Types, Causes for stress, Effects of stress and Measures to overcome stress.</p> <p>Work-life Balance – Meaning, Need, Importance of Work-life balance, Factors influencing Work-life Balance.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Analyse two cases on any of the above content indicated above. 2. List out the modern tools to performance assessment and evaluation. 3. Conduct a survey of work life balance of working individuals 4. Draft a Career development of working individual in the middle level management. 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. Stephen P Robbins, Timothy A Judge, Niharika Vohra, Organisational Behaviour, Pearson 2. McShane, Steven L. and Mary Ann Von Glinow, Organizational Behavior: Emerging Knowledge and Practice for the Real World. McGraw-Hill, latest edition, ISBN: 0-07-115113-3. 3. Bernardin, H. John and Joyce E. A. Russell. Human Resource Management: An Experiential Approach. McGraw-Hill, 6/e. ISBN: 0078029163 4. Argyris, C. (1974). Personality vs. Organization. Organizational Dynamics. Vol. 3. No. 2, Autumn. 5. Blume, B. Baldwin, T. and Ryan, K. (2013). Communication Apprehension. 6. A barrier to student's leadership, adaptability and multicultural appreciation. Academy of Management Learning & Education, Jun, Vol. 12 Issue 2, p158-172. 7. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition). New York: McGraw-Hill. 8. Goleman, D. (1998). Working with Emotional Intelligence. Bantam Books, 	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.5 b (OEC) Name of the Course: RETAIL MANAGEMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs.	45 Hrs.
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion Student will demonstrate ; a) An understanding of the types and forms of Retail business. b) Ability to examine Consumer Behaviour in various environment. c) Ability to analyse various Retail operations and evaluate them. d) Ability to analyse various marketing mix elements in retail operations. e) An understanding of Information Technology in retail business.		
Syllabus		Hours
Module No. 1: INTRODUCTION TO RETAIL BUSINESS		08
Definition – functions of retailing - types of retailing – forms of retail business ownership. Wheel of Retailing – Retail life cycle. Retail business in India: Influencing factors – Present Indian retail scenario.		
Module No. 2: RETAIL OPERATIONS		10
Factors influencing location of Store - Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Stores Layout and visual merchandising, Stores designing, Space planning, Inventory management, Merchandise Management, Category Management.		
Module No. 3: RETAIL MARKETING MIX		14
Introduction -Product : Decisions related to selection of goods – Decisions related to delivery of service. Pricing : Influencing factors – approaches to pricing – Price sensitivity - Value pricing – Markdown pricing. Place : Supply channel – SCM principles – Retail logistics – replenishment system. Promotion : Setting objectives - promotional mix.		
Module No. 4: INFORMATION TECHNOLOGY IN RETAILING		08
Non store retailing (e-retailing) - The impact of Information Technology on retailing - Integrated systems and networking – EDI, Bar coding, Electronic article surveillance, Electronic shelf labels (concepts only), customer database management system		
Skill Developments Activities: 1. Draw a retail life cycle chart and list the stages. 2. Draw a chart showing a retail store operation. 3. List out the major functions of a store manager. 4. List out the current trends in e-retailing. 5. List out the Factors Influencing in the location of a New Retail outlet.		
Books for Reference: 1. Suja Nair; Retail Management, HPH 2. Karthic – Retail Management, HPH		

3. S.K. Poddar& others - Retail Management, VBH.

4. R.S Tiwari ; Retail Management, HPH

Name of the Program: Bachelor of Business Administration (BBA.)

Course Code: BBA. 3.1

Name of the Course: COST ACCOUNTING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.

Pedagogy: Classroom lectures, Case studies, Tutorial classes, Group discussion, Seminar & field work etc.,

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

- Demonstrate an understanding of the concepts of costing and cost accounting.
- Classify, allocate apportion overheads and calculate overhead absorption rates.
- Demonstrate the ability to calculate labour cost
- Demonstrate the ability to prepare a cost sheet.
- Prepare material related documents, understand the management of stores and issue procedures.

Syllabus:	Hours
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Module No. 1: Introduction to Cost Accounting	08
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Introduction- Meaning and definition- Objectives, Importance and Uses of Cost Accounting, Difference between Cost Accounting and Financial Accounting; Various Elements of Cost and Classification of Cost; Cost object, Cost unit, Cost Centre; Cost reduction and Cost control. Limitations of Cost Accounting.

Module No. 2: Material Cost	12
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Materials: Meaning, Importance and Types of Materials – Direct and Indirect Materials
Procurement- Procedure for procurement of materials and documentation involved in materials accounting; **Material Storage:** Duties of Store keeper; **Pricing of material issues-** Preparation of Stores Ledger Account under FIFO, LIFO, Simple Average Price and Weighted Average Price Methods – Problems.
Materials control. - Technique of Inventory Control - Problems on Level Setting and EOQ.

