



BANKURA UNIVERSITY

CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

PROVISIONAL PROGRAMME/COURSE STRUCTURE

WITH EFFECT FROM THE AY 2023-2024

Program Learning Objectives (PLOs)

- To bridge the gap between theoretical and practical knowledge of the students by adopting innovative teaching pedagogy.
- Building a strong foundation in all the key functional areas with modern and need-based curriculum with specializations in areas such as Marketing, Finance, Information Technology, Human Resource Management, Operations and International Business.
- Developing strong personal, interpersonal, Logical and group communication skills.
- Providing academic flexibility to endorse knowledge.
- Engaging with industry for executive education with industry oriented syllabi.
- Developing centers of brilliance associated with promising areas of knowledge.
- To promote entrepreneurial skills among students.

Program Outcomes (POs)

- Upon completion of the BBA (H) the students will have general idea of operations in business.
- Providing educational preparation for a career.
- Meeting institutional social responsibilities associated to the vision and regulations.

Program Specific Outcomes (PSOs)

- Business Environment and Field Knowledge
- Critical thinking, Business Analysis, Creativity, Problem Solving and Innovative Solutions
- To develop socially, ethically responsible business leaders.
- Effective Communication
- Leadership and Teamwork

Evaluation

The BBA (H) Program will follow a continuous examination and evaluation system.

The evaluation shall follow the pattern given below:

Theory Based Subjects	Marks
Internal Assessment (Assignment/Class Tests/Viva/Presentation)	20
End-Semester	80
Total	100

Practical Based Subjects	Marks
Internal Assessment (Assignment/Class Tests/Viva/Presentation)	20
End – Semester Practical	30
End – Semester Theory	50
Total	100



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Projects & Viva Voce	Marks
Internal Assessment (Fortnight Report Presentation)	20
End – Semester Practical	80
Total	100

The End Semester Examination's Questions shall follow the pattern given below:

THEORY QUESTION PAPERS' QUESTIONS PATTERN (SUBJECTS CONTAINS NO PRACTICAL PORTION)					
No. Of Groups	No. Of Questions Will Be There	Type Of Questions	No. Of Questions To Be Answered	Marks Carried By Each Questions	Marks Carried By Groups
Group –A	10	MCQ	10	1	10
Group –B	15	SHORT	10	2	20
Group –C	6	SEMI DESCR.	4	5	20
Group –D	6	DESCRIPTIVE	3	10	30
Total:					80

THEORY QUESTION PAPERS' QUESTIONS PATTERN (SUBJECTS CONTAINS PRACTICAL PORTION)					
No. Of Groups	No. Of Questions Will Be There	Type Of Questions	No. Of Questions To Be Answered	Marks Carried By Each Questions	Marks Carried By Groups
Group –A	10	MCQ	10	1	10
Group –B	8	SHORT	5	2	10
Group –C	6	SEMI DESCR.	4	5	20
Group –D	2	DESCRIPTIVE	1	10	10
Total:					50

PRACTICAL QUESTION PAPERS' QUESTIONS PATTERN LAB BASED					
No. Of Groups	No. Of Questions Will Be There	Type Of Questions	No. Of Questions To Be Answered	Marks Carried By Each Questions	Marks Carried By Groups
Group –A	5	LAB BASED	1	15	15
Group –B	5	LAB BASED	1	15	15
Total:					30

PRACTICAL QUESTION PAPERS' QUESTIONS PATTERN PROJECT BASED	
	No. Distribution
Project Report	15
Presentation	15
Total:	30



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INTERNSHIP ESE NUMBER DISTRIBUTION	
	No. Distribution
Project Report	50
Presentation and Viva-voce	30
Total:	80

RPD (DISSERTATION AND VIVA VOCE) ESE NUMBER DISTRIBUTION	
	No. Distribution
Project Work & Report	160
Presentation and Viva-voce	80
Total:	240

INTERNAL MARKS – 20 (FOR THEORY PAPERS)	
PARTICULARS	MARKS
INHOUSE PROJECT & PRESENTATION	10
ASSIGNMENTS, SEMINARS & WORKSHOPS	5
CLASS ATTENDANCE	5
TOTAL	20

INTERNAL MARKS – 20 (FOR LAB BASED PAPERS)	
PARTICULARS	MARKS
INHOUSE PROJECT & PRESENTATION	10
ASSIGNMENTS, SEMINARS & WORKSHOPS	5
CLASS ATTENDANCE	5
TOTAL	20

INTERNAL MARKS – 10	
PARTICULARS	MARKS
ASSIGNMENTS & PRESENTATION	5
CLASS ATTENDANCE	5
TOTAL	10

RPD (DISSERTATION AND VIVA VOCE) INTERNAL MARKS DISTRIBUTION	
	No. Distribution
Weekly Work & Report	30
Presentation, Workshops & Seminars	30
Total:	60



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SEMESTER - I									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	BBA/101/MJC - 1	Fundamentals of Management & Organizational Behavior	4	20	80 T : 80 L : 00	100	3	1	-
2	BBA/102/MN - 1	Elective - I (Minor Stream)	4	20	80 T : 80 L : 00	100	3	1	-
3	BBA/103/MD - 1	Quantitative Techniques - I	3	20	80 T : 80 L : 00	100	3	1	-
4	BBA/104/ SEC - 1	IT Tools for Business	3	20	80 T:50 L : 30	100	3	1	4
5	BBA/105/AEC - 1	Compulsory English : Literature and Communication	2	10	40 T : 40 L : 00	50	2	1	-
6	BBA/106/VAC - 1	Environmental Studies	4	10	40 T:40 L : 00	50	2	1	-
Total in Semester - I			20	100	400	500			

SEMESTER - II									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	BBA/201/MJC -2	Business Environment	4	20	80 T : 80 L : 00	100	3	1	-
2	BBA/202/MN -2	Elective - II (Minor Stream)	4	20	80 T : 80 L : 00	100	3	1	-
3	BBA/203/MD - 2	Quantitative Techniques - II	3	20	80 T : 80 L : 00	100	3	1	-
4	BBA/204/SEC - 2	Basics of Web Design	3	20	80 T:50 L : 30	100	3	1	4
5	BBA/205/AEC - 2	MIL - 1 (Bengali / Sanskrit/Santali)	2	10	40 T : 40 L : 00	50	2	1	-
6	BBA/206/VAC -2	Any One Of The Following - A. Health & Wellness / B. Understanding India: Indian Philosophical Traditions and Value Systems / C. Basics of Indian Constitution/ D. Arts and Crafts of Bengal/ E. Historical Tourism in West Bengal	4	10	40 T:40 L : 00	50	2	1	-
Total in Semester - II			20	100	400	500			



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SEMESTER - III									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	BBA/301/MJC-3	Accounting For Managers	4	20	80 T : 80 L : 00	100	3	1	-
2	BBA/302/MJC -4	Managerial Economics	4	20	80 T : 80 L : 00	100	3	1	-
3	BBA/303/MN - 3	Elective - III (Minor Stream)	4	20	80 T : 80 L : 00	100	3	1	-
4	BBA/304/MD - 3	Operation Research	3	20	80 T : 80 L : 00	100	3	1	
5	BBA/305/SEC -3	Search Engine Optimization	3	20	80 T:50 L : 30	100	3	1	4
6	BBA/306/AEC -3	MIL - 2 (Bengali / Sanskrit/Santali)	2	10	40 T : 40 L : 00	50	2	1	-
Total in Semester - III			20	110	440	550			

SEMESTER - IV									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	BBA/401/MJC-5	Entrepreneurship Development	4	20	80 T : 50 L : 30	100	3	1	4
2	BBA/402/MJC-6	Marketing Management	4	20	80 T : 80 L : 00	100	3	1	-
3	BBA/403/MJC-7	Human Resource Management	4	20	80 T : 80 L : 00	100	3	1	-
4	BBA/404/MJC-8	Business Research Methodology	4	20	80 T : 50 L : 30	100	3	1	4
5	BBA/405/MN -4	Elective - IV (Minor Stream) (Note : For System Management there is Laboratory / Practical section)	4	20	80 T : 80 L : 00	100	3	1	-
6	BBA/406/AEC-4	Compulsory English : Literature, Language and Communication	2	10	40 T:40 L : 00	50	2	1	-
Total in Semester - IV			22	110	440	550			



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SEMESTER - V									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	BBA/501/MJC-9	Legal Aspect of Business	4	20	80 T : 80 L : 00	100	3	1	4
2	BBA/502/MJC-10	Production and Material Management	4	20	80 T : 80 L : 00	100	3	1	-
3	BBA/503/MJC-11	Sales and Distribution Management / Cost and Management Accounting / Industrial Relations and Labour Laws	4	20	80 T : 80 L : 00	100	3	1	-
4	BBA/504/MJC-12	Integrated Marketing Communication / Taxation / Human Resource Development (Note : For Integrated Marketing Communication there is Laboratory / Project section)	4	20	80 T : 80 L : 00	100	3	1	-
5	BBA/505/MN - 5	Elective - V (Minor Stream)	4	20	80 T : 80 L : 00	100	3	1	-
6	BBA/506/INT - 3	Major Project and Viva - Voce	2	20	80 T : 00 L : 80	100	3	1	4
Total in Semester - V			22	120	480	600			

SEMESTER - VI									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	BBA/601/MJC-13	Ethics and Corporate Social Responsibility	4	20	80 T : 80 L : 00	100	3	1	-
2	BBA/602/MJC-14	Strategic Management	4	20	80 T : 80 L : 00	100	3	1	-
3	BBA/603/MJC-15	Marketing of Services / Corporate Finance / Compensation Management and Wage Laws	4	20	80 T : 80 L : 00	100	3	1	-
4	BBA/604/MJC-16	Retail Management / Security Analysis and Portfolio Management / Training and Development	4	20	80 T : 80 L : 00	100	3	1	-
5	BBA/605/MN - 6	Elective - VI (Minor Stream)	4	20	80 T : 80 L : 00	100	3	1	-
Total in Semester - VI			20	100	400	500			



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SEMESTER - VII									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	BBA/701/MJC-17	Financial Management	4	20	80 T : 80 L : 00	100	3	1	-
2	BBA/702/MJC-18	Customer Relationship Management / Project Appraisal / Talent and Knowledge Management	4	20	80 T : 80 L : 00	100	3	1	-
3	BBA/703/MJC-19	Consumer Behaviour / Indian Financial System / Counseling and Negotiation Skills for Managers	4	20	80 T : 80 L : 00	100	3	1	-
4	BBA/704/MJC-20	Industrial Marketing / Financial Modeling and Derivatives / Strategic Human Resource Management	4	20	80 T : 80 L : 00	100	3	1	-
5	BBA/705/MN - 7	Elective - VII (Minor Stream)	4	20	80 T : 80 L : 00	100	3	1	-
Total in Semester - VII			20	100	400	500			

SEMESTER - VIII									
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours		
				IA	ESE	Total	L	T	P
1	BBA/801/MJC -21	Application of Block Chain Technology in Business	4	20	80 T : 80 L : 00	100	3	1	-
2	BBA/802/MJC -22	Digital Marketing / International Financial Management / Organizational Design (Note : For Digital Marketing there is Laboratory / Project section)	4	20	80 T : 80 L : 00	100	3	1	-
3	BBA/803/MJC-23	Supply Chain and logistics Management / Merger, Acquisition and Corporate Restructuring / Performance Management	4	20	80 T : 80 L : 00	100	3	1	-
4	BBA/804/MJC - 24	Product and Brand Management / Financial Markets, Institutions and Services / Leadership in Organization	4	20	80 T : 80 L : 00	100	3	1	-
5	BBA/805/MN - 8	Elective - VIII (Minor Stream) (Note : For System Management & Business Analytics there is Laboratory / Practical section)	4	20	80 T : 80 L : 00	100	3	1	-
Total in Semester - VIII			20	100	400	500			



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NOTE: If any candidates opt for UG DEGREE (HONS.) WITH RESEARCH then He / She has to follow the below structure

SEMESTER - VIII										
Sl. No.	Course Code	Course Title	Credit	Marks			No. of Hours			
				IA	ESE	Total	L	T	P	
1	BBA/801/MJC -21	Application of Block Chain Technology in Business	4	20	80		100	3	1	-
					T : 80	L : 00				
2	BBA/802/RPD	DISSERTATION AND VIVA VOCE(FOR GETTING UG DEGREE HONOURS WITH RESEARCH)	12	60	240		300	9	3	36
					T : 00	L : 240				
5	BBA/803/MN - 8	Elective - VIII (Minor Stream) (Note : For System Management & Business Analytics there is Laboratory / Practical section)	4	20	80		100	3	1	-
					T : 80	L : 00				
Total in Semester - VIII			20	100	400		500			

Note: Besides the normal Curriculum, one Mandatory Non-Credit Course (MNC) to be introduced for each year. For the MNC course, weekly one class (either online of offline mode) may be arranged and the evaluation scheme may be entirely left over the Faculty member handling the course. Students may also be permitted to register for these courses in SWAYAM and NPTEL. These courses do not carry any credits.



