

SCHEME OF EXAMINATION

&

SYLLABI

of

Bachelor of Business Administration

(Honours/Honours with Research)

As per National Education Policy 2020

with effect from academic session 2023-24



Kurukshetra University

Kurukshetra-136119

(A+ Grade NAAC Accredited)

Abbreviations

AEC	Ability Enhancement Course
CC	Core Course
CC-H	Core course in Honours discipline
CC-HM	Core Course in Minor Subject of of Honours Program
DSE	Discipline Specific Elective Course
DSE-H	Discipline specific elective course in Honours
H	Honours
L	Lecture
M	Minor
MDC	Multi-Disciplinary Course
P	Practical
PC	Practicum Course
PC-H	Practicum Course in Honours
SEC	Skill Enhancement Course
T	Tutorial
V	Vocational
VAC	Value Added Course

Syllabus of Courses

Type of courses	Page
Compulsory Courses and Minor Courses	12-46
Multidisciplinary Courses	47-50
Skill Enhancement Courses	51-53
Value Added Courses	54-57
Vocational Courses	58-60

FIRST YEAR: SEMESTER I

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-101	Financial Accounting	CC-A1	30	70	-	100	4	3-1-0
B23-BBA-102	Principles of Management	CC-B1	30	70	-	100	4	3-1-0
B23-BBA-103	Business Organisation	CC-C1	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of minor courses for Semester I	CC-M1				50	2	
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-1				75	3	
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-1				50	2	
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-1				75	3	
	Each student will opt one course from pool of value added courses provided by university	VAC-1				50	2	
Total						600	24	

POOL OF MINOR COURSES FOR SEMESTER I

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-104	Business Mathematics-I	CC-M1	15	35	-	50	2	1-1-0

FIRST YEAR: SEMESTER II

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-201	Business Statistics	CC-A2	30	70	-	100	4	3-1-0
B23-BBA-202	Managerial Economics	CC-B2	30	70	-	100	4	3-1-0
B23-BBA-203	Organisational Behaviour	CC-C2	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of minor courses for Semester II	CC-M2				50	2	
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-2				75	3	
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-2				50	2	
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-2				75	3	
	Each student will opt one course from pool of value added courses provided by university	VAC-2				50	2	
Total						600	24	

POOL OF MINOR COURSES FOR SEMESTER II

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-204	Business Mathematics-II	CC-M2	15	35	-	50	2	1-1-0

Exit Option: Any student opting for exit option after first year will get **Undergraduate Certificate in Business Administration** provided he/she completes 48 Credits of first two semesters and additional 4 credits of summer training report (100 External Marks) based on summer training of 4-6 weeks undertaken in a business organization. Thus, he/she will be eligible to exit the course with the said 52 Credits. In addition, the summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra. Furthermore, the credits of summer internship report would be included/mention in the **Undergraduate Certificate in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-BBA-205	Summer Internship Report	Internship	-	50*	50**	100	4

*The summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**Viva-Voce on the summer internship report will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

SECOND YEAR: SEMESTER III

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-301	Managerial Accounting	CC-A3	30	70	-	100	4	3-1-0
B23-BBA-302	Marketing Management	CC-B3	30	70	-	100	4	3-1-0
B23-BBA-303	Human Resource Management	CC-C3	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of minor courses for Semester III	CC-M3				100	4	
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-3				75	3	
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-3				50	2	
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-3				75	3	
Total						600	24	

POOL OF MINOR COURSES FOR SEMESTER III

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-304	Production Management	CC-M3	30	70	-	100	4	3-1-0
B23-BBA-305	Disaster Management	CC-M3	30	70	-	100	4	3-1-0

SECOND YEAR: SEMESTER IV

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-401	Capital Markets	CC-A4	30	70	-	100	4	3-1-0
B23-BBA-402	Business Research Methods	CC-B4	30	70	-	100	4	3-1-0
B23-BBA-403	Business Environment	CC-C4	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of vocational courses provided by university	CC-M4 (VOC-1)				100	4	
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-4				50	2	
	Each student will opt one course from pool of value added courses provided by university	VAC-3				50	2	
Total						500	20	

Exit Option: Any student opting for exit option after second year will get **Undergraduate Diploma in Business Administration** provided he/she completes 92 credits of first four semesters and additional 4 credits of summer training report (100 external marks) based on summer training of 4-6 weeks in a business organization undertaken after completion of second semester or fourth semester. Thus, he/she will be eligible to exit the course with the said 96 Credits. In addition, the summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra. Furthermore, the credits of summer internship report would be included/mention in the **Undergraduate Diploma in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits
B23-BBA-404	Summer Internship Report	Internship	-	50*	50**	100	4

*The summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**Viva-Voce on the summer internship report will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Note: The student seeking admission in fifth semester would have to undergo a compulsory 4-6 weeks summer internship in a business organization after fourth semester and credits for the same will be included in fifth semester.

THIRD YEAR: SEMESTER V

Course code	Nomenclature of the paper	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-501	Corporate Finance	CC-A5	30	70	-	100	4	3-1-0
B23-BBA-502	International Business	CC-B5	30	70	-	100	4	3-1-0
B23-BBA-503	Business Laws	CC-C5	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of vocational courses provided by university	CC-M5 (VOC-2)				100	4	
B23-BBA-504	Summer Internship Report	Internship	-	50*	50**	100	4	
Total						500	20	

*The summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**Viva-Voce on the summer internship report will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

THIRD YEAR: SEMESTER VI

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-601	Income Tax	CC-A6	30	70	-	100	4	3-1-0
B23-BBA-602	Entrepreneurship Development	CC-B6	30	70	-	100	4	3-1-0
B23-BBA-603	Comprehensive Viva-Voce	CC-C6	-	-	100*	100	4	
	Each student will opt one course from pool of minor courses for Semester VI	CC-M6				100	4	
	Each student will opt one course from pool of vocational courses provided by university	CC-M7 (VOC-3)				100	4	
Total						500	20	

POOL OF MINOR COURSES FOR SEMESTER VI

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-604	E-Commerce	CC-M6	30	70	-	100	4	3-1-0

*Comprehensive viva-voce would be conducted by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Exit option: Any student who exit after 6 semesters must complete 132 credits and he/she would be awarded with **Bachelor of Business Administration.**

Bachelor of Business Administration (Honours)

Fourth Year: Semester VII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-701	Management Process and Organizational Behaviour	CC-H1	30	70	-	100	4	3-1-0
B23-BBA-702	Financial Statements and Analysis	CC-H2	30	70	-	100	4	3-1-0
B23-BBA-703	Statistics for Business Decisions	CC-H3	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of discipline specific elective courses for Semester VII	DSE-H1				100	4	
B23-BBA-706	Seminar	PC-H1	-	-	100*	100	4	4-0-0
B23-BBA-707	Economics for Managerial Decisions	CC-HM1	30	70	-	100	4	3-1-0
Total						600	24	

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-704	Business Communication for Managers	DSE-H1	30	70	-	100	4	3-1-0
B23-BBA-705	Business Eco-System and Environment	DSE-H1	30	70	-	100	4	3-1-0

*Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.

Fourth Year: Semester VIII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-801	Advanced Human Resource Management	CC-H4	30	70	-	100	4	3-1-0
B23-BBA-802	Comprehensive Viva-Voce	CC-H5	-	-	100*	100	4	
B23-BBA-803	Advanced Marketing Management	CC-H6	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of discipline specific elective courses for Semester VIII	DSE-H2					4	
B23-BBA-806	Financial Management	PC-H2	30	70	-	100	4	3-1-0
B23-BBA-807	Optimization Models for Business Decisions	CC-HM2	30	70	-	100	4	3-1-0
Total						600	24	

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VIII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-804	Research Methods for Business	DSE-H2	30	70	-	100	4	3-1-0
B23-BBA-805	Production and Operations Management	DSE-H2	30	70	-	100	4	3-1-0

*Comprehensive viva-voce would be conducted by expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Note: Student completing 180 credits would be eligible to obtain **Bachelor of Business Administration (Honours)**.

Bachelor of Business Administration (Honours with Research)

Fourth Year: Semester VII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-701	Management Process and Organizational Behaviour	CC-H1	30	70	-	100	4	3-1-0
B23-BBA-702	Financial Statements and Analysis	CC-H2	30	70	-	100	4	3-1-0
B23-BBA-703	Statistics for Business Decisions	CC-H3	30	70	-	100	4	3-1-0
	Each student will opt one course from pool of discipline specific elective courses for Semester VII	DSE-H1				100	4	
B23-BBA-706	Seminar	PC-H1	-	-	100*	100	4	4-0-0
B23-BBA-707	Economics for Managerial Decisions	CC-HM1	30	70	-	100	4	
Total						600	24	

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-704	Business Communication for Managers	DSE-H1	30	70	-	100	4	3-1-0
B23-BBA-705	Business Eco-System and Environment	DSE-H1	30	70	-	100	4	3-1-0

*Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.

Fourth Year: Semester VIII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)	
B23-BBA-801	Advanced Human Resource Management	CC-H4	30	70	-	100	4	3-1-0
B23-BBA-802	Comprehensive Viva-Voce	CC-H5	-	-	100*	100	4	
B23-BBA-807	Optimization Models for Business Decisions	CC-HM2	30	70	-	100	4	
B23-BBA-808	Research Project	Project/ Dissertation	0	200**	100***	300	8+4 = 12	
Total						600	24	

*Comprehensive viva-voce would be conducted by expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**Research Project/Dissertation Report will be evaluated by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

***Viva-Voce on Research Project/Dissertation will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Note: Students completing 180 credits would be eligible to obtain **Bachelor of Business Administration (Honours with Research).**

POOL OF MULTIDISCIPLINARY COURSES (MDC)

Multidisciplinary courses are based on introductory knowledge in a subject. These courses are offered to students of other discipline than discipline of business administration/management.