Module No. 3: Labour Cost	08
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Labour Cost: Meaning and Types of labour cost –**Attendance procedure-**Time keeping and Time booking and Payroll Procedure; Idle Time- Causes and Treatment of Normal and Abnormal Idle time, Over Time- Causes and Treatment (theory only). - **Labour Turnover-** Meaning, Reasons and Effects of labour turnover
Methods of Wage Payment: Time rate system and piece rate system, and the Incentive schemes - Halsey plan, Rowan plan and Taylor differential piece rate system –**problems based on calculation of wages and earnings only.**

Module No. 4: Overheads	14
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Overheads: - Meaning and Classification of Overheads; Accounting and Control of Manufacturing Overheads: Collection, Allocation, Apportionment, Re-apportionment and Absorption of Manufacturing Overheads; Problems on Primary and Secondary overheads distribution using Reciprocal Service Methods (Repeated Distribution Method and Simultaneous Equation Method); **Absorption of Overheads:** Meaning and Methods of Absorption of Overheads (Concept only); Problems on calculation of Machine Hour Rate.

Module No. 5: Cost Sheet <i>BBA - Regular</i>	14
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Cost Sheet - Meaning and Cost heads in a Cost Sheet, Presentation of Cost Information in Cost Sheet. Problems on Cost Sheet, Tenders and Quotations.

Skill Developments Activities:

1. Mention the causes of labour turn over in manufacturing organisations.
2. Name any five documents used for material accounting
3. Prepare dummy Payroll with imaginary figures.
4. List out the various overhead items under Factory, administrative, Selling & distribution overheads (six items each).
5. Prepare a cost sheet with imaginary figures.

Books for Reference:

1. Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers
2. Arora, M.N. Cost Accounting – Principles and Practice, Vikas Publishing House, New Delhi.
3. Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. Shri Mahavir Book Depot, New Delhi.
4. Iyengar, S.P. Cost Accounting, Sultan Chand & Sons
5. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan, Cost Accounting: A Managerial Emphasis, Pearson Education.
6. Jawahar Lal, Cost Accounting., McGraw Hill Education
7. Madegowda J, Cost Accounting, HPH.
8. Rajiv Goel, Cost Accounting, International Book House
9. Mariyappa B Cost Accounting, HPH

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 3.2

Name of the Course: ORGANIZATIONAL BEHAVIOUR

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.

Pedagogy: Classroom lectures, Tutorials, Role Plays and Case study method.

Course Outcomes: On successful completion of the course, the students will:

- Demonstrate an understanding of the role of OB in business organization.
- Demonstrate an ability to understand individual and group behavior in an organization.
- Be able to explain the effectiveness of organizational change and development of organisation.
- Demonstrate an understanding of the process of organizational development and OD Interventions.

Syllabus:

Syllabus:	Hours
Module No. 1: Organizational Behaviour and Foundations Of Individual Behaviour	16

Organization Behaviour- Meaning, Definition of OB, Importance of OB, Foundations of OB. **Individual behaviour** - Personal Factors, Environmental Factors, organization systems and resources. **Personality**-Meaning, Determinants and Traits of Personality. **Perception**- Meaning, Factors influencing perception, Perceptual Process, Perceptual Errors.

Module No. 2: Group and Team Dynamics	10
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Group Dynamics-Meaning, Types of Group, Development of Groups- Stages of Group Development, Determinants of Group Behaviour.

Team Dynamics- Meaning, Types of Teams: Conflict-sources of conflict and ways of resolving conflict.

Module No. 3: Change Management	8
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Introduction to Change Management: Meaning of Change, Importance and Nature of Planned Change, Factors Influencing Change - Resistance to Change, Overcoming Resistance to Change.

Module No. 4: Organizational Development	12
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Organizational Development: Meaning and Nature of Organizational Development (OD), Process of Organizational Development: Overview of Entering and Contracting, **Diagnosing:** Meaning of Diagnosing, Comprehensive Model for Diagnosing Organizational Systems (Organizational Level, Group Level and Individual Level).

Module No. 5: OD Interventions	10
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Designing Effective OD Interventions: How to Design Effective Interventions, Overview of OD interventions - Human Process Interventions, Techno Structural Interventions, HRM Interventions and Strategic Change Interventions, Conditions for optimal success of OD.

Skill Developments Activities:

- Two cases on the above syllabus should be analyzed and recorded.
- Draw Blake and Mouton managerial grid
- List the Personality Traits of Successful Business Leaders.
- List the sources of conflict in organisations.