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LIST OF THE COURSES				
MAJOR STREAMS				
SERIAL NO.	COURSE CODE	MAJOR COURSE NAMES		
		MARKETING MANAGEMENT (MM)	FINANCIAL MANAGEMENT (FM)	HUMAN RESOURCE MANAGEMENT (HRM)
1	MJC – 1	Fundamentals of Management and Organizational Behaviour	Fundamentals of Management and Organizational Behaviour	Fundamentals of Management and Organizational Behaviour
2	MJC – 2	Business Environment	Business Environment	Business Environment
3	MJC – 3	Accounting For Managers	Accounting For Managers	Accounting For Managers
4	MJC – 4	Managerial Economics	Managerial Economics	Managerial Economics
5	MJC – 5	Entrepreneurship Development	Entrepreneurship Development	Entrepreneurship Development
6	MJC – 6	Marketing Management	Marketing Management	Marketing Management
7	MJC – 7	Human Resource Management	Human Resource Management	Human Resource Management
8	MJC – 8	Business Research Methodology	Business Research Methodology	Business Research Methodology
9	MJC – 9	Legal Aspect of Business	Legal Aspect of Business	Legal Aspect of Business
10	MJC – 10	Production and Material Management	Production and Material Management	Production and Material Management
11	MJC – 11	Sales and Distribution Management	Cost and Management Accounting	Industrial Relations and Labour Laws
12	MJC – 12	Integrated Marketing Communication	Taxation	Human Resource Development
13	MJC – 13	Ethics and Corporate Social Responsibility	Ethics and Corporate Social Responsibility	Ethics and Corporate Social Responsibility
14	MJC – 14	Strategic Management	Strategic Management	Strategic Management



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SERIAL NO.	COURSE CODE	MARKETING MANAGEMENT (MM)	FINANCIAL MANAGEMENT (FM)	HUMAN RESOURCE MANAGEMENT (HRM)
15	MJC – 15	Marketing of Services	Corporate Finance	Compensation Management and Wage Laws
16	MJC – 16	Retail Management	Security Analysis and Portfolio Management	Training and Development
17	MJC – 17	Financial Management	Financial Management	Financial Management
18	MJC – 18	Customer Relationship Management	Project Appraisal	Talent and Knowledge Management
19	MJC – 19	Consumer Behaviour	Indian Financial System	Counseling and Negotiation Skills for Managers
20	MJC – 20	Industrial Marketing	Financial Modeling And Derivatives	Strategic Human Resource Management
21	MJC – 21	Application of Block Chain Technology in Business	Application of Block Chain Technology in Business	Application of Block Chain Technology in Business
22	MJC – 22	Digital Marketing	International Financial Management	Organizational Design
23	MJC – 23	Supply Chain and Logistics Management	Merger, Acquisition and Corporate Restructuring	Performance Management
24	MJC – 24	Product and Brand Management	Financial Markets, Institutions and Services	Leadership in Organization
MINOR STREAM				
SERIAL NO.	COURSE CODE	COURSE NAME		
		SYSTEM MANAGEMENT	RURAL MANAGEMENT	BUSINESS ANALYTICS
1	MN – 1	Management Information System (SM – I)	Rural Society and Rural Administration (RM – I)	Introduction to Business Analytics & Modeling Techniques (BA – I)
2	MN – 2	Decision Support System (SM – II)	Introduction to Rural Development (RM – II)	Application of Analytics in Business (BA – II)



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SERIAL NO.	COURSE CODE	SYSTEM MANAGEMENT	RURAL MANAGEMENT	BUSINESS ANALYTICS
3	MN – 3	E- Commerce (SM – III)	Rural Marketing Management and Agricultural Marketing (RM – III)	Forecasting of Business (BA – III)
4	MN – 4	Database Management System (SM – IV)	Rural Economics (RM – IV)	Data Science Using R (BA – IV)
5	MN – 5	System Analysis and Design (SM – V)	Operation Management in Rural Development (RM – V)	Data Visualization for Managers (BA – V)
6	MN – 6	Data Warehousing (SM – VI)	Rural Entrepreneurship Development (RM – VI)	Big Data Technology (BA – VI)
7	MN – 7	Strategic Management for IT (SM – VII)	Agricultural Business Management (RM – VII)	Data Mining (BA – VII)
8	MN – 8	Applications of Artificial Intelligence in Business (SM – VIII)	Civil Society and Sustainable Development (RM – VII)	Data Analytics Using Python (BA – VIII)
MULTIDISCIPLINARY COURSES				
SERIAL NO.	COURSE CODE	COURSE NAME		
1	MD – 1	Quantitative Techniques – I		
2	MD – 2	Quantitative Techniques – II		
3	MD – 3	Operation Research		
SKILL ENHANCEMENT COURSE				
1	SEC – 1	IT Tools for Business		
2	SEC – 2	Basics of Web Design		
3	SEC – 3	Search Engine Optimization		
SUMMER INTERNSHIP				
1	INT –1	Major Project and Viva Voce		
2	INT –2	Major Project and Viva Voce		
3	INT –3	Major Project and Viva Voce		
ABILITY ENHANCEMENT COURSE				
1	AEC – 1	Compulsory English : Literature and Communication		
2	AEC – 2	MIL-1 (Bengali/Sanskrit/Santali)		



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ABILITY ENHANCEMENT COURSE		
3	AEC – 3	MIL -2 (Bengali/Sanskrit/Santali)
4	AEC – 4	Compulsory English : Literature, Language and Communication
VALUE ADDED COURSES		
1	VAC – 1	Environmental Studies
2	VAC – 2	Any One Of The Following - A. Health & Wellness / B. Understanding India: Indian Philosophical Traditions and Value Systems / C. Basics of Indian Constitution/ D. Arts and Crafts of Bengal/ E. Historical Tourism in West Bengal

NOTE:

1. MULTIPLE EXIT PROCEDURE:

- i. **UG CERTIFICATE** – Students who opt for exit after completion of the 1st year (SEM – I & II) and have secured 40 credits will be awarded a UG CERTIFICATE if in addition the Summer Internship (Credit – 4) during summer vacation of the 1st year.
- ii. **UG DIPLOMA** – Students who opt for exit after completion of the 2ND year (SEM – I, II, III & IV) and have secured 82 credits will be awarded a UG DIPLOMA if in addition the Summer Internship (Credit – 4) during summer vacation of the 2nd year.
- iii. **UG DEGREE** – Students who wish to undergo three year UG PROGRAMME will be awarded UG DEGREE after successful completion of 3 years (SEM – I to SEM – VI).
- iv. **UG DEGREE (HONS.)** – Students who wish to undergo 4 years UG HONOURS will be awarded UG DEGREE (HONS.) after successful completion of 4 years (SEM- I to VIII).
- v. **UG DEGREE (HONS.) WITH RESEARCH** – Students who secure 75% marks and above in first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year in replace of MJC – 22 , MJ – 23 and MJC – 24. The credit of research project/ dissertation will be 12. A student can preferably choose any topic from the major stream.



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The structure and credit framework for the multiple exit procedure is given below –

SEMESTER	COURSE CODE	COURSE TITLE	CREDIT	MARKS			NO. OF HOURS		
				IA	ESE	TOTAL	L	T	P
SEM - II	INT - 1	SUMMER INTERNSHIP(ADDITIONAL FOR GETTING UG CERTIFICATE)	4	20	80	100	0	0	4
					T : 00 L : 80				
SEM - IV	INT - 2	SUMMER INTERNSHIP(ADDITIONAL FOR GETTING UG DIPLOMA)	4	20	80	100	0	0	4
					T : 00 L : 80				
SEM - VIII	RPD	DISSERTATION AND VIVA VOCE(FOR GETTING UG DEGREE HONOURS WITH RESEARCH)	12	60	240	300	9	3	36
					T : 00 L : 240				

2. BBA = Bachelor of Business Administration, MJC = Major Discipline Specific Courses (Core), AEC = Ability Enhancement Courses, SEC= Skill Enhancement Courses, MN = Minor Electives (Minor), MD – Multidisciplinary Courses, VAC – Value Added Courses, INT – Internship IA= Internal Assessment, ESE= End-Semester Examination, L =Lecture, T= Tutorial, and P=Practical, RPD = Research project/ Dissertation

3.

a) For MJC one student has to choose a specialization from Financial Management, Marketing Management and Human Resource Management.[For example if someone has chosen Marketing Management as specialization in Major Stream at the time of MAJOR selection then he / she has to choose the all Marketing Management Papers denoted as MM from MAJOR COURSE NAMES.]

b)

SERIAL NO.	COURSE CODE	COURSE NAME
1	MJC – 1	Fundamentals of Management and Organizational Behaviour
2	MJC – 2	Business Environment
3	MJC – 3	Accounting For Managers
4	MJC – 4	Managerial Economics
5	MJC – 5	Entrepreneurship Development
6	MJC – 6	Marketing Management
7	MJC – 7	Human Resource Management
8	MJC – 8	Business Research Methodology
9	MJC – 9	Legal Aspect of Business
10	MJC – 10	Production and Material Management
11	MJC – 13	Ethics and Corporate Social Responsibility
12	MJC – 14	Strategic Management
13	MJC – 17	Financial Management
14	MJC – 21	Application of Block Chain Technology in Business

The above mentioned Subjects are common for all the MAJOR streams



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4. For Minor Stream (MN – Minor Elective) one student has to choose a specialization from System Management, Rural Management and Business Analytics. [For example if someone has chosen Rural Management as specialization in Minor Stream then he / she has to choose the all Rural Management Papers.]
5. Database Management System a subject in System Management in SEM – IV (Minor) will have the marks distribution of IA – 20 + Theory – 50 + LAB – 30.
6. Data Analytics using Python a subject in Business Analytics in SEM – VIII (Minor) will have the marks distribution of IA – 20 + Theory – 50 + LAB – 30.
7. Integrated Marketing Communication a subject in Marketing Management in SEM – V (Major) will have the marks distribution of IA – 20 + Theory – 50 + LAB/Project – 30.
8. Digital Marketing a subject in Marketing Management in SEM – VIII (Major) will have the marks distribution of IA – 20 + Theory – 50 + LAB/Project – 30.
9. Applications of Artificial Intelligence in Business a subject in System Management in SEM – VIII (Minor) will have the marks distribution of IA – 20 + Theory – 50 + LAB – 30.



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Semester - I

Course Code: BBA/101/MJC-1

Course Title: Fundamentals of Management & Organizational Behavior (4 Credits)

Theory: 60 Lectures

Course Objectives:

Developing and shaping students' knowledge and understanding to deal with human problems of management. Making students appreciate and understand the process of group formation, dynamics, functions and its effective management. Making the students know the basic concepts of negotiations, organization structure and culture. At the same time, they should know the basic concepts of organizational power, politics and impact of communication.

Learning Outcomes:

After completion of the course, a student will be able to:

- Analyze and understand the various theories of Organizational behavior and their effective application in the work sphere.
- Understand Individual and the group dynamics at the micro and macro level.
- Utilize most effectively the basic concept of organizational power and politics.
- Use communication tools to achieve power presence.

Unit-I: Nature, Scope and Process of Management: Concept of Management, Role and Importance of Management, Functions and Levels of Management, Management- a science and an art, Distinction between Management and Administration; Classification of Management Functions, Managerial and operative functions.

Unit- II: Overview of Planning, Organizing and Staffing: Process of planning, Features and importance of Planning, steps of planning, types of planning, Formal and Informal organizations, Line and Staff Organization, committee organization, project organization, Common organizational structures, Principles of Delegation, Centralization and Decentralization: Basic concept, Departmentalization: Concept and types; Span of management, Features and elements of staffing.

Unit-III: Evolution of Management Thought: Early contributors to Management Thought, Emergence of Management Thought, Scientific management, Administrative theory of management, Bureaucratic Organization, Behavioral approach: Human Relations Movement, Behavioral Science Approach, and Modern Approach to management- System Approach and contingency approach.