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
MDC-1	B23-BBA-105	Social Media Marketing	3 (2-1-0)	3	25	50	75	3 hrs.
MDC-2	B23-BBA-206	Entrepreneurship & Start-ups	3 (2-1-0)	3	25	50	75	3 hrs.
MDC-3	B23-BBA-306	Fundamentals of Investing	3 (2-1-0)	3	25	50	75	3 hrs.

POOL OF SKILL ENHANCEMENT COURSES (SEC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
SEC-2	B23-SEC-212	Integrated Marketing Communications	3 (2-1-0)	3	25	50	75	3 hrs.
SEC-2	B23-SEC-214	Business Communication	3 (2-1-0)	3	25	50	75	3 hrs.

POOL OF VALUE ADDED COURSES (VAC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
VAC-4	B23-VAC-401	Business Ethics	2 (1-1-0)	2	15	35	50	3 hrs.
VAC-4	B23-VAC-414	Logistic Management	2 (1-1-0)	2	15	35	50	3 hrs.
VAC-4	B23-VAC-417	E-Commerce	2 (1-1-0)	2	15	35	50	3 hrs.

POOL OF VOCATIONAL COURSES (VOC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
VOC-3	B23-VOC-319	Event Management	4 (3-1-0)	4	30	70	100	3 hrs.
VOC-3	B23-VOC-326	Security Analysis and Portfolio Management	4 (3-1-0)	4	30	70	100	3 hrs.

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Financial Accounting			
Course Code	B23-BBA-101			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the accounting equations and the rules of recording accounting transactions. 2. Understand the recording of accounting transactions in the books of entry and the preparation of ledger accounts. 3. Understand the preparation of trial balance. 4. Analyze accounting transactions by preparing final accounts. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Basic Accounting-Nature, scope and objectives of accounting; accounting as information system, users of accounting information. Accounting equation: Accounting concepts and conventions, capital and revenue expenditure; Accounting principles, rules of accounting for recording the transaction for different accounts.			15
II	Journal and Ledger: Double Entry System; Journal and recording of entries in journal; Ledger- Posting from Journal to respective ledger accounts. Preparation of Cash book.			15
III	Trial Balance: Need and objectives; Preparation of Trial Balance; Different types of errors in preparation of trial balance and the rectification of errors. Preparation of Bank Reconciliation statement.			15
IV	Final Accounts: Preparation of Trading Account and Profit and Loss Account; Receipts and payments account, Preparation of Balance sheet for profit and non-profit organizations.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Gupta R. L.; <i>Advanced Accounting</i>; S. Chand & Sons. 2. Grewal T. S and M.C. Shukla; <i>Advanced Accounting</i>; S. Chand & Sons. 3. Williams, Haka, Bettner & Carcello; <i>Financial and Managerial Accounting</i>; McGraw Hill. 				

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Principles of Management			
Course Code	B23-BBA-102			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the Nature and Evolution of Management. 2. Apply the Managerial skills and roles at workplace. 3. Apprehend the functions of Management 4. Recognize the latest changes in the field of Management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Management: Concept, Evolution of Management Thought, Functions, Significance, Managerial Roles & Skills; Planning and Decision Making: Concept, Planning Process, Components of Plans.			15
II	Organizing: Concept, Guiding Principles, Types of organizational structure: Line, Functional, Line & Staff relationship, Delegation of Authority: Meaning and elements of Delegation, Centralization Vs Decentralization.			15
III	Staffing – Nature and Meaning, Importance, Steps; Directing: Elements, Principles and Importance.			15
IV	Communication: Meaning, Process, Barriers, Corrective Measures; Communication networks, Controlling: Concept, Importance, Process of controlling, Control Techniques.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Koontz & Weirich. <i>Essentials of Management</i>. Tata McGraw Hill. 2. Kaul Vijay Kumar. <i>Business Organization & Management – Text and Cases</i>. Pearson. 3. Robbins. <i>Fundamentals of Management: Essentials Concept and Applications</i>. Pearson Education. 				

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Business Organisation			
Course Code	B23-BBA-103			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts in commerce, trade and industry. 2. Understand modern business practices, forms, procedures and functioning of various business organizations. 3. Understand the recent trends and practices in business world. 4. Understand the Government support and Community efforts. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Organisation: Meaning and nature, Objectives; Evolution; Forms/Types of Business Organisations; Partnership: Characteristics, Registration, Partnership Deed, Rights, Duties and Liabilities, Dissolution of Partnership.			15
II	Joint Stock Company-Concept, Characteristics, Types; Formation of Company; Multinational Companies; Conceptual Framework of Corporate Governance; One person Company.			15
III	Co-operative and State Ownership: Forms/Types; Non- Profit Organizations; Trade Associations; Emergence of Indian MNCs & transnational corporations-Recent trends business world. Globalization & challenges for Indian Business in new millennium.			15
IV	Setting up a New Enterprise Decisions in setting up an Enterprise – opportunity and idea generation, Role of creativity and innovation, Feasibility study and Business Plan, Business size and location decisions, various factors to be considered for starting a new unit, Relevant Government Policies - SEZ (Special Economic Zone) policy etc.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. C.R. Basu: <i>Business Organization and Management</i>; McGraw Hill. 2. P.C. Tulsian & Vishal Pandey: <i>Business Organization and Management</i>; Pearson. 3. C. B. Gupta: <i>Industrial Organization and Management</i>; Sultan Chand & Sons. 				

Part A – Introduction

Subject	Business Administration			
Semester	I			
Name of the Course	Business Mathematics-I			
Course Code	B23-BBA-104			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand set theory, logical statements and truth table. 2. Learn the concept and applications of permutations and combinations. 3. Understand the concepts related to functions, limit and continuity. 4. Understand the matrix algebra and its application to business problems.			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set *nine* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *four* short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. **Part ‘B’** shall comprise *eight* questions (*two* questions from each unit) carrying 7 marks each and the student will be required to attempt *four* questions selecting *one* question from each unit.

Unit	Topics	Contact Hours
I	Set Theory: Representation of sets, equivalent sets, power set, complement of a set. Venn Diagrams: Union and Intersection of sets, De-Morgan’s laws.	8
II	Quadratic Equations with real roots: Relations between roots and coefficient of the quadratic equations, Methods of solving a quadratic equation.	8
III	Binomial Theorem (positive index). Functions, Limits and Continuity.	7
IV	Matrix System: Matrices, Basic operations on matrices (Addition, Multiplication, Transpose), Determinant of a square matrix, Inverse of a square matrix, Cramer’s rule.	7

Suggested Evaluation Methods

Internal Assessment: > Theory • Class Participation: 4 • Seminar/presentation/assignment/quiz/class test etc.: 4 • Mid-Term Exam: 7	End Term Examination: 35
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Dr. Sancheti & Kapoor: *Business Mathematics and Statistics*; Sultan Chand.
2. R.S. Bhardwaj: *Mathematics for Economics & Business*; Excel Books, India.
3. M. Raghavachari: *Mathematics for Management: An Introduction*; Tata McGraw Hills.
4. Eugene Don, Joel Lerner: *Schaum's Outline of Basic Business Mathematics (Schaum's Outlines)*; McGraw-Hill Education.

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Business Statistics			
Course Code	B23-BBA-201			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the meaning of the statistics and data in everyday. 2. Understand distinctive features and characteristics of data. 3. Analyses the departure from statistical normality of data for better business decision making. 4. Understand the significance of sampling in the statistical data collection and applications in business decision making. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Statistics: Introduction, Scope, Functions, Importance, Limitations; Distrust of Statistics; Collection of Primary and Secondary data; Types of Statistical Methods; Data Analysis and Interpretation; Graph: Characteristics, Types, Merits and Demerits.			15
II	Measures of Central Tendency: Meaning, Types; Arithmetic Mean; Geometric Mean; Harmonic Mean; Quadratic Mean; Moving Average; Progressive Average; Relation between Mean, Median and mode.			15
III	Measures of Dispersion and Skewness: Absolute and Relative measures of Dispersion range, Quartile deviation, Mean and Standard Deviation; Difference between Skewness and Dispersion, Empirical relation among various measures of Dispersion, Moments and Kurtosis.			15
IV	Sampling: Introduction, Census versus Sample, Errors in Sampling, Types of sampling, Judging reliability of sample; Index numbers: Introduction, Types of Index Numbers, Methods of constructing Index numbers, uses of Index numbers; Time Series analysis: Components and Seasonality analysis.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: i. J. K. Sharma. Fundamentals Business Statistics. Pearson Publication ii. Levine & Rubin. Statistics for Management. Pearson Publication.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Managerial Economics			
Course Code	B23-BBA-202			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the nature and scope of managerial economics. 2. Understand theory of demand, law of demand and cardinal utility analysis. 3. Understand theory of production, costs, and revenue function. 4. Understand theory of firm and market organization.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Managerial Economics: Meaning, Nature and Scope. Objectives of the firm, Equilibrium, Utility, Opportunity cost, Marginal and Incremental Principles.			15
II	Theory of Demand: Nature of demand for a product, individual demand, market demand, determinants of demand, Law of demand, Elasticity of demand and its determinants; Theory of Consumer Behavior: Cardinal utility analysis, Indifference curve analysis, applications of Indifference curves.			15
III	Theory of Production and Costs: The concept of Production function, production with one and two variable inputs, theory of Cost in short run and long run, Revenue function.			15
IV	Theory of firm and market organization: Pricing under Perfect Competition, Pricing under Monopoly, Price Discrimination, Pricing under Monopolistic Competition, Selling cost, Pricing under Oligopoly.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Koutsoyiannis, A.: <i>Modern Microeconomics</i> ; Palgrave Macmillan. 2. Varshney, R. L. and Maheshwari, K. L.: <i>Managerial Economics</i> ; Sultan Chand & Sons. 3. Mote, V., Paul, S., and Gupta, G.: <i>Managerial Economics</i> ; McGraw Hill Education.				