Books for References:

1. Fred Luthans, Organizational Behaviour. McGraw Hill
2. Robbins, Organizational Behaviour, International Book House.
3. John W. Newstrom and Kieth Davis, Organizational Behaviour, McGraw Hill.
4. K. Aswathappa, Organizational Behaviour, HPH.
5. Appanniah and, Management and Behavioural Process, HPH
6. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
7. Rekha and Vibha - Organizational Behavioural, VBH.
8. P.G. Aquinas Organizational Behaviour, Excel Books.
9. M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational Behaviour

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 3.3

Name of the Course: STATISTICS FOR BUSINESS DECISIONS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.

Pedagogy: Classroom lectures, Tutorials, and Problem Solving.

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

- To understand the basic concepts in statistics.
- To classify and construct statistical tables.
- To understand and construct various measures of central tendency, dispersion and skewness.
- To apply correlation and regression for data analysis.

Syllabus:

Module No. 1: Introduction to Statistics	Hours
Introduction – Meaning, Functions and Uses of Statistics; Collection of Data - Techniques of Data Collection – Census Technique and Sampling Technique (Concepts). Classification: Meaning, and Methods of Classification of Data, Tabulation: Meaning, Parts of a Table – Simple problems on Tabulation; Diagrammatic Presentation: Bar Diagrams – Simple Bars, Multiple Bars, Percentage Sub-divided Bar Diagram; Two Dimensional Diagrams – Pie Diagram.	12
Module No. 2: Measures of Central Tendency	10
Measures of Central Tendency: Calculation of Arithmetic Mean, Median and Mode for Individual, Discrete and Continuous Series – Problems; Empirical relation between Mean, Median and Mode.	
Module No. 3: Measures of Dispersion and Skewness	12
Measures of Dispersion: Absolute and Relative measures of dispersion - Standard Deviation in Individual, Discrete and Continuous Series – Problems Measures of Skewness: Calculation of Karl Pearson’s Co-efficient of Skewness (Uni-modal) – Problems.	
Module No. 4: Correlation and Regression Analysis	14
Correlation Analysis - Meaning, Types of Correlation, Calculation of Karl Pearson’s Coefficient of Correlation, Computation of Probable Error, Regression Analysis – Concept of Regression, Regression equations- Problems.	
Module No. 5: Time Series Analysis	08
Meaning, Components, fitting a straight-line trend using Least Square Method (Problems where $\Sigma X=0$ only), calculation and estimation of trend values.	
Skill Developments Activities: <ol style="list-style-type: none">1. Preparation of Charts and Diagram2. Preparation of Time Series Graph showing actual and trend values.3. Preparation of blank tables mentioning the parts of the tables.4. Calculation of Mode using histogram.	

Books for References:

1. S P Gupta: Statistical Methods- Sultan Chand
2. Dr. B N Gupta: Statistics, Sahithya Bhavan
3. S.C Gupta: Business Statistics, HPH
4. N.V.R Naidu: Operation Research I.K. International Publishers
5. Elhance: Statistical Methods, Kitab Mahal
6. Sanchethi and Kapoor: Business Mathematics, Sultan Chand
7. Veerachamy: Operation Research I.K. International Publishers
8. S. Jayashankar: Quantitative Techniques for Management
9. D.P Apte; Statistical Tools for Managers
10. Chikkodi & Satya Prasad: Quantitative Analysis for Business Decision, HPH
11. Dr. Alice Mani: Quantitative Analysis for Business Decisions - I, SBH

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 3.5 a

Name of the Course: SOCIAL MEDIA MARKETING (OEC)

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs.	42 Hrs.

Pedagogy: Classroom lectures, Tutorials, and Case study method.

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

- Understand social media marketing goals for successful online campaigns.
- Analyze the effective social media marketing strategies for various types of industries and businesses.
- Design social media content and create strategies to optimize the content's reach to the target audience.
- Appraise the reach and track progress in achieving social media objectives with a variety of measurement tools and metrics.
- Design a suitable social media campaign for the business goals.

Syllabus:

Hours

Module No. 1: Social Media Introduction **12**

Introduction to social media, how to build a successful Social Media Strategy, Goal setting, Overview of Global E-Marketing Issues, Country and Market Opportunity Analysis, User engagement on social networks; Social advertising; Social, media analytics; Impact of online reputation; Social Technology and its marketing influence in India.

Module No. 2: Search Engine Optimization **10**

Search Engine Optimisation (SEO) Introduction, Understanding SEO, User Insights, Benefits and Challenges, Content Marketing, Traditional Media v/s Social Media, Recent trends and challenges in Social Media marketing.