Unit-IV: Introduction to Organizational Behavior: Importance of Organizational Behavior, Concept, Challenges, and opportunities of organizational behavior, Issues in developing an OB Model; Characteristics of Human Behavior.



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Unit- V: Coordination, Directing and Controlling: Principles of Direction, Supervision, Concept and features of Coordination, Relationship between Planning and Control, Elements of Control System; Leadership: Basic concepts of Leadership, Leadership Functions, Importance of Leadership, Leadership Styles.

Unit-VI: Individual in Organization Personality: Concept, Determinants, Personality Traits, Models, Perception, Concept, Process, Factors influencing Perception, Learning: Concept, Attitude and Values: Concepts, Different Job attitudes, Beliefs and Values, Motivation: Concept, Basic theories of Motivation (Maslow, Herzberg, McClelland and McGregor)

Unit-VII: Groups and Teams: Definition, Difference between Groups and Teams, Stages of Group development, Group Synergy, Work Teams vs. Work Groups, Communication: Concept, Process, Barriers.

Reference Books:

1. Organizational Behaviour : Robins Stephen P. PHI
2. Gilbert: Principles of Management, McGraw Hill.
3. Greenberg Jerald and Baron Robert A.: Behaviour in Organizations: Understanding and Managing the Human Side of Work, Prentice Hall of India.
4. Kaul Vijay Kumar, Business Organization & Management - Text and Cases

Semester - II

Course Code: BBA/201/MJC-2

Course Title: Business Environment (4 Credits)

Theory: 60 Lectures

Course Objectives:

A business Environment course will prepare future entrepreneurs to plan, launch and grow a business venture within the context of their local and national social, political, legal cultural and economic environment. It will ensure that future entrepreneurs consider the labor environment and retail environment they are entering. They will be able to assess the impact of these different environments on the potential to succeed in their new business venture. We will look at the micro-environment as well as the macro-environment of a business and in particular the variables that influence the activities of a business.

Learning Outcomes:

- Examine how different factors and trends in the external environment are likely to impact upon a proposed business venture.
- Conduct a business analysis of the local and national environment.
- Employ business models and tools to evaluate changes in an organization's business environment.
- Present a business environmental analysis and recommendations to reduce the risk of the identified issues.
- Describe what business operations encompass.
- Explain the structure, process and function of business management.
- Explore the role of marketing in business.



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Unit-I: Introduction: Concept, nature and importance of business and business environment — Types of environment, general and task environment, internal and external environment, Basic elements of environment: socio-cultural, political, legal, economic and technological elements — Environmental analysis, objectives, process, benefits and limitations.

Unit-II: Business and Culture: Concept and nature of culture - Impact of culture on business - Traditional values and its impact cultural resources - Ethics and social responsibility of business Arguments for and against social responsibility.

Unit-III: Political and Legal Environment of Business: The Constitution of India, Fundamental Rights and Directive Principles of State Policy - State intervention in economic affairs: role of the government in creating proper business environment - Economic planning in India: features and objectives of Indian Plans: The changing legal environment of business, key concepts and features - Intellectual property laws: elementary concepts and features of copyrights, patent, trade/service mark and industrial design.

Unit-IV: Economic Environment and system of Business: Concept and elements of economic environment — Different economic systems: their meanings and characteristics - New Industrial Policy: Objectives and Dimensions - Economic reforms initiated in India — Liberalization, privatization and disinvestment: concepts and trends.

Unit- V: Consumerism and Consumer Protection: Consumerism and consumer rights in India - consumer protection: UN guidelines for consumer protection.

Unit-VI: International Environment of Business: Globalization as a part of the New Industrial Policy - concept and nature of globalization - Why companies go global - Strategies for entering foreign markets: exporting, licensing and franchising, contract manufacturing, management contracting, joint venture, merger and acquisition, strategic alliance and counter trade - Merits and demerits of globalization - Globalization of Indian business — Multinational corporations: concept, features, merits and demerits.

Unit-VII: Technological Environment of Business: Concept and features of technology - Impact of technology on business and society - Technology policy of India -Institutions and other facilities for promotion of science and technology in India-Intellectual Property: Basic Idea and Types.

Reference Books:

1. Essentials of Business Environment - Aswathapa, K, HPH. Business Environment - Cherunllam, Francis, HPH.
2. Economics Environment of Business - Misra and Puri, HPH Business Environment - Gupta, C.B., Sultan Chand.
3. Business Environment: Text and Cases — Paul, Justin, TMH.
4. Services Marketing - RajendraNargundkar, Tata Mc Graw Hill.



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Semester - III

Course Code: BBA/301/MJC-3

Course Title: Accounting for Managers (4 Credits)

Theory: 60 Lectures

Course Objectives:

This course exposes students to a broad range of accounting and cost accounting concepts and their terminology. Topics include Primary accounting books, financial statements, how to identify, measure, and accumulate direct and indirect costs.

Learning Outcomes:

After the completion of this course, the students will be able to:

- Prepare journal, ledger and trial balance.
- Prepare Final Accounts.
- Find different ratios.
- Understanding different costs.

Unit-I: Introduction to Financial Accounting: Introduction, Meaning of Book Keeping, Accounting and Accountancy, Distinction between Book Keeping and Accounting, Accounting Process, Objectives of Accounting, Various users of Accounting Information, Limitations of Accounting, Accounting Terminologies.

Unit-II: Accounting Concepts, Principles and Conventions: Introduction, Meaning of Accounting Concepts, Principles, Conventions, Types of Accounting Concepts, Types of Accounting Principles, Types of Accounting Conventions, Accounting standards.

Unit-III: Recording of Transactions: Introduction, Meaning of Assets, Liabilities, Equity, Accounting Equation, Classification of Accounts, Double Entry System and Rules of Debit and Credit, Difference between Double entry system and Single entry System. **Secondary Books:** Introduction, Secondary Books, Cash Book, Petty Cash Book, And Ledger

Unit-IV: Trial Balance : Introduction, Trial Balance, Necessity of preparation of Trial Balance, Limitations of Trial Balance, Preparation of Trial Balance.

Unit-V: Final Accounts: Introduction, Meaning, Objectives and Characteristics of Final Accounts, Trading Account, Profit and Loss Account, Balance Sheet, Treatment of Adjustments, Practical Problems.

Unit-VI: Bank Reconciliation Statement: Introduction, Meaning of Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Reasons for Difference, Procedure for Reconciliation.

Unit-VII: Accounting for Non-Profit seeking Concern: Difference between Receipt and Payment A/c and Income and expenditure A/c, Capital expenditure, Revenue Expenditure, Receipt and Income, Preparation of Income and Expenditure a/c and Balance sheet of Non Profit Seeking Organization A/c.



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Unit-VIII: Partnership Accounts-I: Profit and Loss Appropriation A/c and Capital A/c and Current A/c, Charge against Profit and Appropriation of Profit, Simple Problems.

Unit-IX: Depreciation Accounting: Introduction, Meaning of Depreciation, Causes for Depreciation, Need for Depreciation, Computation of the Amount of Depreciation, Depreciation on Additions to Fixed Assets and Sale of Assets, Methods of Depreciation, Straight Line and Reducing Balance Method.

Unit-X: Introduction to Company Accounts: Introduction, Kinds of Companies, Formation of Companies, Share Capital, Issue of Shares, Under Subscription & Oversubscription, Issue of Shares at Premium, Share Forfeiture and Reissue, accounting treatment, Simple Problems.

Reference Books:

1. Accounting for Managers – Asish K. Bhattacharya; PHI.
2. Modern Accountancy-Amitabha Mukherjee & Mohammed Hanif; Tata McGraw-Hill.
3. Accounting & Finance for Managers – T. P. Ghosh; Taxmann.
4. Accounting for Management, Ashok Sehgal, Taxmann
5. Financial Accounting (Set of 2 volumes), Bhushan Kumar Goyal H.N Tiwari, Taxmann
6. Financial Accounting, Tulsian P. C., Pearson)
7. Financial Accounting, V. K. Goyal and Ruchi Goyal, PHI

Semester - III

Course Code: BBA/302/MJC - 4

Course Title: Managerial Economics (4 Credits)

Theory: 60 Lectures

Course Objectives:

To enable students understand the basic concepts of microeconomics, macroeconomic concepts and their influences in the decision-making process of individual consumers, groups of consumers, and firms.

Learning Outcomes:

The students can learn the following after completion of the course:

- What are the micro economic indicators for analysis?
- How to do the utility analysis?
- Consumer behavior and utility analysis
- Product pricing determination
- Types of the market and consumer behavior
- What are the macroeconomic indicators for analysis?
- How to measure the economic indicators?
- How to analyze the monetary policy?
- Importance of fiscal and monetary policy



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Unit-I: Introduction to Business Economics: Nature and scope of Business economics, Economic terms and concepts; Overview of Micro and Macro economics.

Unit- II: Demand and Supply: Law of demand and Law of supply and its' exceptions, Elasticity of Demand: Price elasticity, Income elasticity and cross price elasticity of demand, Measurement of elasticity: Arc price elasticity, point price elasticity. Factors determining Demand elasticity, Demand forecasting: Importance and meaning, Different Revenue Concepts, Relations, concentrating AR, MR and price elasticity.

Unit-III: Cost and Production: Production Function, Law of variable proportions – Total Product, Average Product, Marginal Product and their relations. Isocost, Isoquant Lines and choice of optimum input combination; Return to scale; Cobb- Douglas Production function and its important properties, Cost function. Short run and long run costs, Different concepts of Cost and cost curves and classifications of cost,

Unit-IV: Market Function: Short run and Long run Equilibrium of the firm under perfect competition, Monopoly, price discrimination, Market equilibrium; Demand and Supply function.

Unit – V Introduction to Macroeconomics: Nature and Scope of Macroeconomic study, Output and expenditure flows in a simple economy, Macroeconomic variables.

Unit- VI: Overview of National Income: Measurement of national income, circular flow of national income. Consumption function; saving function: Simple Keynesian Model- Equilibrium and Stability, Investment multiplier.

Unit VII: Macroeconomic Policy: Fiscal Policy and Monetary Policy.

Unit-VIII: Money: Definitions, Classification and functions of money. Different components of money supply. Classical Quantity and Keynesian liquidity preference theory.

Unit-IX: Banking: Functions of commercial Banks and central Bank, Credit creation of Commercial Banks, Monetary policies and their limitations.

Reference Books:

1. An Introduction to Positive Economics- Lipsey, ELBS.
2. Managerial Economics : Hague, Longman
3. Modern Economic theory: Mukherjee, VishwaPrakashan
4. Micro Economic Theory, JoydebSarkhelBook Syndicate Pvt. Ltd,
5. Macro-Economic Theory, JoydebSarkhelBook Syndicate Pvt. Ltd,
6. Managerial Economics, Harasankar Bhattacharyya and JoydebSarkhel,Book Syndicate Pvt. Ltd.



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Semester - IV

Course Code: BBA/401/MJC - 5

Course Title: Entrepreneurship Development (4 Credits)

Theory: 60 Lectures

Course Objectives:

Entrepreneurship has been engines of economic growth and prosperity in any society. The entrepreneur transforms resources to useful and valuable products, services and solutions. S/he does so by sensing opportunities and seizes opportunities while transforming assets. Considering significance of entrepreneurship for the economy and society, large companies besides governments and Universities are promoting entrepreneurship. This is often known as intrapreneurship. In fact, all early management education was centered on creating and supporting entrepreneurs. It is therefore essential for all management graduates to learn entrepreneurship.

Learning Outcomes:

- To explain with examples / illustrations key concepts such as opportunities, challenges, resources & capabilities, new product development, intellectual property rights, efficiency, quality, innovation and customer responsiveness.
- To apply the learned concepts to sense and seize opportunities
- To analyze identifies opportunities for key success factors and required capabilities to win in the market place
- To consider resource constraints to evaluate multiple opportunities and select appropriate opportunities for seizing
- To create a business plan

Unit-I: Introduction: An Concepts of entrepreneur, Entrepreneurship, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur, Type of entrepreneurs, Role of entrepreneur in economic development, Distinction between an entrepreneur and manager, Entrepreneur and Intrapreneur.

Unit- II: Entrepreneurship Development: Emergence of entrepreneurship, Growth of entrepreneurship in India, Economic and Non- Economic factors for stimulating entrepreneurship development, Obstacles to entrepreneurship development in India.

Unit-III: Women and Entrepreneurship: Concept of women entrepreneurship, Reasons for growth of woman entrepreneurship, Problems faced by women entrepreneurship and remedial measures.