Part A – Introduction

Subject	Business Administration			
Semester	II			
Name of the Course	Organisational Behaviour			
Course Code	B23-BBA-203			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the Nature, Evolution of Organisational Behaviour. 2. Understand the process of group formation and role of Groups at workplace. 3. Discover and Understand the concept of Motivation and Leadership theories 4. Comprehend the latest changes happening in the field of Organisational Behaviour. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Organizational Behaviour: Definition, Fundamental concepts of OB, Historical Background.			15
II	Motivation: Definition, Importance, Motives, Characteristics, Content Theories of Motivation Morale - Definition and relationship with productivity - Morale Indicators.			15
III	Theories of Leadership -Trait Theory, Behavioural theories, Contingency Theories, Transactional Theories and Transformational Leadership Theory.			15
IV	Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation – Types of Groups. Importance of Team building at workplace.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Robbins, S. P. and Sanghi. <i>Organizational Behaviour</i> . Pearson Education. 2. Robbins, S. P. and Judge T. A. Vohra; <i>Organisational Behaviour</i> . Pearson Education.				

Part A – Introduction

Subject	Business Administration			
Semester	II			
Name of the Course	Business Mathematics-II			
Course Code	B23-BBA-204			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the application of Average, Ratio and Proportion, Percentage, Profit and Loss, Commission, Discount, Broke in business organisation. 2. Understand simple interest and compound interest and annuities. 3. Understand indices & logarithms. 4. Understand applications of linear programming in solving business problems. 			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Average, Ratio and Proportion, Percentage, Profit and Loss, Commission, Discount, Broke.			8
II	Simple interest and compound interest. Annuities: Types of annuities, Present value and amount of an annuity (including the case of continuous compounding), Valuation of simple loans and debentures, Problems related to sinking funds.			8
III	Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers.			7
IV	Linear Programming: Formulation of linear programming problems (LPP) and their solution by graphical and simplex methods. Applications of linear programming in solving business problems.			7
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 4 • Seminar/presentation/assignment/quiz/class test etc.: 4 • Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. E. Don and J. Lerner (2009). Schaum's outline of Basic Business Mathematics (2nd Edition). McGraw Hill. 2. L.N.Paul (2002). Linear Programming: an introductory analysis. Tata Mcgraw Hill. New.				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Managerial Accounting			
Course Code	B23-BBA-301			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals of management/managerial accounting and effective decision making through management accounting. 2. Understand the application of marginal costing and break-even analysis for decision making in business 3. Learn budgeting process and types of budgets for effective planning. 4. Learn decision making through financial analysis. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Managerial Accounting: Nature, scope, functions and significance. Distinction between management accounting and financial accounting. Decision making through management accounting.			15
II	Marginal Costing: Nature, Significance and Limitations. CVP Analysis and Break-even analysis. Marginal costing as decision making tool. Distinction between Marginal Costing and Standard Costing.			15
III	Budgeting Process; Performance Budgeting, Zero base budgeting, Programme budgeting and Activity based budgeting. Budgetary control: Nature, objectives and significance. Types of Budgets: Operational Budgets, Financial budgets and Master Budget.			15
IV	Responsibility accounting and centres, management control systems, Financial Analysis: Nature and tools; Ratio Analysis: Meaning and Significance. Decisions through financial analysis.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Rajesh Kothari, 'Management Accounting- concepts and applications, MacMillan India Ltd., 2007. 2. S. N. Maheshwari, S. K. Mahaeshwari, 'Accounting for Management, Vikas Publishing House Pvt. Ltd., 2006. 3. M. A. Sahaf, 'Management Accounting- Principles and Practice' Vikas Publishing House 				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Marketing Management			
Course Code	B23-BBA-302			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Describe the fundamental concept related to marketing 2. Describe the different approach of marketing and environment in which marketing system operate. 3. Demonstrate an understanding of the 4P's used by marketers. 4. Design a marketing plan for real world market offering (product/service).			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Marketing Management- Meaning, Nature and Scope. Concepts of Marketing, Marketing Environment, Marketing Mix, STP (segmenting, targeting and positioning) approach to marketing.			15
II	Marketing Information System- Meaning and Components. Marketing Research. Consumer Behaviour-Meaning and Importance of study for Marketers.			15
III	Product —Meaning, levels and product Mix. New Product development, Product Life Cycle, Branding and Packaging decision, Pricing-Meaning, procedure for setting a price, Pricing Strategy Distribution Channels- Levels and Roles. Management of Physical Distribution.			15
IV	Promotion- promotion Mix- A study of advertising, sales promotion, personal selling, direct marketing and public relations. Marketing organization and control, Marketing of Services: An introduction to services, Role of Service Sector in the economy, 7P's of Service Marketing.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Kotler, P. & Keller, K.: <i>Marketing Management</i> , 16th ed.; Pearson Publisher, New Delhi. 2. Ramaswamy, V.S. and Namakumari, S.: <i>Marketing Management: Planning, Control</i> ; MacMillan Press, New Delhi. 3. Saxena, R.: <i>Marketing Management</i> , 6th ed.; Tata Mc. Graw Hill, New Delhi.				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Human Resource Management			
Course Code	B23-BBA-303			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To familiarize students with the concept of Human resource management. 2. To understand the role and competencies required for Human resource Managers in an organization. 3. To help students understand the various aspects of employee life cycle within an organization. 4. To significantly improve the understanding of students about global HR Practices. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Human Resource Management-An Introduction; Human Resource Planning; Recruitment and Selection			15
II	Training and Development: Methods of Training; Job Analysis; Job Evaluation; Career Planning			15
III	Performance Management; Payroll and Compensation Management; Employee Retention; Employee Health and Safety; Mental Health and Wellbeing			15
IV	Recent trends in Human resource Management; Impact of technology on HRM; International HRM practices			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. K. Aswathapa: <i>Human Resource Management: Text and Cases</i> ; Tata McGraw Hill, New Delhi. 2. P. Jyothi: <i>Human Resource Management</i> ; Oxford University Press. 3. V.S.P. Rao: <i>Human Resource Management</i> ; Himalaya Publication House. 4. Seema Sanghi: <i>Human Resource Management</i> ; Macmillan India Publication.				

Part A - Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Production Management			
Course Code	B23-BBA-304			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the nature and importance of production management. 2. Understand the production planning and control practice in organizations. 3. Understand inventory management techniques. 4. Gain an in-depth knowledge of ISO certification. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Production Management: Meaning, nature objectives and functions of Production Management, scope of Production Management; Historical background of Production Management; Types of Production System: intermittent and continuous; Emerging trends in Production Management.			15
II	Productivity; Plant location and its factor affecting plant location; Plant layout, types of plant layout: process, product and fixed layout.			15
III	Product design, steps in product design; Process planning and selection; Make or buy decisions; Purchase Management, purchasing cycle; Maintenance Management.			15
IV	Production Planning and Control; Inventory Management and control, inventory control techniques: ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis; Quality control in production.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. K. Aswathappa and K. Shridhara Bhat: <i>Production and Operations Management</i> ; Himalaya Publishing House. 2. S. N. Chary: <i>Production and Operations Management</i> ; Tata McGraw Hill. 3. Richard B. Chase, Jacobs, Aquilano, and Aggarwal: <i>Operations Management</i> ; The McGraw Hill.				

Part A - Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Disaster Management			
Course Code	B23-BBA-305			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Comprehend the basic conceptual understanding of disasters. 2. Understand approaches of Disaster Management. 3. Differentiate between natural and Man Made disasters. 4. Build skills to respond to disaster.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set *nine* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *four* short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise *eight* questions (*two* questions from each unit) carrying 14 marks each and the student will be required to attempt *four* questions selecting *one* question from each unit.

Unit	Topics	Contact Hours
I	Disaster: Meaning and Nature, Concept of Hazard, Risk and Vulnerability, Types of Disaster: Natural Disaster, Flood, Cyclone, Earthquakes, And Landslides etc.	15
II	Man-made Disaster: Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures (Building and Bridge), War & Terrorism etc.	15
III	Disaster Management; (Concept & significance), Planning, Coordination, leadership and control, Pre-Disaster Preparation, Handling Disaster, Post-disaster – Damage and Needs Assessment.	15
IV	Institutional Framework of Disaster Management in India, Stakeholders in Disaster Management, National Management, Disaster Management Policy of India.	15

Suggested Evaluation Methods

Internal Assessment:

> Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Anu Kapur & others: *Disasters in India: Studies of Grim Reality*; 2005; Rawat Publishers, Jaipur; 283 pages.
2. Disaster Management Act 2005, Publisher: Govt. of India.
3. National Disaster Management Policy; 2009; Govt. of India.
4. Dr. Mrinalini Pandey: *Disaster Management*; Wiley India Pvt. Ltd.
5. Tushar Bhattacharya: *Disaster Science and Management*, 1st Edition; McGraw-Hill Education (India) Private Limited.