Module No.3: Facebook -Instagram Marketing **10**

Exploring the use of a Facebook page, Facebook Ad campaign, Facebook groups, Hashtags, Instagram, creating automation for Instagram, Audience Insights, page Insights, exploring the various IG content types, setting a theme and flow on Instagram, and generating Leads.

Module No.4: YouTube Marketing **10**

YouTube marketing, creating a YouTube channel, posting content, YouTube analytics, Google Pages for YouTube Channels, Video Flow, Verify Channel, Webmaster Tool - Adding Asset.

Skill Developments Activities:

- a) Prepare Facebook Page in your name.
- b) Open a YouTube channel.
- c) Create a blog and write an article on Climate change.
- d) Create a search engine optimization (SEO) dashboard.

Books for References:

- Annmarie Hanlon (2022), Digital Marketing Strategic Planning & Integration, 2nd Edition, SAGE Publications Ltd.
- Matt Golden (2022), Social Media Marketing, 1st Edition, Bravex Publications.
- Simon Kingsnorth (2022), The Digital Marketing Handbook: Deliver Powerful Digital Campaigns, 1st Edition, Kogan Page.
- **Melissa Barker, Donald I. Barker, Nicholas F. Bormann and Debra Zahay (2016), Social Media Marketing: A Strategic Approach, 2nd Edition, Cengage Learning.**
- Tracy L. Tuten and Michael R. Solomon, (2016), Social Media Marketing, 2nd Edition, Sage Publications India Private Limited.

Name of the Program: Bachelor of Business Administration (BBA)
Course Code: BBA 3.5b
Name of the Course: BUSINESS CORRESPONDENCE (OEC)

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs.	42 Hrs.
Pedagogy: Classroom lectures, Tutorials, and Case study method.		
Course Outcomes: On successful completion of the course, the students will demonstrate		
a) Identify the importance of Business correspondence b) Know the rights, duties and responsibilities of Directors. c) Analyse the legal & regulatory framework of corporate governance. d) Outline the importance and role of board committee. e) Understand the major expert committees' Reports on corporate governance.		
Syllabus:		Hours
Module No. 1: Introduction to Business Correspondence		10
Introduction, Meaning, Importance, Objective and Function of Business Correspondence; Essential Parts of Business Letters- Physical appearance- Meaning and aspects covered, Layout- Meaning and types, Structure- various parts of a business letter- specimen business letters.		
Module No. 2: Kinds of Business letters		10
Principal Types of Business Letters- Enquiries& replies, Offers and Quotation, Orders and their execution, Claims, complaints & adjustments, Remittance letters, Sales letters, Follow-up Letters, Circular letters, Agency Letters, Status enquiries, Collection Letters.		
Module No. 3: Bank Correspondence		12
Bank Correspondence: Types of Bank correspondence- Letter from customer to Banker (Letter for opening accounts, Request to stop payment, complaint on any issue, standing instruction, enquiry on dishonour of cheques, availability of safe custody facilities, Issue of letter of credit, loan against collateral); Banker's replies to the above.		
Module No. 4: Business reports		10
Meaning of Report and Reporting, Importance of Business reports; Classification of Business reports- Based on nature and number of people entrusted with writing the report; Other types- Analytical, survey and feasibility reports; Market reports- Meaning, types, function, uses and essentials; Structure of Market report- Specimens of market reports; Characteristics of a good report.		
Skill Developments Activities:		
1. Draft a Quotation with imaginary content. 2. List out the various parts of Business Letter. 3. Draft a letter to bank manager related to any specific issue with the bank. 4. List out the characteristics of good report.		
Books for reference		
1. B S Raman; Commercial Correspondence, UP 2. Reddy, Appannaiah, Nagaraja, Rajarao- Essential of Business Correspondence, HPH		