Unit-IV: Role of the Government in Entrepreneurship Development: Concept and meaning of entrepreneurship development programs, Need for entrepreneurship development programs (EDPs), Objectives of EDPs, Organizations for EDPs in India, NIESBUD, SISI- Concept, Roles and activities.



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Unit- V: Organization Assistance: New Ventures, Industrial Park (Meaning, Features, & Examples), Special Economic Zone (Meaning, Features & Examples) Financial Assistance by Different Agencies, The Small Industries Development Bank of India (SIDBI), The State Small Industries Development Corporation (SSIDC)

Unit-VI: Venture Promotion and Project Formulation: Concept of projects classification of projects and project report, Project identification and selection, Constraints in project identification, Techniques of Project identification, Significance, Contents, formulation of project report, Need for project formulation, Elements of Project Formulation, Project Appraisal: Concept, Significance and method, Project Report- Concept, Guidelines for formulating a project report, Specimen of a project report.

Unit-VII: Enterprise Financing: Need for Financial Planning, Sources of short-term and long-term finance to entrepreneurs, Institutional finance to entrepreneurs, Role of commercial banks and financial institutions like IDBI, IFCI, ICICI, SFCs, Concept of venture capital. Role of govt. for encouraging entrepreneurs : Atmanirbhar Bharat, Make In India, Startup India, Stand Up India, Mudra Loan.

Project / Practical: Instructions to be followed

Business plan Presentation and evaluation

A Business plan presentation should convincingly demonstrate the ability of your business to sell enough of its product or service to make a satisfactory profit and be attractive to potential investors / lenders.

NEED FOR A BUSINESS PLAN

1.	Sanity Check	5.	Obtaining large contracts
2.	Obtaining bank loans	6.	Attracting key employees
3.	Attracting investors	7.	Completing mergers and acquisitions
4.	Arranging strategic alliances	8.	Motivating the management team

CONTENTS OF A BUSINESS PLAN

1. Cover Page
 - a. Name of the Company
 - b. Logo of the Company
 - c. Address of the Company
2. Table of Contents
3. Executive Summary



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4. About the Company
 - a. The industry
 - b. The company
 - c. Mission Statement
 - d. Vision Statement
5. The Product / Service
 - a. Product / Service
 - b. Problem and Solution
 - c. Design and development plans
 - d. Development status and tasks
 - e. Difficulties and risks
 - f. Product improvement and new products
 - g. Costs
6. The Market
 - a. Customers
 - b. Market size and trends
 - c. Competition
 - d. Estimated market share and sales
7. Marketing Strategy
 - a. Ongoing market evaluation
 - b. Pricing
 - c. Sales tactics
 - d. Service and warranty policies
 - e. Advertising and Promotion
8. Financial Strategy
 - a. Own funds
 - b. Bank Loans
 - c. Borrowing from other sources
 - d. Investors' funds
9. Operating Strategy
 - a. Geographic location
 - b. Facilities and improvements
 - c. Strategy and plans
 - d. Labor plans
10. Executive Profiles
 - a. Management Team



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- b. Organization structure
- c. Key managerial personnel
- d. Management compensation and ownership
- e. Board of directors
- f. Management assistance and training needs
- g. Supporting professional services

11. Appendices

- a. Balance Sheet
- b. Cash flow Statement
- c. Charts, Graphics and pictures
- d. Timelines
- e. Projections
- f. Key Assumptions

Detailed coverage under each Chapter of the Business Plan

Brief overview of company

- What exactly the company does
- What products or services are offered
- What problem is being solved, and
- Why these products or services are compelling, *e.g.*, “...the only product that enables [solution] to [the problem]...”

The Problem/Opportunity/Need

- Define the problem or need in the market
- Describe how significant or prevalent the problem may be
- If appropriate, describe why now is the right time for a solution
- Provide a “problem” scenario that provides a basis for your company's product or service

The Solution

- Clearly and succinctly describe the company's product or service that will address the problem
- Illustrate the company's solution with graphics or pictures as necessary
- Provide brief list of features, benefits and advantages
- What is the value proposition for the customer (How well will the product or service solve the problem)?
- Cost savings, convenience, reliability, etc.
- Describe “barriers to entry” created by your product (*e.g.*, patents)
- Provide an understandable, practical example of how your product/service works or what it does.



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Sample Feature-Benefits Table

Sl. No.	Features	Benefits
1		
2		
3		
4		

Company Status/Progress

- Build investor confidence in your company
- Domain expertise of management and staff
- Customers & contracts established (letters of intent)
- Strategic partnerships established
- Product development status-describe milestones achieved to reduce risk (e.g., alpha or beta testing)
- Other significant information to validate or reduce risk

The Market

- Describe market size, growth, trends and maturity
- Industry and market segment data
- Market challenges
- What market segment(s) are served by the company?
- What is the company's potential in the market?
- Estimated Revenue Growth in graphic or tabular form
- Market share projections are optional

Customers

- Describe the company's current & potential customers
- Profile of the optimal customer
- Value proposition to customer
- Validation of Customer Acceptance
- Customer Feedback, Survey Data, Testimonials
- Purchases, Letters of Intent
- Partners
- Example of customer

Competition and Advantage

Competition

- Describe the direct (competing product or service) and indirect competition (alternative solution) for your company and its product or service.
- Describe specific strengths, weaknesses, and opportunities related to competition.



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- Describe how your product, technology or service differentiates itself from the competition?

Competitive Advantage

- What is the company's competitive advantage?
- Why will customers buy your product or service over the competition?
- Show a competitive matrix to illustrate differentiation

Competitive Comparison

Product	Advantages Disadvantages
Product A : Rs.12/100 units	
Product B :Rs.30/100 units	
Product C :Rs.17/100 units	
My Company Product :Rs.9/100 units	

Competitive Matrix

Product	Features				
	A	B	C	D	E
MY PRODUCT	•	•	•	•	•
Product 1	•		•		
Product 2	•	•	•		
Product 3	•	•			•
Product 4	•	•		•	
Product 5		•	•		•
Product 6		•		•	

Business Model and Marketing Plan

Describe the company's business and revenue model

- What is the overall business strategy?
- How will you sell your product or service (distributors, internet)?
- How will the company generate revenue for its product or service?



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- Describe the sales cycle for the company's product or service

Describe the Marketing Plan

- What is the go-to -market strategy?
- What is the pricing model? Gross margin?
- How will you access customers? (including advertisement and promotion activity)
- How will your product or service be distributed?
- What customer support will be needed?

Note any commitments from partners, distributors, granting agencies, etc. regarding benefits of your product

Regulatory Issues

- Includes pertinent info regarding industry specific laws, state laws, local laws, competition law and other pertinent regulator specific laws

Management Team, Advisors

- Build investor confidence with team
- Credentials, proven track record, domain experience
- Describe skill and experience gaps to be filled
- List the company's leadership team
- Include name, position, experience
- List of company Directors and Advisors
- Include name, summary of experience

Financial Projections

- Provide 3-5 year financial projections for the company
- Include financial projections to show year-to-year growth
- Is the company overstating or understating market share and/or growth?
- Can the company scale its operations as it grows?
- List major facts and assumptions
- Are the assumptions believable and achievable?



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Product	2018	2019	2020	2021	2022
Revenue					
Direct Cost					
Gross Profit					
Operational Expenses					
Net Income					

Break Even Analysis

Have to do the break even analysis.

Funding

What funding has the company received to date?

Amount & Sources

- How will the company be financed?
- How much money is the company currently seeking from Investors?
- How will the funds be used? (use tabular format)
- What key value-building milestones will be achieved with funds (market test, market expansion, etc.)
- Anticipated future funding needs
- What are the exit strategies for the company? (When?)
- What is the expected ROI for investors



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Start-up Budget / Use of Proceeds

First year Budget	Cost (Rs. In '000)
Salaries	510,000
Repairs & maintenance	8,400
Local Advertising	5,000
Marketing	51,400
Accounting and legal	5,000
Rent	17,798
Internet & Telephone	5,940
Equipment	48,000
Domain Name	10
Total	Rs.651,548



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Timeline: Use a Gantt chart for key milestones

Timeline of Milestones

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Idea												
Primary Research												
Feasibility Analysis												
Relationships Secured												
Business Plan												
Prototype Install (Fall Gardens)												
Funds Raised												
Neighborhood Mkt.												
Initial Contracts												

Executive Summary

- Unique and Sizeable Opportunity
- Unique product or service
- Competitive Advantage, Strengths
- Marketing Approach, Customers, Sales Pipeline
- Intellectual property
- Management team

Suggested Readings:

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation:Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.



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Semester - IV

Course Code: BBA/402/MJC - 6

Course Title: Marketing Management (4 Credits)

Theory: 60 Lectures

Course Objective:

The course would provide an understanding of the basic concepts, philosophies, processes and techniques of managing marketing operations of the organization with a greater emphasis on the process of value creation for customers.

Learning Outcomes:

- To define Marketing, Markets and their types and Understand the core concepts of marketing
- To understand and apply the strategic frameworks in developing a marketing plan
- To understand consumer buying behavior and the theories Application of Consumer behavior in real life marketing and using analytics to uncover such behaviors
- To apply Segmentation and Targeting to craft the marketing positioning
- To understand the concept of Customer Relationship Management, Customer Lifetime Value
- To understand Marketing Mix and be able to design appropriate marketing mix
- To create appropriate pricing by applying pricing models
- To evaluate the use of different channels of distribution by existing businesses
- To create guidelines for advertising and communication etc.

Unit-I: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing, Core marketing concepts, Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context), Recent Trends in Marketing in India.

Unit- II: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning, Developing marketing opportunities and strategies. Marketing Information System and Marketing research.

Unit-III: Developing the concept of marketing mix and managing the product: Types of consumer and industrial products, Product relating decision, Product Line, Product Mix, Product Life cycle, New Product Development, Branding and Packaging Decisions.

Unit-IV: Marketing of Services: Unique Characteristics of Services, Marketing strategies for service firms –7Ps.

Unit- V: Pricing: Pricing considerations and approaches, Strategies and methods.

Unit-VI: Distribution Channels: Concept of Distribution Channel, Managing distribution channel, Factors influencing the channel of Distribution- Wholesaling and Retailing.



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Unit-VII: The Marketing Communication: The communication process, developing effective communication, deciding on the marketing communication mix, Managing advertising, sales promotion and public relations (PR), managing the sales force.

Unit-VIII: New Trends in Marketing: Global Marketing, Direct marketing, Tele marketing, Basics of Digital Marketing, Email marketing, Social media marketing, content marketing, Search Engine marketing, APP Marketing.

Reference Books:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UlHaq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D'Amico, M.: Marketing, Ohio: South-Western College Publishing.

Semester - IV

Course Code: BBA/403/MJC - 7

Course Title: Human Resource Management (4 Credits)

Theory: 60 Lectures

Course Objectives:

The role of HR manager today is no more limited to service functions like recruiting, payroll and benefits. Today, HR managers play a major role in strategic decision making and are evolving as business partners. At the same time, Human Resource Management is no more limited to only HR personnel. Rather, every manager needs to work on it along with the HR department. Managers who are good at HRM can use their workforce in a more efficient and effective manner to gain competitive advantage for their organizations.

The course aims to furnish students with the tools and practices of HRM and help them appreciate they change they can affect in an organization by managing people in the best possible manner. It also aims at providing an overview of the current people challenges that organizations/ managers are facing today.

Learning Outcomes:

The programme intends to provide the students with basics and application of Human Resource management. It will help to understand how the human assets are being put to use in the service of organizational objectives and will help the students to recognize the manager's changing role, and it will emphasize the real-time HR challenges and the HRM strategies used to address them.

By the end of this course, the following learning outcomes are expected:

- Students should be well acquainted with basic concepts HRM and the important functions, role of strategy in HRM, need of manpower planning/ HR planning etc.
- Students should be well acquainted with basic tools and techniques of HRM like job evaluation, assessment center, competency mapping etc.
- Students should be able to relate to the basic HR functions and processes like Recruitment, training, performance management, career and succession planning etc.



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- Students should be able to understand the role of HR in today's corporate world, challenges and how to address them while well-guarding employee sensitivities and importance of HR analytics.

Unit-I: HRM Concept: Nature, Scope, Objectives and importance of Human Resource Management, Evaluation of HRM, Roles, functions and qualities of human resource Manager, Difference between Human Resource Management and Personal Management.

Unit- II: Human Resource Planning: Meaning, Objective and Importance of Human Resource Planning (HRP), HRP Planning Process.

Unit-III: Recruitment, Selection &Orientation: Objective and sources of recruitment, Meaning and purpose of Selection, Selection Process, Steps in Selection, Selection Techniques and Induction.