Part A - Introduction

Subject	Business Administration			
Semester	IV			
Name of the Course	Capital Markets			
Course Code	B23-BBA-401			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand regulatory framework of capital markets. 2. Understand the role of primary and secondary capital markets. 3. Understand depository system across the global capital markets 4. Understand the role of development banks and financial institution.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set *nine* questions in all and the question paper shall be divided into two parts. **Part 'A'** shall comprise *four* short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. **Part 'B'** shall comprise *eight* questions (*two* questions from each unit) carrying 14 marks each and the student will be required to attempt *four* questions selecting *one* question from each unit.

Unit	Topics	Contact Hours
I	Capital Markets - meaning, nature, role and features; recent reforms in the capital markets across the world; regulatory framework of Indian capital market; capital market instruments; innovation in financial instruments.	15
II	Primary capital market - scenario in India, primary capital market intermediaries, primary market activities, methods of raising resources from primary market; secondary capital market - scenario in India, reforms in secondary market; organization and management, trading and settlement, listing of securities; stock market index; Role of SEBI to increase liquidity in the stock market.	15
III	Depository system - meaning, need and benefits of depository system in India; depository process, functioning of NSDL and SHCIL; importance of debt market in capital market; participants in the debt market, types of instrument treated in the debt market, primary and secondary segments of debt market.	15
IV	Role and policy measures relating to development banks and financial institution in India, products and services offered by IFCI, IDBI, IIBI, SIDBI, IDFC, EXIM Bank, NABARD and ICICI Meaning and benefits of mutual funds, types of mutual funds, SEBI guidelines relating to mutual funds.	15

Suggested Evaluation Methods

Internal Assessment:

> Theory

- Class Participation: **5**
- Seminar/presentation/assignment/quiz/class test etc.: **10**
- Mid-Term Exam: **15**

End Term Examination: **70**

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Pathak, Bharati V. The Indian Financial System. Pearson Education
2. Khan, M. Y. Indian Financial System. Tata McGraw Hill
3. Bhole, L M. Financial Institutions and Markets. Tata McGraw Hill.

Part A – Introduction

Subject	Business Administration			
Semester	IV			
Name of the Course	Business Research Methods			
Course Code	B23-BBA-402			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the components, concept, constructs, and variables. 2. Understand the research design and measurement scales. 3. Understand the sample design. 4. Understand the basic techniques and tools of business research.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Research – Meaning, Types, Managerial value of Business Research; Theory and Research – Components, Concept, Constructs, variables, Proposition and Hypothesis, Deductive and Inductive theory; Nature, Process and Importance of Problem Definition; Purpose and types of Research Proposal, Ingredients of Research Proposal.			15
II	Research Design – Meaning, Classification and Elements of Research Design; Methods and categories of Exploratory Research; basic issues in Experimental Design, classification of Experimental Design; Concept and their measurement, Measurement Scales.			15
III	Sample Design and Sampling Procedure, Determination of Sample Size; Research Methods of collecting Primary data; and Issues in construction of Questionnaire.			15
IV	Statistical techniques of Data Analysis; Nature and Types of Descriptive Analysis, Univariate and Bivariate tests of Statistical Significance; Meaning and Types of Research Report, Ingredients of Research Report.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Cooper, D., Schindler, P., and Sharma, J. K. Business Research Methods. McGraw Hill Education. 2. Bajpai, N. Business Research Methods. Pearson Education. 3. Zikmund, William G., Babin, Barry J., Carr, Jon C., and Griffin, M. Business Research Methods. Cengage India Private Limited.				

Part A - Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Business Environment			
Course Code	B23-BBA-403			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand business environment and the factors influencing it. 2. Comprehend the various micro and macro environmental forces. 3. Understand the current business ecosystem. 4. Make themselves future ready concerning availing opportunities and overcoming threats present in business ecosystem.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business environment: Concept, Nature and Significance; Economic, Social, Political forces affecting business operations & growth. Digital disruptions and transformations of businesses: Micro risk analysis.			15
II	Types of Business Environment, Environmental Scanning, Risk in Business Environment: Country risk and Political risk; SWOT Analysis and Political Risk Management; Economic systems: Capitalism, Socialism & Mixed economy.			15
III	Economic Planning in India: Objectives, Strategy and Problems; Impact of Economic Planning in India; Economic roles of Government: Regulatory role, Promotional role, Entrepreneurial role, Planning role, Economic role in Indian context; The Constitutional Environment and State intervention in business.			15
IV	Social Responsibility of business: Concept, Rationale, Dimensions and its disclosure by Indian business; Professionalisation and business ethics. Competitive Environment of business with reference to Competition Commission of India (CCI) and Competition Act.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Daniel, J. D. and Radebangh, L. H.: <i>International Business</i> ; Addison Wesley Publishing Company. 2. Sundram, K. P. M., Datt, G., and Mahajan, A.: <i>Indian Economy</i> ; S Chand. 3. Aswathapa, K.: <i>Business Environment</i> ; Excel Books.				

Part A – Introduction				
Subject	Business Administration			
Semester	V			
Name of the Course	Corporate Finance			
Course Code	B23-BBA-501			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand scope and objectives of financial management. 2. Gain insight about investment decision criteria. 3. Understand financing decision and capital structure. 4. Understand dividend models and working capital management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Financial Management: Meaning, nature, scope, functions and objectives financial management. Sources of long-term and short-term finance.			15
II	Cost of Capital: Concept, computation of different types of cost of capital. Investment decision: Discounted and non-discounted methods of capital budgeting.			15
III	Financing decision: operational and financial leverage; Capital structure theories: NI, NOI, traditional approach and MM approach; EPS-EBIT.			15
IV	Dividend decision: Dividend policy and dividend models. Working Capital Management: Nature, significance and methods applied in cash management, inventory management and receivables management.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
<ol style="list-style-type: none"> 1. Pandey, I. M. : Financial Management , Vikas Publication,2003. 2. Khan, M. Y. : Financial Management, Tata Mc Graw Hill, 2003. 3. Chandra Prasanna : Financial Management, Vikas Publication , 2003 4. James C.Van Horne: Financial Management and Policy, Prentice Hall of India, New Delhi. 5. John Hampton: Financial Decision–Making, Englewood Cliffs, New Jersey, Prentice Hall Inc. 				

Part A – Introduction				
Subject	Business Administration			
Semester	V			
Name of the Course	International Business			
Course Code	B23-BBA-502			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals of International Business in India and recent trends in export and import in India 2. Gain an in-depth knowledge of Environmental impact of various factors in international business 3. Understand the modes of entry in international business and to gain an insight on the concept of International Trading blocs i.e. WTO and BRICS 4. Get an account of the concepts of foreign investment including FDI, FII, ODI and OIL. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	International Business: Concept, Nature, Importance and Growth of International Business in India. Recent trends in Indian export and import from/to top countries/ world as a whole.			15
II	Environmental impact of factors in International business: Cultural environment and cultural shock and management, political environment- forms of political risk and management, legal environment and economic environment, Rationale for Government Intervention-why and how			15
III	Nature, Merits and Demerits of different modes/ways of entry in International business. Objectives, Merits and Limitations of BRICS and New Development Bank. Role of WTO in promoting world trade/international business.			15
IV	Foreign investment: Nature, Status and approval process. Trends in Foreign Direct Investment and Foreign Institutional Investment to India. Overseas Direct Investment and Overseas Institutional Investment from India to the world			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. K Aswathappa. International Business. Mc Graw Hill. 2. Hill, Charles W. L. International Business. Mc Graw Hill. 3. Black and Sundaram: International Business Environment, Prentice Hall of India, New Delhi. 				
Part A – Introduction				

Subject	Business Administration			
Semester	V			
Name of the Course	Business Laws			
Course Code	B23-BBA-503			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the basics of contract. 2. Understand the contract of indemnity and contract of guarantee. 3. Gain an insight towards law of sale of goods. 4. Gain an in-depth knowledge of negotiable instruments. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	The Indian Contract Act, 1872: Definition, essential elements and types of valid contract; Offer and Acceptance; Consideration; Capacity of Parties; Free Consent; Legality of object and consideration; void agreements; Contingent contracts; performance of contracts; Discharge of contract; Remedies for breach of contract.			15
II	Contracts of Indemnity: Definition, rights and liability. Contracts of Guarantee: Definition, Consideration, Contract of Indemnity vs Contract of Guarantee. Bailment and Pledge. Agency: Definitions of Agent and Principal; Rules and Test of Agency, Kinds of Agents, Creation of Agency, Duties and Rights of agent and principal, Termination of Agency, Power of Attorney.			15
III	Law of Sale of Goods: Contract of Sale of Goods; Conditions and Warranties; Transfer of Property; Performance of Contract of Sale; Rights of Unpaid seller. Law of Partnership: Definition, nature, formation, dissolution of Partnership.			15
IV	Negotiable Instruments: Definition, features, types, Parties, Dishonour and Discharge of Negotiable Instruments. Crossing and Bouncing of Cheques.			15
Suggested Evaluation Methods				
Internal Assessment: <ul style="list-style-type: none"> ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
<ol style="list-style-type: none"> 1. Kuchhal, MC, Kuchhal, Vivek. Business Law. Vikas Publishing House. 2. Datey, V. S., Business and Corporate Laws, Taxmann Allied Services (P) Ltd., New Delhi. 3. Kapoor, N. D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 2004. 4. Tulsian P. C., Business Law, Tata McGraw Hill, 2nd Edition, New Delhi, 2000. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	Income Tax			
Course Code	B23-BBA-601			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A6			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand basic concepts of income tax. 2. Compute income from different heads. 3. Gain insight about computation total income and new tax regime. 4. Understand modes of tax payments. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Basic concepts of income tax, residential status ad tax incidence; non-taxable income; Overview of taxable Income under different heads of Income. Taxable Income under head of salary.			15
II	Taxable income under head of income from house property, profits and gains of business and profession; income from capital gains and income from other sources.			15
III	Set off and carry forward of losses, Deductions from gross total income. Computation of Total Income: Gross Total Income, Deductions under Chapter VIA, Tax slabs for Individuals, New tax regime effective from Assessment Year 2021-22, Choice of assessee to switch over to new regime, Numerical sums on total computation under old and new tax regime.			15
IV	Modes of Tax payment: Advance Tax, Tax Deducted at Source, Self-Assessment Tax, Tax on Regular Assessment, Viewing Form 26AS on income tax website. Income Tax Returns: Various Income Tax Return Forms and their applicability, Due dates for filing Income Tax Returns, E-filing of Income Tax Returns, E-assessment of Income Tax Returns, Faceless assessment.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Ahuja, Girish & Gupta, Ravi. Practical Approach to Income Tax. Commercial Law Publishers 2. Malhotra H.C., Income Law and Practice, Sahitya Bhawan Publication 3. Singhania V.K, Student Guide to Income Tax, Taxmann’s Publication 4. Lal B.B., Income Tax Law and Practice 				