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 4.1

Name of the Course: MANAGEMENT ACCOUNTING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the students will demonstrate:		
<ul style="list-style-type: none"> a) Explain the application of management accounting and various tool used b) Make inter - firm and inter- period comparison of financial statements c) Analyse financial statements using various ratios for business decisions. d) Prepare fund flow and cash flow statements e) Prepare different types of budgets for the business. 		
Syllabus:		Hours
Module No. 1: Introduction to Management Accounting		8
Introduction- Meaning and Definition - Objectives - Nature and Scope-Functions- Role of Management Accountant, Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting, advantages and limitations of Management, Technique of Management Accounting (Concept Only).		
Module No. 2: Ratio Analysis		14
Introduction-Meaning and Definition of ratio, Meaning of Accounting ratio, and Ratio Analysis - Uses and Limitations -Classification of ratios- Liquidity ratios, Profitability ratios and Solvency ratios. Problems on conversion of financial statements into ratios and ratios into financial statements.		
Module No. 3: Cash Flow Analysis		12
Meaning and Definition of Cash Flow Statement - Concept of Cash and Cash Equivalents - Uses of Cash Flow Statement - Limitations of Cash Flow Statement- Provisions of Ind.AS-7. Procedure for preparation of Cash Flow Statement - Cash Flow from Operating Activities - Cash Flow from Investing Activities and Cash Flow from Financing Activities - Preparation of Cash Flow Statement according to Ind. AS-7.		
Module No. 4: Marginal Costing		10
Introduction-Meaning and definition of marginal cost, marginal costing, features of marginal costing- terms used in marginal costing - P/V ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis- assumption and uses-problems.		
Module No. 5: Budgetary Control		12
Meaning and Definition of Budget and Budgetary Control, objectives of budgetary control, advantages and limitations of budgetary control, essentials of effective budgeting, Types of budget-Functional budgets, Master Budget, Fixed and Flexible Budget, Problems on Flexible budget and Cash Budget.		
Skill Developments Activities:		
<ul style="list-style-type: none"> a. Collect the financial statement of a company and calculate important ratios. b. Collect the annual report of a company and prepare a cash flow statement. c. Prepare a Break-even-chart with imaginary figures. d. Prepare a flexible budget using imaginary figures. e. Prepare a Cash budget using imaginary figures 		

Books for References:

1. Dr. S.N. Maheswari, Management Accounting, Mahavir Publications
2. T.S.Sexana, Advanced Cost and Management Accounting, Sultan Chand
3. Jain and Narang, Cost and Management Accounting, Kalyani Publisher.
4. Dr. S.N. Goyal and Manmohan, Management Accounting, S.N. Publications.
5. B.S. Raman, Management Accounting, United Publishers.
6. Sharma and Gupta, Management Accounting, Kalyani Publishers.
7. M N Arora, Accounting for Management, Himalaya Publisher
8. Jawahar Lal, Cost Accounting; McGraw-Hill Education (India)

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: BBA 4.2		
Name of the Course: BUSINESS ANALYTICS		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the students will able to:		
<ul style="list-style-type: none"> a) Understand types of analytics and data models b) Understand the role of data indecision making, sources and types of Data. c) Ability to analyse data using different data analytic tools and draw inferences. d) Understand applied statistics for business problems. e) Demonstrate visualization of data. 		
Syllabus:		Hours
Module No. 1: Introduction to Business Analytics		12
Business Analytics, Terminologies used in Analytics: Business Analytics, Business Intelligence, Meaning, Importance, Scope, Uses of Business Analytics, Architecture of Business Analytics, Types of Analytics: Descriptive, Diagnostics, Predictive, Prescriptive, Areas of Application of Business analytics, Introduction to Data Science and Big Data.		
Module No. 2: Role of Data in The Organization		10
Sources of data, Use of Data in Decision making, Importance of data quality, dealing with missing or incomplete data, Types of Digital Data- Structured, Semi Structured, Unstructured Data. Data warehouse, Data mining, Data Integration - What, need, advantages, approaches of Data integration, Data profiling.		
Module No. 3: Tools Used for Data Analytics		11
Introduction to data analytics software - Types of data analytics software - open source and proprietary software. Lab sessions(Using R software): Installation of software / library - Importing of data - Saving of data - Run descriptive Statistics - Interpret result - plotting of charts - inferences of chart.		
Module No. 4: Database Orientation		12
Database definition, Types of structures, DBMs, RDBMS, Relational Database Language, Introduction to SQL, Features of SQL, SQL Languages, DDL commands- Create, Add, Drop, Constraints in SQL, DML Commands - Insert, Delete, Update, Data Query Language - Where clause, Order by, Group by, DCL commands - Grant, Revoke, TCL Commands - Commit, Roll Back, Save point. Aggregate Functions, Relational Algebra.		
Module No. 5: Data Visualization Using Tableau (Public Version)		10
Introduction to Dimensions and measures, Types of Charts, (Pie Chart, Column Chart, Line Chart, Bar Chart, Area Chart, Scatter Chart, Bubble Chart, Stock Chart), Basic understanding in dashboard and storyboard. (Explain using practical examples and students executes the examples using tableau.)		
Skill Developments Activities:		
<ul style="list-style-type: none"> 1. Prepare tree map chart using Tableau. 2. Run a descriptive statistic using R software. 3. Execute DCL and TCL Command in SQL. 4. List out the areas of application of Business analytics 		