Unit-IV: Training and Development: Meaning, Importance and objective of Training, Steps in training, Organizing Training programmer, Training vs Development, Training needs assessment, Training methods, Evaluation of training programs, Meaning and objectives of Management Development, Techniques of Management Development, Career Planning.

Unit- V: Performance Appraisal: Concept, Features, Objective and methods of appraisal, Traditional and Modern methods, Problems with performance appraisal, Potential Appraisal.

Unit-VI: Compensation Management: Objective and scope of compensation management, Factors affecting compensation, Job evaluation- Concept and process, Methods of wage payment, Fringe benefits and incentive plans.

Unit-VII: Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline concept, aspect of discipline &Disciplinary procedure. Workers' participations in Management- Definition, objective and form, Collective bargaining: Concepts and forms.

Unit-VIII: Human Resource Development: Definition, Goals of HRD, HRD mechanisms or subsystems, Linkage between HRD mechanisms, process outcomes and organizational effectiveness and OD, HRD department and its task.

Reference Books:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - IV

Course Code: BBA/404/MJC - 8

Course Title: Business Research Methodology (4 Credits)

Theory: 60 Lectures

Course Objectives

To enable students understand the basic techniques and tools of business research and its application in business decision making

Learning Outcomes

- To learn and comprehend the nature, concept and scope of Business Research: definition, scope, limitation & types, objectives, research process, and application of business research.
- To be well acquainted with research design-types, primary & secondary methods, collection of data, primary data and its sources, secondary data and its sources.
- To be well acquainted with measurement & scaling, designing a questionnaire, scaling, population and sample, types of sampling techniques, and sampling theory of estimation.
- To be able to understand and gain practical knowledge about data analysis, interpretation of result, data Preparation, tabulation, coding, and editing, report writing and presentation.

Unit –I: Nature and Scope of Business Research: Definition, Scope, Limitation & Types, Objectives, Research Process, and Application of Business Research

Unit – II: Research Design: Types, Primary & Secondary Methods

Unit – III: Collection of Data: Primary Data and Its sources, Secondary Data and Its sources

Unit – IV: Measurement & Scaling: Designing a Questionnaire, Scaling: meaning of scaling, important scaling techniques, Population and Sample, Types of Sampling Techniques, Sampling Theory of Estimation.

Unit – V: Data Analysis: Hypothesis testing, Type I & Type II error, Descriptive statistics, frequency analysis, Z test, t test, Chi square test, correlation, regression etc. Use of SPSS /related software for data analysis.

Unit – VI: Communicating the Research: Data Preparation, Tabulation, Coding, and Editing. Report Writing and Presentation.

Unit – VII: Report Writing: Formatting, Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices.

Unit – VIII: Presentation of Report: Skills and Methods, Practice Sessions on Assignments (Two per student).

Reference Books:

1. Business Research Methods, Zikmund, Cengage
2. Taylor, Bill, Sinha, G and Ghoshal, Taposh : Research Methodology, Prentice Hall of India.
3. D.K. Bhattacharjee: Research Methodology, Excel Books
4. Research Methodology, Prashant Sarangi, Taxmann
5. Kothari, C.R. : Research Methodology – Methods and Techniques, WileyEastern.



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - V

Course Code: BBA/501/MJC - 9

Course Title: Legal Aspect of Business (4 Credits)

Theory: 60 Lectures

Course Objectives:

Law is a fundamental part of business and business has always been intertwined with the law and legal regulations. Business Law governs the world of commerce. Business Law aims to actualize good governance and protect the interests of the stakeholders and the beneficiaries of law. For management students' specific laws have been identified to familiarize the students with the statutory provisions of the law; the governing principles; art of interpretations to enhance their decision-making capabilities. Business students who study the interaction of law and business can anticipate the legal needs of their companies and comprehend how laws and regulations can impact businesses in both positive and negative ways.

Learning Outcomes:

- The general Introduction on law is expected to familiarize the students about the significance of Indian legal mechanism and its applied aspects
- The overview of Laws of contract will appraise the basic governing principles and interpretations of contractual terms.
- The Law relating to sale of goods are expected to define the legal relationship between Buyer and Seller as well as other stakeholders.
- Laws relating to Negotiable Instruments will apprise Inland Instruments, Foreign Instruments, Bank and Finance companies.
- Indian Partnership Act is expected to orient the students regarding legal relationship between the partners of contract, their rights and liabilities as well as sharing of profits of business and trade.
- Company Law will familiarize the students regarding formation, management and rights and liabilities of shareholders and the role of the Government as a beneficial intervener.

Unit-I: Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law.

Unit-II: Law of contract: Introduction, Objectives, Formation of a Contract, Definition of a Valid Contract, Essential elements of a valid contract, Classification of contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract, Remedies for breach of contract agencies. **Contracts of Guarantee and indemnity:** Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, and Surety.

Unit-III: Contracts of Bailment and Pledge: Introduction, Bailment and its Kinds, Definition of bailment, Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee

Unit-IV: Contract of Agency: Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney



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Unit-V: Law of Sales of Goods: Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, transfer of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract

Unit-VI: Law of Partnership: Introduction, Meaning and Nature of Partnerships, Rights and duties of a partners, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution

Unit-VII: Law of Negotiable Instruments: Negotiable instruments, Definition and characteristics Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonor, Crossing of cheques, Paying banker. **Banking & Insurance Law:** Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector

Unit-VIII: Consumer Protection Act: Introduction, Definitions, objectives, features, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers. **The Foreign Exchange Management Act:** Introduction, Definitions, overview of Regulation and Management of Foreign Exchange.

Unit-IX: The Company's Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors: Definition, types, appointment, powers, functions and duties, General Meetings and Proceedings, Auditor, Winding up. **Intellectual Property Laws:** Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.

Reference Books:

1. Element of Company Law – N. D. Kapoor; Sultan Chand.
2. Elements of Business and Eco. Laws –N. D. Kapoor; Sultan Chand.
3. Taxman's – Guide to Foreign Exchange Management Act.
4. Commercial Law including Company Law – Sen and Mitra; World Press.
5. Student's Guide to Company Law – A.K. Majumdar and G.K. Kapoor; Taxman.

Semester - V

Course Code: BBA/502/MJC - 10

Course Title: Production and Material Management (4 Credits)

Theory: 60 Lectures

Course Objectives:

To understand the production and operation function and familiarize students with the technique for planning and control

Learning Outcomes:

- To understand and differentiate different production systems.
- To understand the decision framework for deciding facility and location.



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- To appreciate the materials and production planning steps.
- To understand the quality dimensions and process for product and measurement processes.
- To understand the principles of work method and motion study.
- To learn the basic concepts related to waste management and automation.

Unit-I: Overview or Introduction of Production Management: Historical Evaluation of Production Management, Concept of Production, Production System, Classification of Production System, Objectives and Scope of Production Management, Product and process Design.

Unit- II: Production Planning &Control: Production System, Types of Production, Need for PPC, Phases and functions of PPC, Capacity Planning: Measurement of Capacity, Process of Capacity Planning, Scheduling Principles and Types of Scheduling, Numerical problems on scheduling.

Unit-III: Plant Location and Layout: Introduction and meaning, Approaches to location, choice, selection, plant design, Factors influencing Plant location, Plant layout-Objectives, Principles and types of layout, Advantages and limitations of each type of layout, Criteria for a good layout.

Unit-IV: Work Study: Introduction, Advantages, Method Study: Objectives, Scope, Steps or procedure involved in Method Study, Charts used in Method Study, Work Measurement: Objectives and Techniques, Time Study- Introduction and Meaning, Steps in Making Time Study- Introduction and Meaning, Steps in Making Time Study, Numerical problems on Work Management.

Unit- V: Inspection & Quality Control: Need for Controlling Quality, Steps in Quality Control, Objectives and Benefits of Quality Control, Statistical Process Control: Control Charts- Characteristics, Benefits and Objectives of Control Charts, Quality Circles, Introduction to Total Quality Management (TQM) – Definition, Concept, Benefits.

Unit-VI: Materials Management: Introduction, Meaning and Scope, Role of Materials Management, Classes of Materials, Codification – Objectives, Advantages, Methodology, Standardization – Relevance, Definition, Specification, Advantages, Techniques.

Unit-VII: Materials Planning: Introduction to Planning, Definition, Advantages, Bills of Materials, Introduction to Material Requirement Planning (MRP), Purchasing- Objectives, Parameters, Procedure, Selection of Suppliers.

Unit-VIII: Inventory Control: Need for Inventory, Right quantity, Different Functions and Types, Inventory Control, Economic Order Quantity (EOQ): Concept, Just- in- Time (JIT) Inventory System, Numerical problems on EOQ.

Reference Books:

1. Production and Operations Management – S. Anil Kumar, N. Suresh, New Age International Publishers.
2. Production and Operations Management- K. Ashwathappa, HPH
3. Purchasing and Materials Management – N K Nair – VIKAS
4. Purchasing and Materials Management – P. Gopalkrishnan, Tata McGraw Hill



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - V

Course Code: BBA/503/MJC - 11

Course Title: Sales and Distribution Management (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objective:

To enable the students understand various aspects of channel management for coordinated sales effort and effective management of marketing channels

Learning Outcomes:

- To understand the process of Personal Selling
- To know about different Sales roles
- To design channels for various product and service categories
- To evaluate different channel partners

Unit-I: Introduction to Sales Management: Nature, role and importance, Sales force structure and Size management process, Sales Management functions selling Process, different techniques of handling customer objections and closing the sales, follow-up.

Unit-II: Sales Organization: Formal, Informal, horizontal, vertical, centralized, decentralized, geographic, customer, product, combination, organizations, Sales Territory: Size allocation and designing sales territory.

Unit-III: Sales Forecasting & market demand: Importance, forecasting process, Planning and recruitment of sales force, Job analysis specification, Job description, sources of recruitment, selection of sales person, Sales training, objective, designing training programme.

Unit-IV: Sales force Management and Motivation: Nature, Importance, factor's influencing the motivation - of - sales – force, Determination of Sales Force Size, Compensations: Types, compensations plan.

Unit- V: Evaluation of sales forces performance: Qualitative and quantitative bases to evaluate Sales force control and budget.

Unit-VI: Retailing and Whole Selling: Retail types, developing and implementing merchandise strategy, strategies in retail outlet, whole selling Functions, types, marketing trend.

Unit-VII: Distributions channel: Importance, types, channel strategy Market Logistic: objective, planning customer oriented inventory management decision, transportation decision.

Reference Books:

1. Sales and Distribution Management — Tapan Panda and Sachdev, Oxford Publications.
2. Marketing Management ~ analysis, planning and control, Philip Kotler, Prentice hall of India Ltd.
3. Sales Management: E. M. Johnson, D. L. Kurtz, E. E. Scharuing, McGraw Hill.



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - V

Course Code: BBA/503/MJC - 11

Course Title: Cost & Management Accounting (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

This course aims to give an understanding of how management accountants provide information to facilitate decision-making in an organization. On completion of this course, students should be able to determine product costs, formulate budgets and standards for planning and control, understand the role of responsibility accounting and performance measurement, and explain contemporary thinking in management accounting.

Learning Outcomes:

On successful completion of this course, students will be able to:

- Describe the three fundamental purposes of cost and management accounting. As part of this learning, students will be able to appreciate the use of different costs for different purposes.
- Explain traditional and contemporary approaches to cost allocation.
- Describe different product costing scenarios in job-order and process environments.
- Identify relevant information for decision making purposes in order to produce financial analyses for a range of decisions such as product-mix, pricing, outsourcing and special orders.
- Use standard costs to prepare budgets for planning and control purposes.

Unit-I: Concept, Nature, Scope, Objectives and Functions of Cost Accounting and Management Accounting:

Comparison among Cost Accounting, Management Accounting and Financial Accounting, Cost Unit and Cost Centre — Concept, Classification & Difference, Methods and Techniques of Costing, Installation of a Cost Accounting System.

Unit-II: Material Control: Planned Purchasing System, Perpetual & Periodic Inventory Systems - Concept & Difference, Bin Card and Stores Ledger - Concept & Difference, Stock Levels - Concept & Determination, Pricing of material issues - FIFO, LIFO, Simple & Weighted Average methods, Selective Material Control Systems — ABC, JIT, VED, FSN, Material losses - Concept and Classification.

Unit-III: Definition, Classification, Accounting and Control of Overheads: Allocation, Apportionment and Re-apportionment of Overheads, Determination of Overhead Recovery Rates, Under and Over absorption of Overhead - Concept and Accounting Treatments.