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	Entrepreneurship Development			
Course Code	B23-BBA-602			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B6			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the entrepreneurial ecosystem, types of entrepreneurs and problems associated with entrepreneurship development 2. Understand the important aspect related to new venture development 3. Understand the role of government agencies in promotion of entrepreneurship development 4. Understand the role, problems and schemes related to MSMEs in India 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Entrepreneurship: Meaning and significance of entrepreneurship; relationship between entrepreneurship development and economic development; types of entrepreneurs; entrepreneurial competencies; entrepreneurial ecosystem; factors influencing the entrepreneurial development; problems associated with entrepreneurship in India.			15
II	New Venture Development: Methods, procedures and problems; feasibility study: preparation of feasibility reports, selection of factory location, market potential, and demand Analysis.			15
III	Role of government, promotional agencies and institutions in entrepreneurship development; incentives and various financial schemes available for entrepreneurs.			15
IV	MSME: Definition, role, and problems; govt. schemes for MSME; Industrial Sickness: Causes, consequences and remedial measures; Role of women SHG's in Micro Enterprises; SIDBI.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Desai, Vasant: Dynamics of Entrepreneurship Development; Himalaya Publications. 2. Drucker, Peter: Innovation & Entrepreneurship; Heinemall, London. 3. Dollinger, Marc J.: Entrepreneurship: Strategies & Resources, Pearson. 4. McClelland, D. C. & Winter, W. G.: Motivating economic achievement, Free Press, New York. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	E-Commerce			
Course Code	B23-BBA-604			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M6			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand different concepts related to e-commerce like EPS, EPT etc. 2. Understand the relation of e-commerce and banking 3. Understand the E-Commerce Scenario in Indian Corporates 4. Understand the E-Commerce Scenario in Indian Corporates 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
<p>The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.</p>				
Unit	Topics			Contact Hours
I	E-Commerce: Definition, forces fueling e-commerce, industry framework, types. Internet Service Providers: Internet access providers, Internet Vs. Online Services. WWW: Concepts, Technology, Applications. Electronic Payment Systems: Electronic Payment Technology, Digital Cash, Electronic Check, Credit Card.			15
II	E-commerce and Banking: Changing dynamics in the Banking Industry, Home banking Implementation approaches, Open Vs. Closed model, Management issues in online Banking. Electronic Commerce and Retailing: Changing retail Industry dynamics, Online retailing, Management challenges.			15
III	Electronic Commerce and online publishing: advertising and online publishing, Digital copyrights and Electronic publishing. Intranets and Supply Chain Management: Supply Chain Management, Intranets and Corporate Finance: Financial Systems, Financial Intranets, Software modules in Financial Information System, Transaction Accounting Payment Management, The Corporate Digital Library, Intelligent Agents			15
IV	E-Commerce Scenario in Indian Corporates: Usage, Infrastructural and Other Problems, Growth Prospects, Customers Attitude, Legal Aspects Pertaining to E-Commerce in India, Ethical aspects of E-commerce.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Cady, D.H. & Megregor, P. (1996). <i>Mastering The Internet</i> (2nd ed.). BPB Publication. 2. Janson, R. (2000). <i>Starting E-Commerce Business</i>. IDG Books. 3. Oberi, S. (2001). <i>Security and You</i>. Tata McGraw-Hill. 4. Peter, K. & McDonald, M. (2000). <i>The E-Process Edge</i>. Tata McGraw-Hill. 				

Subject	Business Administration			
Semester	VII			
Name of the Course	Management Process and Organizational Behaviour			
Course Code	B23-BBA-701			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand evolution and basic concepts of management. 2. Understand the behavioral dynamics in an organizational setting. 3. Understand individual behaviour like personality, emotions, perception and learning and apply this knowledge in people management at workplace. 4. Apply the understanding of group dynamics and its importance in organisational development.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Management: Meaning, Nature, Significance; Evolution of Management Thought; Managerial Processes, Principles, Functions, Roles of Manager; Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence in Contemporary business environment.			15
II	Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures).			15
III	Organisational Behaviour: Concept, nature, conceptual foundations, History of Organisational Behaviour, disciplines that contribute to the field of OB, Contemporary challenges & opportunities for OB.			15
IV	Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power & Politics at work, Organizational Culture; Learning Organizations and Organizational Learning.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Robbins, S.P. Management Concepts, Pearson Education India, New Delhi. 2. Koontz, Weilhrich, Management: A Global and Entrepreneurial Perspective, McGraw Hill. 3. Jones and George, Contemporary Mangement , McGraw Hill.				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Financial Statements and Analysis			
Course Code	B23-BBA-702			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand principles and techniques of accounting. 2. Understand the steps involved in preparation and analysis of financial statements. 3. Understand the concept of marginal costing budgets. 4. Know the responsibility accounting and HR accounting.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Accounting: meaning, branches, principles, concepts and conventions, accounting process; Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting Standards.			15
II	Financial statements: elements, preparation of financial statements; Financial Reporting: reporting practices, IFRS; Financial statement analysis: meaning, significance, and the analytical tools: Ratio analysis, Du Pont analysis, Cash flow analysis.			15
III	Marginal costing: Cost Volume Profit and Break-even analysis, contribution margin, profit volume graph; Budgeting: conceptual framework, types of budget: Master budget, fixed and flexible budgets, Zero-base budgeting, and Performance budgeting.			15
IV	Responsibility accounting and segmental analysis: meaning, types; Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting and the Life Cycle Costing.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Anthony, R. N., Hawkins, D.F., & Merchant, K. A. (2006). Accounting: Text and Cases. McGraw Hill. 2. Albrecht, W.S., Stice, J.D., Stice, E.K., & Swain, M.R. (2010). Accounting: Concepts and applications. Cengage Learning. 3. Needles, B.E., & Powers, M. (2010). Principles of Financial Accounting. South Western Publication. 4. Garrison, R.H., & Noreen, E.W. (2007). Managerial accounting. McGraw Hill.				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Statistics for Business Decisions			
Course Code	B23-BBA-703			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H3			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the measures of central tendency and dispersion. 2. Understand the significance of sampling in the statistical data collection and applications in business decision-making. 3. Understand the application of correlation and regression analysis in business decision-making. 4. Understand the application of statistical tests for decision-making. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Statistics-Meaning, reasons for learning statistics, types of statistical methods; Sources of data - Primary data sources and secondary data sources; Classification, Tabulation and Presentation of Data. Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Quartiles and Percentiles; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variation.			15
II	Fundamentals of Probability: Definition, concepts, rules, probability tree diagram and Bayes' Theorem. Sampling: Reasons of sample survey, population parameters and sample statistics and sampling methods.			15
III	Correlation Analysis: Concepts, Scatter Diagram, Coefficient of Correlation -Karl Pearson's and Spearman's Rank Correlation; Regression Analysis - Assumptions for regression models, regression lines and regression coefficient; Business Forecasting: Methods of Forecasting, Time Series Analysis, and Components of Time Series.			15
IV	Statistical Inference: Hypothesis testing using parametric and non-parametric tests, analysis of variance and chi-square test. Data analysis using the Microsoft Excel and the SPSS.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. D. N Elhance, Veena Elhance & BM Aggarwal. Fundamentals of Statistics. Kitab Mahal. 2. T.N Srivastava and Shailaja Rego. Statistics for Management. McGraw Hill. 3. J. K. Sharma. Fundamentals Business Statistics. Pearson Publication 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Business Communication for Managers			
Course Code	B23-BBA-704			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Enhance their communication and presentation skills. 2. Get insights into body language and mannerisms 3. Improve their writing skills and Write effective professional documents 4. Present and share your ideas with confidence in a professional setting. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Communication: Understanding communication process, communication channels, communication barriers, The importance of effective communication at workplaces, and communication networks in organizations.			15
II	Non-Verbal Communication - Personal Appearance, Gestures, Postures, Facial Expression Eye Contacts ,Tips for Improving Non-Verbal Communication			15
III	Written Business Communication: Writing Reports, Proposals, Emails, press notes, Summaries, Presentation feedback, and Writing Resumes. Writing job application letters,			15
IV	Presentation skills, Difference between Group Discussion, Panel Discussion, and Debate, Group Discussion, Interview Skills,			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. G.S. Chauhan, & Sharma, S. (2015). Soft Skills: An Integrated Approach to Maximize Personality. Wiley India. 2. Mitra, B.K. (2023). Personality Development and Soft Skills. Oxford Press. 3. Kalia, S., & Agrawal, S. (2015). Business Communication. Wiley India. 4. Rao, M.S. (2013). Soft Skills- Enhancing Employability. I. K. International.				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Business Eco-System and Environment			
Course Code	B23-BBA-705			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To understand various environmental factors influencing business. 2. Understand comprehend business ecosystem. 3. To understand current dynamics and future outlook of Indian business environment. 4. To understand how domestic and global policies are shaping up environment for business. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business environment- Nature, Scope and Components. Global and Indian macro environmental forces influencing Indian business environment at this juncture. Entrepreneurship and start-up drive in India-Issues and challenges. Creation of Innovation culture for businesses in India. A brief overview of business regulations and facilitation in India.			15
II	Current business fundamentals in India. Indian GDP- constituents and its growth rate at various stages with special emphasis on recent trends. Indian trade-direction and balance of trade since independence with special emphasis on recent trends. FDI inflows in India - prominent sectors and recent trends. Inflation- trends and impact on Indian business in recent times.			15
III	Indian policy framework and Indian businesses. Recent initiatives in industrialization like Make in India and Atamanirbhar Bharat. Policy framework for PSUs and SSIs in India. Fiscal and monetary policies.			15
IV	Global scenario and Indian business. Impact of recent global happenings such as wars, global economic scenario etc. on Indian business. Impact of other international organizations like WTO, IMF, IFC, UNIDO and World Bank on Indian businesses. Regional economic groupings like BRICS, SAARC, EU and their influence on Indian business.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Datt, G. & Nag, B. (2024). Datt & Sundharam’s Indian Economy. S.Chand. 2. Puri, V.K., Misra, S.K., & Garg, B. (2023). Indian Economy. Himalaya Publication. 3. Economic Survey, The Government of India Publication.				