Books for References:

1. Business Analytics: Text and Cases, Tanushri Banerjee, Arvindram Banerjee, Publisher: Sage Publication
2. Business Analytics, U Dinesh Kumar, Publication: Wiley
3. Business Analytics, R. Evans James, Publisher: Pearson
4. Fundamental of Business Analytics, Seema Acharya R N Prasad, Publisher: Wiley
5. Business Analytics: Data Analysis and Decision Making, Albright and Winston published by Cengage Learning.
6. Swain Scheps, Business Intelligence for Dummies.
7. Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics
8. Cindi Howson. Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data
9. Seema Acharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wile

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: BBA 4.2		
Name of the Course: FINANCIAL MARKETS & SERVICES		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.
Pedagogy: Classroom lectures and Tutorials		
Course Outcomes: On successful completion of the course, the students will be able to:		
<ul style="list-style-type: none"> a) Understand the Overview of Indian financial system. b) Understand the different types of financial institutions and their role. c) Understand concept of financial services, types and functions. d) Understand the different types of financial Instruments and its features. e) Understand the different types of financial market and its role. 		
Syllabus:		Hours
Module No. 1: Overview of Indian Financial System		08
Introduction to Financial System - Features, Constituents of Financial System; Financial Institutions; Financial Services; Financial Markets and Financial Instruments, Financial Regulators (a brief profile of RBI, SEBI, IRDAI).		
Module No. 2: Financial Institutions		14
Meaning, Need for Financial Institutions; Banks - Meaning, Types of Banks, Role of Banks, Insurance Companies - Meaning, Types of Insurance, Role of Insurance; NBFC'S - Meaning, Types of NBFC's , Role of NBFC's, EXIM Bank - Meaning, Role and Objectives; Asset Management Companies (AMC) - Meaning, Role of AMC in Mutual Funds.		
Module No. 3: Financial Services		12
Financial Services - Meaning, Objectives, Functions, Characteristics; Types of Financial Services - Merchant Banking - Functions and Operations, Leasing, Factoring, Bill Discounting, Credit Card, Debit Card, Loans and Advances - Meaning and Types, Venture Capital & Credit Rating.		
Module No. 4: Financial Markets		12
Meaning and Definition, Types of Financial Markets, Role and Functions of Financial Markets, Constituents of Financial Markets- Money Market , Capital Market - Primary and Secondary Market, Methods of Issue of shares in the primary market, -Stock Exchange - Role and Function of Stock Exchange.		
Module No. 5: Financial Instruments		10
Meaning, Types of Instruments-Money Market Instruments-Commercial Paper, CD's Treasury Bills, Promissory Notes, Bills of Exchange, Money at Call and Short Notice; Capital Market and Instruments- Equity Shares, Preference Shares, Debenture/ Bonds, Public Deposits.		
Skill Developments Activities:		
<ul style="list-style-type: none"> 1. Prepare a List of Private Banks in India 2. Draft a specimen of Bills of Exchange with imaginary content 3. Prepare a List of Fund Based and Fee Based Financial Services. 4. Draft a Chart of Financial Markets. 		

Books for References:

1. L.M. Bhole, Financial Institutions & Markets, McGraw Hill
2. Khan, M.Y, Indian Financial System, McGraw Hill
3. Sharma, Meera, Management of Financial Institutions, Eastern Economy Edition
4. Bhole and Mahakud, Financial Institutions and Markets - Structure, Growth and Innovations, McGraw Hill
5. Guruswamy, S., Financial Services and System, McGraw Hill
6. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill
7. Khan. M.Y, Indian Financial System, Vikas Pub. House
8. H.R Machiraju, Indian Financial System, Vikas Pub. House
9. E.Gorden & K. Nataraj, Financial Markets and Services, HPH

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 4.3

Name of the Course: FINANCIAL MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.

Pedagogy: Classroom lectures, Tutorials, and Problem Solving.

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

- To identify the goals of financial management.
- To apply the concepts of time value of money for financial decision making.
- To evaluate projects using capital budgeting techniques.
- To design optimum capital structure using EBIT and EPS analysis.
- To evaluate working capital effectiveness in an organization.

Syllabus:

Module No. 1: Introduction to Financial Management **12**

Introduction - Meaning of Financial Management, Finance Functions, Organization structure of Finance Department; Goals of Financial Management,
Financial Decisions-Types of Financial Decisions, Role of a Financial Manager;
Financial Planning - Principles of Sound Financial Planning, Steps in Financial Planning, Factors influencing Financial Plan.