Unit-IV: Job Costing: Concept, Features, Applicability and Job Cost Sheet, Contract Costing Concept, Features, Applicability, Preparation of Contract Account and other related accounts, Determination of Profit or Loss on incomplete contract, Presentation of Contract particulars in the Balance Sheet, Treatment of Retention money, Escalation Clause, Cost Plus Contract- Concept.

Unit-V: Process Costing: Concept, Features & Applicability, Preparation of Process Accounts (excluding application of Equivalent Production, Inter Process Profit, Joint Product, By-Product), Process Losses — Concept, Types (viz. Normal & Abnormal), Process Gain - Concept and Accounting Treatment.



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Unit-VI: Concept of Budget: Budgeting, Budgetary Control, Objectives, Advantages and Limitations of Budget and Budgetary Control, Principal Budget Factor - Concept & Significance, Classification of Budgets, Preparation of Cash Budget and Flexible Budget.

Unit-VII: Marginal Cost: Concept, Marginal Costing - Concept and Features, Differences between Marginal Costing and Absorption Costing, Marginal Cost Equation, CVP Analysis - Concept, Assumptions, Computation of Contribution, Profit-Volume Ratio, Break-even Analysis - Computation of Break Even Point & Margin of Safety, Break-even Chart & Contribution Chart.

Reference Books:

1. Cost Accounting ~ Saxena, V. K. and Vashist, C.D., Sultan Chand & Sons. Cost Accounting - Jain, S.P. and Narang, K. L., Kalyani Publishers.
2. Student's Guide to Cost and Management Accounting - Kishore, R. M., Taxmann.
3. Cost Accounting: JawaharLal, Tata Mc Graw Hill.
4. Principles and Practice of Cost Accounting - Bhattacharyya, PHI.
5. Cost & Management Accounting - Arora, M. N., Vikas Publishing House.

Semester - V

Course Code: BBA/503/MJC - 11

Course Title: Industrial Relations & Labour Laws (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objective:

The course helps the student understand and apply the concept of industrial relations and the system in which it operates.

Learning Outcomes:

- Students should able to elaborate the concept of Industrial Relations.
- The students should able to illustrate the role of trade union in the industrial setup.
- Students should able to outline the important causes & impact of industrial disputes.
- Students should able to elaborate Industrial Dispute settlement procedures.

Unit-I: Industrial Relations: Meaning, Characteristics, Objectives and Factors, Meaning of Industrial relations Characteristics and objectives of Industrial relations - Factor of Industrial relations Industrial relations Prerequisites for sound industrial relations, industrial relations - Importance of harmonious industrial relations.

Unit-II: Industrial Disputes: Concept, Forms, Settlement and Prevention of industrial disputes, Meanings, Concept of industrial dispute and industrial conflicts- Forms of industrial dispute - causes of industrial dispute - Methods for prevention and settlement of industrial dispute.

Unit-III: Trade Unionism: Concept, approaches and problems of trade union, Concept, Objectives and factions of trade unions - approach to trade union — Growth and problems of trade union movement in India. Regulations of Trade unions, Industrial Dispute and standing orders: The Trade Unions Act 1926:



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Unit-IV: Workers' Participation in Management: Concept, objective and forms of workers participations in management- Various forms of workers participations in management — New Scheme of workers' participations in management - Prerequisites for workers' participation in management.

Unit-V: The Industrial Dispute Act 1947: Settlement of Industrial disputes, strikes, lockout, gherao — Layoff, retrenchment, closure, discharge, dismissal.

Unit-VI: The Industrial Employment (standing orders) Act, 1946: - Concept and nature of Standing Order - Scope and Coverage of the Act — Certification process — its operation and binding effect - Modification and temperance application of Model Standing Orders.

Reference Books:

1. Industrial Relations and Labour Laws- S. C. Srivastava, Vikas Publishing House Pvt. Ltd., New Delhi, 2007.
2. Industrial Relations: Text and Cases— A. K. Ghosh, Manas Publications, New Delhi.
3. Dynamics of Industrial Relations — C. B. Mamoria et al, New Delhi, 2003.
4. Industrial relations - Emerging Paradigms - B. D. Singh, Excel Books, New Delhi, 2004.
5. Industrial Relations: Concepts and Issues- T. N. Chhabra & R. K. Suri, Dhanpat Rai & Co. (P) Ltd., 2005.

Semester - V

Course Code: BBA/504/MJC - 12

Course Title: Integrated Marketing Communication (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objective:

The objective of the course is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning. Topics: the role of integrated marketing communications, organizing for advertising and promotion, consumer behaviour perspective, the communication process, promotional objectives and budgets, creative strategy, media planning and strategy, broadcast/print & support media, direct marketing, sales promotions, PR and publicity, personal selling, international promotion, business-to-business promotions, and regulations and ethics.

Learning Outcomes:

By the end of this course students should be able to:

- Quickly understand a company and its marketing communications activities
- Present a brief verbal presentation (tutorial discussion)
- Thoroughly describe a range of media and methods available to marketers
- Develop a clearly thought out Communications Audit
- Clearly argue a point of view regarding marketing communications
- Demonstrate a comprehensive understanding of Marketing Communications theories and concepts
- Show that you're thinking like a marketer
- Prepare a Marketing Communication Brief for creative



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Unit-I: Introduction to Advertising: Meaning, objectives its role and functions, types & classification of advertisement

Unit- II: Marketing Mix and Promotion Mix: Integrated Marketing Communication (IMC)- Concept, Developing an IMC plan based on promotional mix of a firm.

Unit-III: Overview of Advertising Management: Choosing an advertising agency, advertising planning and research, the roles of advertising accounts, executives, and the communication budget.

Unit-IV: Advertising Design: Advertising theories, advertising appeal, advertising executional frameworks, creating an advertisement, advertising media selection and types.

Unit- V:Trade and Consumer Sales Promotions: The nature and objectives of trade promotion, types of trade promotion, trade allowances, trade contest, trade incentives, training programme, vendor support programme, promotion, types of consumer promotion, coupons, premiums, contests, sweepstakes, refunds, rebates, sampling, bonus pack, price off.

Unit-VI: Personal Selling: Definition, steps in personal selling process, retain selling, business to business selling, principles of personal selling, personal selling in International market.

Unit-VII: Public Relation: Definition, publics on PR, PR tools, jobs of PR executives and PR agency, Sponsorship and event management.

Unit-VIII: Corporate Image and Brand management: Corporate image component, promoting the desired images and corporate names and logos, Branding: brand equity, extension, co-branding.

Reference Books:

1. Integrated advertising, promotion and marketing communication, 2nd ed. - B. Donald and K. E. Clow, Prentice Hall, New Delhi.
2. Advertising management ~ A. A. David and M.G. John, Prentice Hall of India, New Delhi.
3. Advertising and Sales Promotion ~ Kazmi, M.M.S. and Batra, K.S., Excel Books, New Delhi.
4. Public Relation Today in the Indian Context - Ghosh, Suri, Rupa Publication, Kolkata.

Guidelines for the Project

The Integrated Marketing Communication Plan

Executive Summary: (The executive summary should include a concise statement of the problem, a short summary of the major points arising from your analysis, and the major recommendations from your analysis including total cost of the proposed plan). (OR: What I Know, What I Sought, What I Found, What I Learned).

Situation Analysis:

- Company and Product History
 - Product Background. (first phase)
 - Past Advertising Themes.
 - Significant environmental (legal, social, etc) influences. (first phase: governmental but you have to look if there are any social influences)
 - Current Brand SWOT (including problems and unique features of the brand).
 - Relevant Marketing Data (Sales, Market Share, etc). (first phase)



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- Product Evaluation
 - Comparison to direct and indirect Competition. (listing their main competitors) in terms of how do customers perceive the different brands in the market, their creative themes and marketing efforts and the product features
 - Consumer Perceptions and Satisfaction.
 - Retailer Perceptions.
 - Distribution.
- Consumer Evaluation
 - Demographic Profile (occupation, marital status, education, age, gender, etc).
 - Psychographic Profile (VALS – Values and Lifestyle)
 - Behavioural Profile (consumption level and situation, where is it used, attitude toward product, loyalty).

IMC Plan Target Market Specifications for the campaign that you are designing or evaluating in case it is a sub segment from the original segment:

- Demographics
- Psychographics
- Behavioural
- Buying situation
 - Purchase occasion
 - Benefits sought

Brand Positioning:

- The location you want to occupy in customer's mind
- What you want the customers to perceive on you
- The image you want to convey to your customers

The IMC Objectives (SMART objectives integrated in AIDA Model):

- You will mention the time period, the product and you would follow the AIDA model

The USP (Unique Selling Proposition):

- It should be ONLY ONE USP
- Make a proposition (offer) to the consumer. What's in it for me? Why should I buy from you?
- A proposition that competition either can't or doesn't offer or if it exists it can be defended
- It has to be very strong to move the consumers towards your brand

The Creative Strategy:

- Based on USP (Campaign Theme).
- Promotional Appeal (Rational vs. Emotional).
- Execution Technique (Factual Message, Comparison, Slice of Life, Fantasy, etc).

The IMC Program (Below-the-line and Above-the-line):

- Advertising
- Packaging
- Direct Marketing
- PR



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- Personal selling and e-communications
- Sales Promotions
- Exhibitions and Trade Shows
- Sponsorship

Advertising Schedule (Sample Discussed in Class):

The Promotion Budget:

- Affordable method
- Percentage of sales
- Competitive promotion budgeting
- Objectives and tasks

Evaluation:

Semester - V

Course Code: BBA/504/MJC - 12

Course Title: Taxation (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

The taxation subject is intended to acquaint students with the general principles and practice of Direct and Indirect taxation in India. This also includes a basic understanding on the Corporate Tax Planning.

Learning Outcomes:

- Basic of Direct Tax, incidence of tax, and discharge of tax liability, Residential Status of individual and a company, Income exempt from tax, Income under different heads.
- Corporate taxation and its planning.
- Business Tax Procedure
- Introduction of GST and different provisions related to registration, tax incidence and tax discharge

Unit-I: Basic Concepts: Direct Tax, Indirect Tax, Union/ Central & State-level Taxes, Assessee, Person, Previous Year, Assessment Year, Income, Sources of Income, Heads of Income, Deductions, Exemptions, Gross Total Income, Total/ Taxable Income, Tax Planning, Tax Evasion, Tax Avoidance.

Unit-II: Residential Status of individual: Concept, Significance, Types & Determination, Incidence or Scope of Taxation.

Unit-III: Direct Tax: Basics of income tax: assessment year, previous year, person, assessee, charge of income tax, residential status and incidence of tax, income deemed to accrue or arise in India, exempted income; income tax authorities; **Income under different Heads:** Income under the head 'salaries'; Income under the



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head 'income from house property; Income under the head 'profits and gains of business or profession'; Capital gains; Income from other sources. **Computation of Tax Liability:** Set-Off and Carry Forward of losses, Deductions from Gross Total Income, Deduction from Gross Total Income.

Unit-IV: Business Tax Procedure: Advance tax liability, Due Date for payment of Advance Tax, Applicability of TDS, TDS Rate, Income Tax Return forms for different types of assessee.

Unit-V: Indirect Tax: Introduction to Indirect Tax: Pre-GST indirect tax structure in India; Constitution and GST, Key terms definition; Goods, Services, Supplier, Supply, Deemed Supply, Exempt Supply, Aggregate Turnover, Business, Place of Business, Capital Goods, Consideration, E-Commerce, Input Service Distributor, Reverse Charge.

Unit-VI: Registration & Levy and Collection of Tax: Person liable to registration, person not liable for registration, Compulsory registration in certain cases, Procedure for registration, Cancellation or suspension of Registration, Scope of Supply, Tax liability on Composition and mixed supplies, levy and collection

Reference Books:

1. Students' Guide to Income Tax including GST - Vinod K. Singhania and Monica Singhania, Taxmann.
2. Corporate Tax Planning and Business Tax Procedures - Vinod K. Singhania and Monica Singhania, Taxmann.
3. Systematic Approach to Income Tax - G. Ahuja & R. Gupta, Bharat Law House. .
4. Law & Practice of Direct & Indirect Taxes — C. H. Sengupta, Dey Book Concern.
5. Income Tax with Indirect Tax - S. Mundhra & V. Mundhra, Law Point.