Subject	Business Administration			
Semester	VII			
Name of the Course	Seminar			
Course Code	B23-BBA-706			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	PC-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the functioning of a particular industry, business etc. 2. Understand recent trends of a particular industry etc. 3. Understand relationship between government policies, economic growth etc. 4. Understand how can present a project, assignment etc. impressively to its clients, customer, policy makers etc. 			
Credits	Theory	Tutorial	Practical	Total
	4	0	0	4
Contact Hours/Week	4	0	0	4
Max. Marks: 100 Practical/Viva-Voce Marks/: 100 End Term Exam Marks: 0			Time: 3 Hours	
Part B- Contents of the Course				
<u>Evaluation of Seminar</u>				
Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.				
Unit	Topics			Contact Hours
I	The concerned college/institute/department will assign a relevant topic related to a company/industry/business organization/firm/banks/credit rating agency/NBFC/financial etc. to every student. The concerned college/institute/department will allot a teacher to a group of minimum of twenty students, who will supervise the student to prepare the presentation on assigned topic.			60
II				
III				
IV				
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 0 ● Seminar/presentation/assignment/quiz/class test etc.: 0 ● Mid-Term Exam: 0				End Term Examination: 0
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Economics for Managerial Decisions			
Course Code	B23-BBA-707			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-HM1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 5. Understand the nature of managerial decision making and objectives of a firm. 6. Consumer Equilibrium. 7. Understand the theory of production. 8. Understand market structures. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature and Scope of Managerial Economics. Marginal and Incremental analysis. Understanding demand and demand function: Law of demand, Elasticity of demand and its significance in Managerial decision-making.			15
II	Consumer Equilibrium- Cardinal utility analysis; Law of diminishing marginal utility and equi-marginal utility. Indifference curve approach; Price, income and substitution effects; Essentials of demand estimation and forecasting.			15
III	Theory of Production: Production function, Law of diminishing returns, increasing returns, variable proportions and their applicability. Cost Analysis: Types of cost, short run and long run cost curves, economics and diseconomies of scale.			15
IV	Market structures: Types of market structures and their features, Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly. Pricing strategies and tactics. Inflation— types, measurement and control.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi. 2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay. 3. EF. Brigham And J.L. Pappas, Managerial Economics, Dryden Press, illinois. 4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi. 				

Subject	Business Administration			
Semester	VIII			
Name of the Course	Advanced Human Resource Management			
Course Code	B23-BBA-801			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H4			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	<p>After completing this course, the learner will be able to:</p> <ol style="list-style-type: none"> 1. Understand the evolution, fundamental concepts and functions of HRM 2. Understand the interlinkages among the pivotal functions concerning procurement of human resources. 3. Get the knowledge of different aspects concerning work motivation, training and development, performance management and compensation management in an organization. 4. Gain knowledge of emerging HR issues concerning employee engagement, unions and their role in management of industrial relations and grievance management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM, HR Philosophy, HR Models HR Policies; HR Challenges in a changing business environment , HRIS.			15
II	Job Design & Job Analysis; Recruitment, Selection and Retention of human resources; Placement, Induction and Socialization; Learning, Training and Development.			15
III	Appraising and Managing Performance, Potential Appraisal; Career Planning and Development; Succession Planning; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices.			15
IV	Industrial Relations and Trade Unions; Industrial Dispute & Its Settlement, Grievance Management; Occupational Safety and Health and HR Ethics. Recent Trends in HRM: Employee Engagement; Social Media & HR; HR Analytics; Talent Management; Digital Transformations in HR; Artificial Intelligence & Machine Learning in HR.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
<ol style="list-style-type: none"> 1. Dessler, G., & Varakkey, B. (2023). Human Resource Management. Pearson Education. 2. Aswathapa, K., & Dash, S. (2023). Human Resource Management: Text and Cases. McGraw Hill. 3. Sanghi, S. (2017). Human Resource Management. Vikas Publishing House. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Advanced Marketing Management			
Course Code	B23-BBA-803			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H6			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the dynamics of a prominent functional area of marketing management. 2. Understand the significance of market research, insight of consumer behavior. 3. Understand how the companies get an edge over their competitors through its marketing practices. 4. Get insights on promotion, distribution and the emerging trends. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Marketing: Evolution and Importance. Modern concept of marketing. Holistic Marketing, Ethics in marketing. Role of Information Technology in marketing, Marketing Environment.			15
II	Marketing Mix and STP (Segmentation, Targeting and Positioning), Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour.			15
III	Product and Brand decisions: concept, classification, product-line decisions, new product development process, product life cycle, brand names, packaging and labelling. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing			15
IV	Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channel selection. Recent developments in marketing.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Kotler, P., & Keller, K. L. (2016). Marketing management. Pearson Education. 2. Ramaswamy, V. S., & Namakumari, S. (2018). Marketing management. Sage Publications. 3. Walker, B. J., Etzel, M. J., & Stanton, W. J. (2004). Marketing: Concepts and cases, Tata McGraw-Hill Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Research Methods for Business			
Course Code	B23-BBA-804			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Appreciate the value of research as an empowering tool for business decision-making. 2. Develop an understanding of various major research designs. 3. Design data collection tools. 4. Enable familiarity with advanced analysis techniques with practical application in software like SPSS. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Research Methodology: Research- Meaning, Nature, and Types of research: Research Process. Research Applications in Business Decision, Formulation of the Research Problem and Development of the Research Hypothesis, Hypothesis testing Procedure.			15
II	Research Design- Meaning and Process of formulating a Research Design. Types of Research Design- Exploratory, Descriptive, Experimental, Diagnostic and Correlational research. Applications of these Research Design in business. Specifying data and Acquisition Methods. Data types and data sources- Primary and Secondary data and their types. Comparison between various data. Actualization Method.			15
III	Measurement and Scaling Fundamentals and types. Commonly used scales in business research. Reliability and validity of scales. Questionnaire designing using scaling. Sampling Design- Sampling techniques, Sample Size determinations, Sampling Errors and Control.			15
IV	Data Editing, Coding and Tabulation; SPSS: Meaning, Frequency Distribution and Cross-Tabulation using SPSS, Advance Techniques of Data Analysis through SPSS: Factor analysis, Cluster Analysis, Conjoint Analysis; Report Writing and Presentation of Results.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Malhotra, N. K., & Dash, S. (2019). Marketing research: An applied orientation. Pearson. 2. Chawla, D., & Sondhi, N. (2015). Research methodology: Concepts and cases. Vikas Publishing House. 3. Cooper, D., & Schindler, P. (2010). Business research methods. McGraw Hill Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Production and Operations Management			
Course Code	B23-BBA-805			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the production systems, facility location and facility location. 2. Understand capacity planning, product planning and process planning etc. 3. Understand the maintenance management and work study. 4. Understand the inventory control techniques.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature and Scope of Production and Operations Management; Types of production systems: Product, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout - Objectives, Advantages, Basic Types of Layouts.			15
II	Material Handling: Principles and Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning. Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling.			15
III	Maintenance Management; Work Study: Method Study and Work Measurement. Material Management: An Overview of Material Management.			15
IV	Inventory Management - objectives, factors, process and inventory control techniques. Just-in Time (JIT); Purchase Management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Chary, S.N: Production and Operations Management, New Delhi, Tata McGraw Hill, 2nd Edition. 2. Ashwathapa: Production and Operations Management, Himalaya Publishing House. 3. R. Panneerselvam: Production and Operations Management, 3rd Edition, PHI				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Financial Management			
Course Code	B23-BBA-806			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	PC-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Familiarize with the principles and techniques of corporate finance. 2. Develop and sharpen analytical abilities for financial decision making using cost of capital and capital structure concepts. 3. Extrapolate how companies make financial decisions by applying financial modelling techniques. 4. Understand management of working capital and estimate the same for an organization.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature, Scope and objectives of Corporate Finance, Time value of money, Investment decisions: Importance, Difficulties in determining cash flows, Methods of capital budgeting and Risk analysis.			15
II	Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital. Capital Structure decisions; Theories of capital structure, Factors determining capital structure.			15
III	Internal Financing and Dividend Policy, Sources of Finance: Short term and Long term. Financial Modelling: Essentials and financial modelling framework.			15
IV	Management of working capital – Cash management, models of cash management, Receivables Management and Inventory Management. Financing of working capital.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Pandey, IM. : Financial Management, Vikas Publication House, 2000. 2. Khan, M.Y. and Jam, P.K.: Financial Management, McGraw Hill, 2001. 3. Chandra, Financial Management 9th edn. McGraw Hill Education. 4. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Optimization Models for Business Decisions			
Course Code	B23-BBA-807			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-HM2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: i. Understand linear programming problems and its solutions. ii. Understand the application of transportation, assignment and queuing models in business world. iii. Understand the techniques of Project Management. iv. Understand decision making under certainty, uncertainty and risk.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Operations Research: History, meaning, features, models, scope and applications in business organisations. Linear programming: Meaning, structure, scope and application areas. Linear programming: Formulation of industrial and business problem as linear programming problems and solution by graphical and simplex methods. Duality and sensitivity analysis in linear programming problems.			15
II	Transportation problem: Initial feasible solution by North-West Corner, Least Cost Method and Vogel’s Approximation Method, and test for optimality by Modified-Distribution Method and Stepping-Stone Method. Solution of assignment problems by Hungarian method. Waiting line models: Introduction to theory of queues, standard terminologies, pure birth-and-death model, M/M/1 and M/M/c models.			15
III	Project Management: Using a network to visually display a project, scheduling a project with PERT/CPM and considering time-cost trade-offs. Deterministic and probabilistic inventory control models. Markov processes: Introduction to stochastic process, terminologies, Markov process, transition probabilities.			15
IV	Decision theory: Decision making under uncertainty and risk, posterior probabilities and Bayesian analysis, and decision trees. Theory of games: Games with pure strategies and mixed strategies. Rule of dominance and solution of games without saddle point. Simulation: Meaning, process, types, advantages, limitations and applications.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley. 2. Sharma, J. K. (2009). Operations research: Theory and applications. Macmillan Publishers India Ltd. 3. Vohra, N. D. (2017). Quantitative techniques in management. Tata McGraw-Hill Education.				