Module No. 2: Time Value of Money **12**

Meaning, Need, Future Value (Simple interest and compound interest); Present Value (Single Flow, series of cash flow, even and uneven Flow, Annuity and perpetuity); Doubling Period; Concept of Valuation -Valuation of Bonds, Debentures and Shares (Simple Problems)

Module No. 3: Financing & Dividend Decisions **12**

Financing Decision: Sources of Long-term Finance - Meaning of Capital Structure, Factors influencing Capital Structure, Optimum Capital Structure - EBIT, EPS Analysis, Break-even level of EBIT (Problems), Leverages -Meaning, types, Problems.
Dividend Decision: Meaning of Dividend, Types of Dividends, Determinants of Dividend, Bonus Shares (Meaning only), Dividend Policy - Meaning and types, Factors influencing dividend policy.

Module No. 4: Investment Decision **12**

Meaning, Scope, Features & Significance of Capital Budgeting, Techniques -Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index (Problems)

Module No. 5: Working Capital Management **12**

Meaning and need for Working Capital, Components of Working Capital, Types of Working Capital, Problems of Excess or Inadequate Working Capital, Significance of Adequate Working Capital, Determinants of Working Capital, Sources of Working Capital, Estimation of Working Capital (Simple Problems)

Skill Developments Activities:

- Identify capital structure practices followed in any firm/company of your choice.
- Collect the information on various types of bonds offered by government and record the same.
- Prepare a working capital statement using imaginary values.
- Prepare a chart showing Organization structure of Finance Department

Books for References:

1. I M Pandey, Financial Management. Vikas Publication.
2. Prasanna Chandra, Financial Management, TMH
3. S N Maheshwari, Financial Management, Sultan Chand
4. Khan and Jain, Financial Management, TMH
5. Dr. V Rajeshkumar and Nagaraju V, Financial management, MH India
6. Dr. Aswathanarayana.T ,Financial Management, VBH
7. K. Venkataramana, Financial Management, SHBP
8. G. Sudarshan Reddy, Financial Management, HPH
9. Sharma and Shashi Gupta, Financial Management, Kalyani Publication

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 4.5 a

Name of the Course: BUSINESS LEADERSHIP SKILLS (OEC)

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs.	42 Hrs.

Pedagogy: Classroom lectures, Tutorials, Case study Analysis, Group Discussions etc.

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

- Understand the significance of leadership skills for effective people management.
- Increase the comprehension of leadership through various leadership theories.
- Analyse different leadership styles, types, patterns and functions.
- Demonstrate an understanding of various leadership approaches for effective management of people.
- Demonstrate an awareness of ethical leadership.

Syllabus:

Hours

Module No. 1: Introduction to Business Leadership

08

Introduction to business leadership, Meaning of leadership, Evolution and growth of leadership; Functions and characteristics of leadership; Latest trends in business leadership.

Module No. 2: Leadership from Managerial Perspective

12

Leadership: Nature and Significance of leadership, Qualities of an effective leader, Personal Values and Ethical behaviour in leadership; Leader v/s Manager; Authority v/s Leadership; Formal v/s Informal leadership; Different roles of leaders; Different levels of leadership.

Leadership Skills: Communication Skills, Decision Making Skills, Emotional Management Skills, Public Relation Skills, Conflict Resolution Skills;

Module No. 3: Leadership -Theoretical Perspectives.

12

Great man theory, Trait theory, Behavioural leadership theory, Situational leadership theory, Transactional leadership theory, Transformational leadership theory, Blake and Mouton's Managerial Grid.

Module No. 4: Leadership Styles

10

Leadership styles: a) Autocratic leadership, b) Bureaucratic leadership, c) Democratic leadership, d) Laissez faire leadership e) Transformational Leadership, f) Charismatic Leadership - Features, merits and demerits of each leadership style.

Skill Developments Activities:

- Collect information about the real time corporate leaders with different leadership styles & discuss them in the class room.
- List the traits of an ethical leader.
- List out the traits of an autocratic leader.
- Analyze two cases related to leadership styles.
- "What if?" This practical activity identifies how members of a team solve their problems differently?

Present the students with a workplace problem, and have each student participant

write down what they would do to solve it. Then, have each participant read their response aloud. This can help the teacher to identify the types of leadership styles that are present among the student participants and thereby highlight and discuss them in the class.