Semester - V

Course Code: BBA/504/MJC - 12

Course Title: Human Resource Development (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations. To help the students focus on and analyze the issues and strategies required to select and develop manpower resources. To develop relevant skills necessary for application in HR related issues. To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

Learning Outcomes:

On completion of this course, the students will be able

- To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- To develop necessary skill set for application of various HR issues.
- To analyze the strategic issues and strategies required to select and develop manpower resources.
- To integrate the knowledge of HR concepts to take correct business decisions.



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Unit-I: Concept, Scope and Significance of Human Resource Development- HRD sub- system - Characteristics of HRD Culture - Types of Organizational Culture - OCTAPACE culture - Meaning, objectives and benefits of quality circles in business organizations.

Unit-II: Training: Concept, importance and need for training - Training vs. Development - Issues in identifying training needs — Structure and functions of Training department - Role, Responsibilities and Challenges of Training Managers.

Unit-III: Training methods: On the job and off the job training methods types, importance and application - merits and demerits of each method- Training Evaluation: Basic Issues.

Unit-IV: Management Development: Concept and importance, nature and strategies of management development- objectives and need for management development, Management development programmes- types, importance and methods — merits and demerits of each method.

Unit-V: Potential Appraisal, Career Planning and Development: Concept and Importance — Potential Appraisal, Issues and Principles -Steps, Advantages and Limitations of Career planning — Career Anchors - Career Development cycles — Career Need Assessment and Opportunities — Experiences in Career planning — Succession Planning.

Unit-VI: Performance Management: Conceptual - Difference between Performance Appraisal and Performance Management- Performance Appraisal Methods - Forced Distribution -Paired Comparison - Check List - Critical Incident - Graphic Rating Scale - BARS - MBO - Human Resource Accounting - 360 degree Feedback - Definition & uses of 360 degree feedback - Rationale for 360 degree feedback — Advantage and disadvantage of 360 degree.

Unit-VII: Organization Development and change: Conceptual Issues—Model of Planned change-Designing an Intervention Strategy: Issues and Considerations—Types of Interventions: Basic concept of each type of Intervention.

Reference Books:

1. A handbook of Human Resource Management Practices — Michael Armstrong, Kogan Page.
2. Human Resource Development - P. C. Tripathi, Sultan Chand.
3. Human Resource Management – Biswajeet Pattanayak, Prentice Hall of India.
4. Human Resource Development: Strategic Approaches and Experiences-B. L. Mathur, Arihant Publishers.
5. Human Resource Development: A Value-based Approach - B. R. Madan.
6. Human Resource Development- Jon Werner, Randy De Simone, South-Western Cengage Learning.
7. Human Resource Development: The Indian Experience - D.M.Silvera, News India Publications, New Delhi.
8. Recent Experiences in HRD - T.V.Rao&D.F.Pereira, Oxford & IBH, New Delhi.
9. Human Resource Management: Text with Cases, A.K. Ghosh, Manas Publication.



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - VI

Course Code: BBA/601/MJC - 13

Course Title: Ethics & Corporate Social Responsibility (4 Credits)

Theory: 60 Lectures

Course Objectives:

In striving for success, it is necessary to understand the importance of value and ethics in business and get acquainted with the emerging trends. At a segregate level, it is necessary to appreciate ethical issues in functional area of management and generate perspectives for ethical decision-making. With a growing concern for sustainability, it is also necessary to examine business decisions with reference to the impact of decisions on economic systems, environment and society.

Learning Outcomes:

- To explain with examples/ illustration concepts such as, ethical principles, social responsibility, and sustainability.
- To apply the principles of ethics to resolve ethical dilemmas
- To analyze questionable functional business decisions to identify unethical aspects.
- To evaluate decision alternatives that serve the purpose of business, given conflicting contexts
- To create a CSR / Sustainable development plan for a firm.

Unit-I: Business Ethics: Meaning of ethics, why ethical problems occur in business, Ethical principles in business, Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit- II: Values: Concept, Ethics and Values, Personal values, Social Values, Moral Values, Spiritual Values, Values and Behavior.

Unit-III: Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report, Indian perspective of corporate social responsibility.

Unit-IV: Corporate governance: Concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

Unit- V: Theories of ethics and moral development: Traditional Ethical Theories: Ethical Egoism, Ethics of Duties, Ethics of Rights and Justice, Contemporary Ethical Theories: Virtue Ethics, Feminist Ethics, Normative Theories of Business Ethics: Stockholder Theory, Stakeholder Theory, Social Contract Theory, Psychological Theories of Moral Development: Reflection on Personal Experiences of Moral Development, Lawrence Kohlberg's Theory of Moral Development, Carol Gilligan's Theory of Moral Development, Ethics of Care and Relationship.



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Unit-VI: Role of auditors in enhancing corporate governance: Duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing, Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring.

Reference Books:

1. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopal swamy: Corporate governance a new paradigm A H Wheeler Publishing

Semester - VI

Course Code: BBA/602/MJC - 14

Course Title: Strategic Management (4 Credits)

Theory: 60 Lectures

Course Objectives:

The objective of this paper is to provide students knowledge on business policy and strategy and its implications for management decision making and society.

To expose students to various perspectives and concepts in the field of Strategic Management. The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. To help students develop skills for applying these concepts to the solution of business problems. To help students master the analytical tools of strategic management.

Learning outcomes:

On successful completion of the course students will be able to understand the importance of strategy and the ways to implement it in their organizations. This course also will help the students to be a better strategist in their professional lives.

- Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.
- Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
- Conduct and present a credible business analysis in a team setting.



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Unit-I: Strategy and Strategic Management: Basic concept of strategic management, conceptual issues, Strategic Management Process, Mission, Vision, Objectives, Impact of globalization, Strategic Decision Making.

Unit- II: Levels of strategy: Functional-Level Strategy, Business-Level Strategy and Corporate-Level Strategy.

Unit-III: Strategy Formulation & Environmental Analysis: Concept and Issues, Environmental factors, Synthesis of External Factors, Concept of industry, industry life-cycle analysis, macro environment, SWOT analysis– Internal & External Environmental Analysis, Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit, Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies, Porter's Generic Strategies, Strategies for Competing in Global Markets.

Unit-IV: Strategic Options: Alternative grand strategies, Stability, Growth, Retrenchment and combinations, Mergers, Acquisition, Joint Ventures.

Unit- V: Choice of Strategy: Process of Strategic choice, Portfolio Analysis, Conceptual issues and BCG Matrix, Role of board of directors from a Strategic management perspective.

Unit-VI: Strategy Implementation: Overview, issues, Interrelationship between Formulation and Implementation – Important Issues in Strategy Implementation, Resource Allocation, Leadership Implementation - Structural considerations.

Unit-VII: Strategy Implementation Functional Strategies: Marketing, Human Resources, Production / Operations and R & D, Finance / Accounting and other issues: Basic concept, Basic Idea about strategy evaluation.

Unit-VIII: Case studies.

Reference Books:

1. Business Policy and Strategic Management - L. R. Jauch and W.F. Glueck, McGraw Hill, New York
2. Strategic Management: Concepts & Cases - Fred R. David, Pearson Education.
3. Strategic Management: Concepts and Experiments ~ L. W. Rue and P.G. Holland, McGraw - Hill, New York.
4. Concepts in Strategic Management and Business Policy - J. D. Hunger, T. L. Wheelan and K. Rangarajan, Pearson Education.
5. Discourses on strategic Management - D. Roy, Asian Publications.
6. Strategic Management - Francis Cherunilam, Himalaya Publishing House.
7. Business Policy and Strategic Management - AzharKazmi, Tata McGraw Hill.

Semester - VI

Course Code: BBA/603/MJC - 15

Course Title: Marketing of Services (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

To enable the students understand the importance and growing role of Services Marketing with a focus on current issues and strategies.



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Learning Outcomes:

- To understand role of services in marketing of organizations
- To understand services and its differences with products
- To analyze the service process and measuring service quality
- To identify the service quality gaps

Unit-I: Introducing Service Marketing: The nature of Services Marketing Introduction, Definition and Characteristics of Services, Classification of Services, The services environment, evolution of services.

Unit- II: Segmentation, Targeting and Positioning: Strategic Aspects of Services Marketing, Segment Selection or targeting a few Segments, Positioning a Service in the Marketplace, Targeting Customers and Building Relationships, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy.

Unit-III: The Services Marketing Mix: Service Product, Service Products, Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services, Customer loyalty and profitability.

Unit-IV: Service Quality: The Parasuraman, Berry and Zeithami Models, Customization versus Standardization, defects, Failures and Recovery, Service Guarantees, Managing supply and demand, Services theatre and service experience, the gap between expected and perceived service, customers' role in service delivery.

Unit- V: Place, Promotion and Pricing issues in Services Marketing: Understanding Costs and Developing Pricing Strategies, Communicating and Promoting Services.

Unit-VI: People: The Key to a Service Business, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.

Unit-VII: Physical Evidence: Services Capes Designed for Employees and for Customers, Process - The Customer's Point of View Blueprinting, Managing the Waiting Process, Use of Information Technology (IT), Offering Greater Choice a Major Service Process: Complaints Management and Service Recovery.

Reference Books:

1. Services Marketing - Christopher H. Lovelock and Chatterjee, Pearson Books. Services Marketing - Valarie A. Zeithami, Mary Jo Bitner.
2. Principles of Services Marketing, 4* edition — Palmer, A., Mc-Graw Hill. Services Marketing - GovindApte, Oxford Univ. Press.
3. Services Marketing - RajendraNargundkar, Tata Mc Graw Hill.



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - VI

Course Code: BBA/603/MJC - 15

Course Title: Corporate Finance (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

provide necessary knowledge and basic skills in evaluating financing and investment decisions and their influence on corporate performance and value.

Learning Outcomes:

- How the financial management framework works?
- Role and functions of a CFO
- What is the worth of time in financial decision making process?
- How a country's financial system works?
- How to take stock investment decision from risk and return prospective?
- Basic understanding of capital investment process

Unit –I: Introduction to Financial Management: Scope, Objectives, Functions, Capital Structure: Concepts, Component of Capital, Leverage, Models of Capital Structure

Unit – II: Introduction to Corporate Finance: Meaning of Corporation, Role of Financial Manager, Agency Problem.

Unit – III: NPV as Investment Decision Criteria: Comparing NPV with other methods of Investment Decisions, The problems of multiple rates of Return, Mutually Exclusive Projects, Capital Rationing.

Unit – IV: Alignment of Managers and Owners Goal: Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA

Unit – V: Market efficiency and Corporate Financing Basics of EMH, The Anomalies, The lessons for the Corporate Manager, The Financing Decision: The Financing Process, The Financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, The Financing Mix and Choices

Reference Books:

1. Brearly, Myers, Mohanty: Corporate Finance, Tata McGraw-Hill
2. Damodaran: Corporate Finance, Wiley
3. Ehrhardt and Brigham: Corporate Finance- a Focused approach, Thomson Learning
4. Ross, Westerfield and Jaffe: Corporate Finance, Tata McGraw-Hill



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - VI

Course Code: BBA/603/MJC - 15

Course Title: Compensation Management & Wage Laws (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Learning Outcomes:

By the end of this course the Students will able to

- Relate compensation management to behavioral theories and concepts and within the wider context of human resources management.
- Describe the process and evaluate the implications of job evaluation
- Identify the internal and external environmental factors that have an impact on the pay structure of an organization.
- Demonstrate an understanding of the process of designing a pay structure taking account of the company environment

Unit-I: Meaning and Concept of Wage and Salary: Concept, Nature, Scope, Objectives, Principles and importance of Wage and Salary Administration - Theories of Wage and Salary.

Unit-II: Employee Reward System: Concept, Components, Elements of Employee Reward Factors affecting the Rate of Pay - Process of Wage and Salary Determination, Wage and Salary Structure: Essentials of a sound wage and salary structure — Purpose — Types.

Unit-III: Machineries for Wages and Salary Fixation: Basic Idea— Techniques for Fixation of Wage and Salary Levels: (Concept and Basic Elements only) -Job Evaluation: Methods (Basic Idea) and determination wages and salary grades.

Unit-IV: Wage Payment System: Time Wage — Piece Wage - Balance Method, Wage Incentives: Meaning — Essentials of a sound incentive Plan — Types of Wage Incentive Plans - Indian Practices.

Unit-V: Concept of wages: Minimum wages, Fair Wages, Living Wages, Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation.

Unit-VI: Legislation and Compensation: The Payment of Wages Act, 1936 - the minimum Wages Act, 1948 - the Equal Remuneration Act, 1976.

Unit-VII: Other Legislations: The payment of Bonus Act, 1965 — the Payment of Gratuity Act, 1971 - the Employee's Provident Funds and Miscellaneous Provisions Act, 1952.