POOL OF MULTIDISCIPLINARY COURSES (MDC)

Multidisciplinary courses are based on introductory knowledge in a subject. These courses are offered to students of other discipline than discipline of business administration/management.

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
MDC-1	B23-BBA-105	Social Media Marketing	3 (2-1-0)	3	25	50	75	3 hrs.
MDC-2	B23-BBA-206	Entrepreneurship & Start-ups	3 (2-1-0)	3	25	50	75	3 hrs.
MDC-3	B23-BBA-306	Fundamentals of Investing	3 (2-1-0)	3	25	50	75	3 hrs.

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Social Media Marketing			
Course Code	B23-BBA-105			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	MDC-1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the significance and challenges of social media marketing. 2. Develop a comprehensive social media marketing strategy. 3. Create and manage engaging social media content. 4. Utilize social media advertising tools and analyze campaign performance.			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Social Media Marketing: Meaning and significance in modern era; Impact of social media platforms- Facebook, LinkedIn, Twitter, Instagram, Pinterest, and YouTube on Marketing endeavours; Problems associated with Social Media Marketing.			12
II	Social Media Planning: Social media goals and objectives; Audience analysis; Developing social media marketing strategy; Social media control; Integrating marketing strategy with social media marketing strategy.			11
III	Social Media Content: Content Creation, Audience Engagement; Content Scheduling; Content Management and Control.			11
IV	Social Media Advertising and Analytics: Tools for social media Advertising; Planning and executing social media campaigns; An Overview of social media analytics tools.			11
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 05 ● Seminar/presentation/assignment/quiz/class test etc.: 07 ● Mid-Term Exam: 13			End Term Examination: 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Sameer Deshpande, Philip Kotler, Nancy R. Lee; <i>Social Marketing in India</i> ; Pearson Publication 2. Jason McDonald; <i>Social Media Marketing Workbook</i> 3. Linda Coles; <i>Marketing with Social Media</i> ; Pearson Publication 4. Dan Zarrella; <i>The Social Media Marketing Book</i> ; Pearson Publication.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Entrepreneurship & Start-ups			
Course Code	B23-BBA-206			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	MDC-2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the concept of Entrepreneur and Entrepreneurship. 2. Role of Institutions in promotion of Entrepreneurship culture. 3. Government Support for the startups. 4. Various stakeholders involved in a startup. 			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50			Time: 3 Hours	
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Entrepreneurship: Meaning and Significance, Relationship between Entrepreneurship Development and Economic Development, Qualities of entrepreneurs and Entrepreneurial Competencies, Types of Entrepreneurs.			12
II	Entrepreneurial support system; Family Business and their contribution to Entrepreneurship Role of Educational Institutions in promoting the Entrepreneurship culture			11
III	Role of Government, Promotional Agencies and Institutions in Entrepreneurship Development, Incentives and Various Financial Schemes available for Entrepreneurs.			11
IV	Opportunity Identification process; Business plan, Start-Up India Initiative Major Players/stakeholders in Startup Ecosystem – Mentors, Incubators, Investors, Accelerators, Government Bodies.			11
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 05 ● Seminar/presentation/assignment/quiz/class test etc.: 07 ● Mid-Term Exam: 13			End Term Examination: 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Kumar, Arya (2012); <i>Entrepreneurship</i> , Pearson, New Delhi. 2. Shukla, MB, (2011), <i>Entrepreneurship and Small Business Management</i> , Kitab Mahal, Allahabad. 3. Sahay A., A. Nirjar (2006), <i>Entrepreneurship: Education, Theory and Practice</i> , Excel Books, New Delhi. 4. Panda S.C. (2008) <i>Entrepreneurship Development</i> . Anmol Publications.				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Fundamentals of Investing			
Course Code	B23-BBA-306			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	MDC-3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand different investment avenues and their characteristics. 2. Gain knowledge about the functioning of the Indian Securities Market and the role of SEBI. 3. Analyze the relationship between returns and risks in financial investments. 4. Recognize the significance of depositories in securities transactions and investor protection measures.			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Investment avenues-money market and capital market instruments, Investment process, Objectives of investment.			12
II	Indian Securities Market, Process of investing through stock exchange, Stock Market Indices, NEAT System, BOLT System, Role of SEBI.			11
III	Returns and Risks in financial investment, Fixed-Income Securities and variable income securities, Bonds and Mutual funds and role of AMFI.			11
IV	Role of Depositories in India, Investor Protection in India, Rights and Duties of Investors.			11
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 05 ● Seminar/presentation/assignment/quiz/class test etc.: 07 ● Mid-Term Exam: 13			End Term Examination: 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Vanita Tripathi; <i>Fundamentals of Investments</i> ; Taxmann Publication. 2. M. Madan Mohan, S. Brinda, V. Ravi; <i>Investment Management</i> ; Himalaya Publication House. 3. Rajiv Srivastava; <i>Investment Management</i> ; Wiley Publication. 4. R. B. Maheshwari; <i>Investment Management</i> ; Sahitya Bhawan 5. R. P. Rustagi, <i>Investment Management: Theory and Practice</i> ; Sultan Chand & Sons.				

POOL OF SKILL ENHANCEMENT COURSES (SEC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
SEC-2	B23-SEC-212	Integrated Marketing Communications	3 (2-1-0)	3	25	50	75	3 hrs.
SEC-2	B23-SEC-214	Business Communication	3 (2-1-0)	3	25	50	75	3 hrs.

Part A - Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Integrated Marketing Communication			
Course Code	B23-SEC-212			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	SEC-2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. To define various terms associated with the field of integrated marketing communication. 2. To explain the components of integrated marketing communication. 3. To distinguish the utility of various promotional tools. 4. To evaluate the effectiveness of marketing communication strategy.			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50			Time: 3 Hours	
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction – Concept of Marketing Communication, Marketing communication mix, Factor affecting marketing communication mix, Drivers of integrated marketing mix			12
II	Managing the Marketing Communication Process – Analysis of promotional opportunities, Concepts of segmentation and target marketing, Promotional strategy of formulation and competitive positioning.			11
III	Advertising and Media Planning – Advertising plan, creative strategy, Advertising appeal, Creative formats, Stages of creative strategy – Idea generation, copy writing, layout, copy testing and diagnosis			11
IV	Wider Issues and Dimensions – Sales promotions, Personal selling, direct marketing, Public relations, Publicity and corporate advertising, Unconventional promotional media.			11
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 05 ● Seminar/presentation/assignment/quiz/class test etc.: 07 ● Mid-Term Exam: 13			End Term Examination: 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Blakeman, R. Integrated Marketing Communication: Creative Strategy from Idea to Implementation, Rowman & Littlefield 2. Dutta, K., Integrated Marketing Communication, Oxford Higher Education 3. Belch, G. E., Belch, M. A. and Purani, K., Advertising and Promotion, McGraw Hill Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Business Communication			
Course Code	B23-SEC-214			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	SEC-2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To define and outline all four business communication skills i.e. reading, writing, speaking and listening 2. To apply and demonstrate the gathered knowledge about the business communication regarding both inter and intra organizational situations 3. To distinguish and examine the necessary techniques and skills that help them in communicating effectively for handling organizational issues. 4. To design and develop their methods and ways in transmitting information within and outside the organizations in the most effective manner. 			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to the Communication: Meaning, Nature, scope and Process of communication, Importance of Effective Business Communication, Objectives of Business Communication, Types/Pattern of Business Communication; Media/Channels of Business Communication; Barriers to Business Communication.			12
II	Written Communication- (a) Business Letter Writing, (b) Business Report Writing: Importance, Need, Types, Techniques, Language, Structure, Planning and Drafting Written Communication; Preparing Official Communication, Circular, Notification, Amendment, Press Communiqué, DO letter, Telegram.			11
III	Oral Communication: Interviewing-Art of effective interviewing, Types of Interviewing, Techniques of Interviewing, Qualities of Interviewer and Interviewee, Planning of Interviewing, Process of Interviewing. Communicating within groups.			11
IV	Audio visual Communication: Role of Audio-Visual Communication, Channels of Audio-Visual Communication, Importance of Body language in non-verbal communication; Role of Public Relation in Business Communication			11
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 05 ● Seminar/presentation/assignment/quiz/class test etc.: 07 ● Mid-Term Exam: 13			End Term Examination: 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Murty, C.V.S., Rai, Urmila and S.M. Rai, Business Communication, Himalaya Publishing House, Mumbai. 2. Koneru, Arun, Professional Communication, Tata McGraw Hill, New Delhi. 3. Monipally, M.M., Business Communication Strategies, Tata McGraw Hill, New Delhi. 				