Books for References:

1. Northouse, P. Leadership: Theory and Practice. Sage Publications.
2. Stephen, R. P. Organizational Behaviour - Concepts, controversies and Applications. New Delhi: Printice Hall of India Ltd.
3. Subba Rao. Organizational Behaviour Himalaya Publishing House.
4. Subba Rao Personnel and Human Resource Management Bangalore: Himalaya Publishing House.
5. Daloz Parks, S., Leadership can be taught: A Bold Approach for a Complex World, Boston: Harvard Business School Press.
6. Drucker Foundation (Ed.), Leading Beyond the Walls, San Francisco: Jossey Bass.
7. Al Gini and Ronald M. Green, Virtues of Outstanding Leaders: Leadership and Character, John Wiley & Sons Inc.
8. S Balasubramanian, The Art of Business Leadership – Indian Experiences, Sage Publications

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 4.5 b (OEC) Name of the Course: TOURISM MANAGEMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs.	42 Hrs.
Pedagogy: Classroom lectures and Tutorials		
Course Outcomes: On successful completion of the course, the students will able to:		
a) Interpret and evaluate tourism as a phenomenon and as a business system. b) Explain the diverse nature of tourism, including culture and place, global/local perspectives, and experience design and provision. c) Understand the tourist resources and evaluate their potential. d) Promote Entrepreneurial activity in Tourism		
Syllabus:		Hours
Module No. 1: Introduction to Tourism Industry		12
Tourism - Concept and Definition; Meaning of Traveler and Tourist; Classification of Tourism; Components of tourism; Origin, Growth and Development of Tourism, Types of Tourists - Visitor, Traveller and Excursionist (Meaning and differences); Mediators of Tourism, Changing Trends in Tourism; Careers in the Tourism Industry.		
Module No. 2: Tourism Products		12
Tourism Products - Meaning, Characteristic of Tourism Product, Classification of Tourism Products, Natural , Man-Made, Symbiotic , Event Based , Site Based, and Others (Health, Eco tourism, Ethnic, Rural tourism, Spiritual tourism, Golf Tourism,		
Module No. 3: Travel Formalities		12
Role and Importance of different Modes of Travel; Travel Formalities: Passport, Visa, Health Requirements, Taxes, Customs, Currency, Travel Insurance, Baggage and Airport Information, BIO Cards.		
Module No. 4: Sustainable Tourism		08
Meaning and Definition of Sustainability; Dimensions of Sustainability - Social, Economic and Environmental; Importance of Sustainable Tourism; Principles of Sustainable Tourism; Challenges of implementing Sustainable Tourism.		
Skill Developments Activities:		
1. Prepare a chart showing different forms of tourism. 2. List out six tourist places of historical importance in Karnataka. 3. List out any 5 fairs and festivals of tourist attraction in India. 4. List out the documents required to obtain passport. 5. List out principles of sustainable tourism.		

Books for References:

1. Tourism: Principles, Practices, Philosophies – Charles Goeldner & Brent Ritchie
2. Tourism and Cultural Heritage of India – Ram Acharya
3. Tourism Planning, Policies, Processes and Relationships – Michael Hall
4. An Introduction to Hospitality – Dennis Foster
5. Tourism Planning: An Integrated and Sustainable Development Approach _ Inskeep E, Van Nostrand Reinhold
6. Profiles of Indian Tourism – Shalini Singh
7. Tourism Today – Ratnadeep Singh
8. Dynamics of Tourism – Pushpinder Gill
9. Hotels for Tourism Development – Dr. Jagmohan Negi
10. The Competitive Destination – A sustainable Tourism perspective – Ritchie J R and Crouch I G.

TEMPLATE FOR INTERNAL ASSESSMENT TEST -BBA

Course Code:

Name of the Course:

Duration: 1 Hour

Total Marks: 20

SECTION-A

(Based on the Remembering)

I. Answer Any Two of the following questions. Each carries Two Marks.

(2 x 2= 4)

- 1.
- 2.
- 3.

SECTION- B

(Understanding and Applying)

II. Answer Any Two of the following questions. Each carries Eight marks.

(2 x8= 16)

- 4.
 - 5.
 - 6.
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SEMESTER END EXAMINATION – TEMPLATE

BBA

Course Code:

Name of the Course:

Duration: 2.00 Hours

Total Marks: 60

SECTION-A **(Conceptual Questions)**

I. Answer any Five of the following questions. Each question carries Two Marks. (5 x 2= 10)

- a.
- b.
- c.
- d.
- e.
- f.
- g.

SECTION- B **(Application Questions)**

Answer any Four of the following question. Each question carries Five Marks.

(4 x5= 20)

- 2.
- 3.
- 4.
- 5.
- 6.

SECTION- C **(Analyses and Understanding Questions)**

Answer Any Two of the following question. Each question carries Twelve Marks.

(2 x12= 24)

- 7.
- 8.
- 9.

SECTION- D **(Skill Development Questions)**

Answer Any One of the following question. Each carries Six Marks.

- 10.
- 11.