POOL OF VALUE ADDED COURSES (VAC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
VAC-4	B23-VAC-401	Business Ethics	2 (1-1-0)	2	15	35	50	3 hrs.
VAC-4	B23-VAC-414	Logistic Management	2 (1-1-0)	2	15	35	50	3 hrs.
VAC-4	B23-VAC-417	E-Commerce	2 (1-1-0)	2	15	35	50	3 hrs.

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Business Ethics			
Course Code	B23-VAC-401			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	VAC-4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To Identify and apply ethical principles to human decision typical of business as a result of reading course texts and participating in lecture presentation and class discussion. 2. To Enhance analytical skill of ethical position taken on these matters and formulate morale defenses of decisions by completing course activities. 3. To Embrace value system in decision making. 4. To Recognize organizational challenges to ethical behavior and ethical dilemma resolution process. 			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Business Ethics: An Overview, Ethics and Morals, Need for Business Ethics, Types of Ethics, Benefits of Business Ethics, Principles of Business Ethics, Factors affecting Business Ethics			8
II	Organisational Ethics: Introduction, Ethical Corporate Behaviour, Development of Ethical Corporate behaviour, Ethical Leadership; Concept of Morals, Values; Moral issues in business; Ethical Dilemmas in Organisation			8
III	Workplace Ethics: Introduction, Factors affecting Ethical Behavior at work; Ethical Issue: Business Relationships, Conflicts of Interest, Fairness and Honesty, Communications, Discrimination, Harassment; Role of Business Ethics in building a good society.			7
IV	Ethical Issues in the Functional Area-Ethics in Marketing, Finance, HR, Production and Information Technology; Gender Ethics.			7
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 4 ● Seminar/presentation/assignment/quiz/class test etc.: 4 ● Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Sharma Subash; <i>New Mantras in Corporate Corridors</i> ; New age International Publishers. 2. Sadri S., Jayashree; <i>Business Ethics and Corporate Governance (towards excellence and sustainability)</i> ; Himalaya Publishing House. 3. Manuel G Velasquez; <i>Business ethics - concepts and cases</i> ; Pearsons. 4. Chakraborty S.K.; <i>Management by Values</i> ; Oxford. R. Subramanian; <i>Professional Ethics</i> ; OXFORD.				

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Logistic Management			
Course Code	B23-VAC-414			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	VAC-4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To give insight about logistic management. 2. To outline key logistic management concepts and its application to market. 3. To analyse and examine the implementation of logistic management concepts and strategy to firms. 4. To attain organisational goals using logistic management techniques in proper way. 			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction of Logistic Management: Definition, Objectives, Components, Significance, Role of Logistic Management, Use of IT in Logistic, Logistics Management: Logistical operation, Integration, Logistical performance cycle, Customer service global logistics, Logistical resources (Information & Forecasting)			8
II	Warehouse and Transport Management: Concept of strategic storage, Warehouse functionality, Warehouse operating, Material handling and packaging in warehouse, Types of Warehouses, Transportation management, Transport functionality and principles, Transport Infrastructure, Transport decision making			8
III	Wider Issues and Dimensions – Sales promotions, Personal selling, Direct marketing, Public relations, Publicity and corporate advertising, unconventional promotional media.			7
IV	Inventory Management: Introduction, Basic Concepts of Inventory, Classification of Inventory, Concept of EOQ (Including examples), Material planning and Controlling Techniques (ABC Analysis, FSN, VED, HML Analysis)			7
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 4 ● Seminar/presentation/assignment/quiz/class test etc.: 4 ● Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Stern, Louis W. Adel, I.E.L. – Ansary, Annee T. Coughlan: Marketing Channels, Prentice Hall, New Delhi. 2. Ballu, Ronald H, Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc. 3. Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management 4. Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi. 5. Lambert, D. et. al., Strategic Logistics Management, Tata McGraw Hill, New Delhi. 				

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	E-Commerce			
Course Code	B23-VAC-417			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	VAC-4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. To describe the foundation and importance of E -Commerce. 2. To compare the different electronic payment system. 3. To create business model and strategy for online business. 4. To select the infrastructure for E-Commerce.			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction – Meaning, Nature, Concepts, Advantages and reasons for transacting online, Categories of e-commerce; Planning Online Business: nature and dynamics of the internet, pure online vs. brick and click business.			8
II	Technology for Online Business – internet, IT infrastructure; middleware contents: text and integrating e-business applications; mechanism of making payment through internet: online payment mechanism, electronic payment systems, payment gateways.			8
III	Applications in e-commerce – e-commerce applications in manufacturing, wholesale, retail and service sector.			7
IV	Virtual Existence – Concepts, working, advantages and pitfalls of virtual organizations, Security in e-commerce: digital signatures, network security, data encryption secret keys, data encryption.			7
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 4 ● Seminar/presentation/assignment/quiz/class test etc.: 4 ● Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Murty, C.V.S., E-Commerce, Himalaya Publications, New Delhi 2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, N.Delhi. 3. Kosiur, Understanding E-Commerce, Prentice Hall of India, N.Delhi. 4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.				

POOL OF VOCATIONAL COURSES (VOC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
VOC-3	B23-VOC-319	Event Management	4 (3-1-0)	4	30	70	100	3 hrs.
VOC-3	B23-VOC-326	Security Analysis and Portfolio Management	4 (3-1-0)	4	30	70	100	3 hrs.

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	Event Management			
Course Code	B23-VOC-319			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	VOC-3			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To give insight about event management. 2. To outline key event management concepts and its application to market. 3. To analyse and examine the implementation of event management concepts and strategy to firms. 4. Attainment of organisational goals using event management techniques in proper way. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Event Planning and Control : Introduction to event planning and management, Event Production, Role of event planner and qualities of good planner, Importance of organising events and its components, Techniques, Selection, Coordination, Creativity, Designing, Marketing, sponsorship, Production of special corporate and sports events			15
II	Legal Aspects of Business: Introduction to legal components of event management, Relevant Legislation, Contract Agreement Act, Company and Business Law, Sales Act, Indian Partnership Act, Negotiable Instrument Act.			15
III	IT in Event Management: Hardware and Software, Data Processing System, Input-Output devices, Storage devices, Word processing software such as Microsoft Word processing- Level -1 Micro Computer operation and operating environment, Creating and Editing Documents, Formatting, Saving, Retrieving and Printing Text, Profiling Documents and Spreadsheet programs such as Excel.			15
IV	Event Marketing: Marketing Concept, Marketing Mix, Marketing Planning, Marketing Budget, Merchandising, Marketing Control, Brand Promotion and Catchment Area			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Shone, Anton and Bryn Parry, Successful Event Management, Cengage Learning India Pvt. Ltd, New Delhi. 2. Gaur, S.S. and Saggere, S.V., Event Marketing Management 3. Panwar, J.S., Marketing in the New Era, Sage Publications, 1998.				

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	Security Analysis and Portfolio Management			
Course Code	B23-VOC-326			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	VOC-3			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To demonstrate the processes of calculating risk and return of financial assets. 2. To appraise the processes of doing fundamental and technical analysis. 3. To define the concepts and terminologies of portfolio management. 4. To summarise the theories underlying portfolio management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	The Investment Environment - Meaning and objective of investment, investment vs. gambling and speculation, investment alternatives, investment process, concept of return and risk.			15
II	Security Analysis – Fundamental analysis: economic analysis, industry analysis and company analysis. Technical analysis: assumptions Dow theory, chart patterns, moving averages and market indicators. Efficient market theory: weak form hypothesis, semi-strong form hypothesis and strong form hypothesis.			15
III	Introduction to Portfolio Management: Meaning, need, and objective of portfolio management, the process of portfolio management, determination of risk & return of a portfolio, risk analysis tools.			15
IV	Theories of portfolio selection and management- Markowitz portfolio theory: optimal portfolio, meaning and construction of efficient frontier, investors’ utility; CAPM: capital asset pricing model, risk-free and risky lending and borrowing.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi. 2. Reilly, Frank K. And Brown, Keith C., Investment Analysis and Portfolio Management, South-Western Cengage Learning India Pvt. Ltd. 3. Bodie, Z., Kane, A. and Marcus, A., Investments, McGraw-Hill. 4. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall of India. 				