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Reference Books:

1. Employee Rewards: Michael Armstrong, Kogan Page.
2. Reward Management: A Handbook of Salary Administration, Armstrong and Murlis, Kogan Page.
3. Understanding Wage System: A. M. Sarma.
4. R. Henderson, Compensation Management - Rewarding Performance: R. Henderson, Prentice Hall Inc.

Semester - VI

Course Code: BBA/604/MJC - 16

Course Title: Retail Management (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objective: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Learning Outcomes:

After studying this course, students should be able to:

- Clarify the concept and related terms in retailing.
- Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- Understand various formats of retail in the industry.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

Course Contents:

Unit I: Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Unit II: Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non store Based retail mix & Nontraditional selling.

Unit III: Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

Unit IV: Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

Unit V: Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Unit VI: Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit VII: Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Reference Books:

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications



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4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

Semester - VI

Course Code: BBA/604/MJC - 16

Course Title: Security Analysis and Portfolio Management (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

The subject is related to the stock market operations and investment management. The object of the course is to provide sound knowledge about the process and principles of investing in the stock market and other alternative investment options available. The focus and discuss of the course is completely on Indian market point of view.

Learning Outcomes:

At the end of the course, students can comprehend the following:

- How to select a stock for investment?
- What are the alternative investment options available in India?
- How the Indian stock market operates?
- How the derivative market operates?
- What are the derivative instruments for investment?

SECURITY ANALYSIS:

Unit – I: Stock Market Behavior: Efficient market theory – Basic concepts, Random Walk Theory, Weak form Efficiency Market Hypothesis, Semi strong, Strong, Market inefficiencies

Unit – II: Fundamental Analysis: Economy, Industry and Company analysis

Unit – III: Technical Analysis: Dow Theory, Support & resistance level, bar and line charts, relative strength analysis, market breadth.

Unit – IV: Bond valuation: Bond valuation, yield to maturity, bond return, bond value theorems, term structure and Put crest rate (yield curve).

Unit – V: Stock return and valuation: Anticipated return, PV of the return, multiple year holding period, constant growth model, three phase model, P/E ratio.

Unit – VI: Risk: Risk measurement, types of investors, systematic and unsystematic risk, characteristics regression line (Beta & Standard Deviation).

Unit – VII: Derivatives: Concept of forwards, futures, valuation of futures, Options – Types of options, Problems on call and put options with different strategies, Black Scholes Option pricing model Ind AS 32 – Financial Instruments.



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PORTFOLIO MANAGEMENT:

Unit – VIII: Portfolio construction: Objectives- selection of portfolio.

Unit – IX: Portfolio Construction using Markowitz Model: Portfolio return, portfolio risk co-efficient of variance, co-variance, correlation coefficient, correlation and diversification, minimum risk portfolio, utility analysis and indifference map.

Unit – X: Models: Sharpe Index Model, Capital Asset Pricing Model (CAPM) and assumption, Security and Capital market line, arbitrage pricing model.

Unit – XI: Portfolio Evaluation: Mutual fund and measurement of its performance --Sharpe performance index, Treynor's index, Jensen's Performance index, (Theory and problems).

Reference Books:

1. Prasanna Chandra - Investment Analysis and Portfolio Management – Mcgraw hill
2. Kevin - Portfolio Management 2nd Edition (Paperback)- PHI
3. Alex. K Mathews & K. Sasidharan - Security Analysis and Portfolio Management 1st Edition (Paperback) – McGrawhill
4. M. Ranganatham & R. Madhumathi - Security Analysis and Portfolio Management 2nd Edition (Paperback) – Pearson
5. Richard O. Michaud - Efficient Asset Management: A Practical Guide to Stock Portfolio Optimization and Asset Allocation [With CDROM] 0002 Edition (Hardcover) – OUP
6. Hull – Introduction to Options and Futures – Pearson India

Semester - VI

Course Code: BBA/604/MJC - 16

Course Title: Training and Development (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

To familiarize the students regarding the inevitability of training. The session shall focus on the importance of an effective training needs assessment to plan training more effectively. At the end of the session, the student shall be able to link Strategy and T&D. The different kinds of training methods are covered in this course.

Learning Outcomes:

By the end of this course, the following learning outcomes are expected:

- To learn and comprehend the nature, concept, difference between training and other related concepts.
- To understand the importance of training and its link with strategy.
- To understand the various methods of training and learning theories.
- To understand the importance of training evaluation.
- To analyze the various industry training and development practices.

Unit-I: Introduction to Employee Training and Development: Designing Training - Needs Assessment - Training Process – Conceptual Models.



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Unit-II: Pre Training- Expectations and Motivations: Training - Exposure to opportunities for learning Training Process for the Participant's Organization - Pre Training-objectives, and Motivation, Training Post Training Support and organizational, Adjustments.

Unit-III: Training Strategy – External: Establishing Training Goals - Defining Training specifications, Internal - Organizing Training Inputs - Pre Training Phase – Organizational collaboration through clarifying needs - Individual Motivation.

Unit-IV: Training methods training requirements: Business, game lab training, Training for Personnel and OD, Incidents Cases, Seminars and Lectures, Sampling Real Life, Role Playing Sensitivity Training, In Basket, Designing the Programme-Building Training Groups.

Unit-V: Training phase: Developing the Group - Social Process - Standards of Behaviour - Indicators of Group Development, Post Training Phase – Support and Evaluation - Input Overload - Unrealistic Goals - Linkage Failure - E-Learning and Use of Technology in Training - Employee Development.

Reference Books:

1. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication, 2011.
2. Blanchard, Effective training-Systems, strategies and practices, Pearson education, 2nd edition, 2011.
3. Rolf Lynton & UdaiPareek, Training for organizational transformation , Sage Publications, New Delhi, 2011
4. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005
5. S. Mathews, Designing and Managing a Training and Development Strategy, Pearson, 2005

Semester - VII

Course Code: BBA/701/MJC - 17

Course Title: Financial Management (4 Credits)

Theory: 60 Lectures

Course Objectives:

Financial management is an introductory course in finance area. This course includes the basic concepts of finance like the first principles, financial environment, time value of money, risk and return, investment evaluation estimated, etc.

Learning Outcomes:

On completion of this course, the students should develop an understanding of:

- How first principles of finance works?
- What is the overview of the financial environment?
- What is the worth of time value of money in financial decision making?
- What is the risk and return perspective in finance?
- What are the different aspects of working capital management?
- What are the different short and long term financing options available?
- How firm decides between debt and equity?
- How firm decides dividend payments?
- What are the emerging areas in finance?



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- The basic understanding of the long term investment evaluation techniques.
- The importance of leverage in finance.

Unit-I: Financial Management: Meaning, Scope, Functions, Significance; Objectives of Financial Management- Traditional (Profit Maximization) & Modern (Wealth/Value Maximization), Relationship of Financial Management with other related disciplines, Role of Chief Financial Officer.

Unit-II: Time Value of Money: Concept & Significance, Concept of Interest, Compounding & Discounting Techniques, Determination of present value and future value of cash flows (single, multiple, annuity and perpetuity).

Unit-III: Sources of Finance: Long- term & Short-term Sources, Special Sources-Lease financing & Venture Capital financing.

Unit-IV: Cost of Capital: Concept, Features, Significance, and Classification of cost of capital, Factors affecting cost of capital of a firm, Determination of cost of capital- Specific (viz. Debt, Preference, Equity, and Retained Earnings) & Weighted Average Cost of Capital, Weighted Marginal Cost of Capital.

Unit-V: Capital Structure: Concept, Components & Factors affecting capital structure of a firm, capital Structure vs. Financial Structure, Optimum Capital Structure: Concept & Features, Capital Structure Theories- Net Income, Net Operating Income, Traditional, Modigliani-Miller Approach, Capital Structure Planning Tools: EBIT- EPS Analysis, Financial Break- even point, Financial Indifference point.

Unit-VI: Business Risk & Financial Risk: Concept, Leverage- Concept & Significance, Types of Leverage- Operating, Financial and Combined, Combined effect of Operating & Financial leverage.

Unit-VII: Capital Budgeting: Concept, Significance, Techniques of Assessment-Traditional Techniques (Pay back Method, Average Rate of Return Method) & Discounted Techniques (Discounted pay – back, Net present Value, Internal Rate of Return, Terminal Value, profitability Index), Capital Rationing- Concept.

Unit-VIII: Working Capital: Meaning, Components, Classification & Factors affecting capital structure of a firm; Working Capital Cycle- Concept, Types, Determination; Estimation of working capital, Working Capital Management: Concept & Classification.

Unit-IX: Fund Flow Statement: Meaning of Fund, Definition of Fund Flow Statement, Advantages of Fund Flow Statement, Limitations of Fund Flow Statement, Preparation of Fund Flow Statement.

Reference Books:

1. Financial Management: Theory and Practice, Eugene F. Brigham, Atlantic Publishers & Distributor
2. Analysis for Financial Management, Robert C. Higgins, Tata McGraw-Hill
3. Financial Management: Text, Problems and Cases, M. Y.Khan, Tata McGraw-Hill
4. Fundamentals of Financial Management, Prasanna Chandra, McGraw-Hill Education (India) Pvt. Ltd.
5. Financial Management: Core Concepts, Raymond M. Brooks, Pearson



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - VII

Course Code: BBA/702/MJC - 18

Course Title: Customer Relationship Management(MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function, and
- To enable managing Customer Relationship.

Learning Outcomes:

- After going through this Unit you will be able to:
- Appreciate and evaluate Customer Relationship
- Understand Customer Loyalty
- Analyze the Success factor of CRM
- Understand levels of Services
- Understand Service- Level Agreement

Unit –I: CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Unit – II: CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Unit – III: Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

Unit – IV: Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Unit – V: CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

Reference Books:

1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - VII

Course Code: BBA/702/MJC - 18

Course Title: Project Appraisal (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

Learning Outcomes:

Upon successful completion of this subject students will able to

- Prepare a DPR and/or a business plan.
- Apply project/business appraisal techniques.

Unit I: Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principals of Project Analysis Entrepreneurship – concept, Theory and perspective.

Unit II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, and Forecasting techniques Technical appraisal of a project, Business and Technology Acquisition and management of technology.

Unit III: Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, and Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of Projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans.

Unit IV: Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques;

Unit V: Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis

Reference Books:

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.



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Semester - VII

Course Code: BBA/702/MJC - 18

Course Title: Talent and Knowledge Management(MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objective:

To prepare students for talent and knowledge management efforts in organizations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.

Learning Outcomes:

At the end of the course, students should be able to:

- Evaluate the potential and appropriateness of talent development strategies, policies and methods with reference to relevant contextual factors.
- Assess the role and influence the politics of knowledge management policy and practice in a range of contexts.

Unit-I: Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

Unit-II: Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

Unit- III: Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

Unit-IV: Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

Unit-V: Knowledge management strategies: Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Reference Books:

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house.
7. T. Raman: Knowledge management –a resource book, Excel books.



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Semester - VII

Course Code: BBA/703/MJC - 19

Course Title: Consumer Behavior (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

To enable the students to understand the importance of studying consumer behavior and understand its relevance in developing marketing strategies.

Learning Outcomes:

- To understand the Consumer Buying Process
- To gain knowledge of different Consumer Behaviour Theories
- To gain knowledge and application of Consumer Decision Process followed for different categories

Unit-I: Consumer Behavior: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour-interdisciplinary approach. Introduction to 'Industrial Buying Behavior', Market Segmentation,

Unit- II: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement, Personality & Consumer Behavior: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images, Role of self-consciousness, Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation, Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory, Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit-III: Group Dynamics & Consumer Reference Groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups, Family & Consumer Behavior: Consumer socialization process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Unit-IV: Social Class & Consumer Behaviour: Determinants of social class, measuring & characteristics of social class, Culture & Consumer Behavior: Characteristics of culture, core values held by society & the influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences, Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit- V: Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process, Consumer Decision making process: Process problem recognition,



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pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post purchase evaluation, Situational Influences.

Reference Books:

1. Leon G.Schiffman& Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

Semester - VII

Course Code: BBA/703/MJC - 19

Course Title: Indian Financial System (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

This course aims to lay a sound foundation on the emerging structural/ institutional and regulatory/ policy developments in the financial environment. Finance students should have a good understanding of the financial environment that keeps the economy running.

Learning Outcomes:

- A good understanding of the Indian financial system.
- Understanding of different players of the Indian Financial System.
- Understanding the different processes involved in the financial system.

Unit –I: Indian Financial System: Overview of Indian Financial System – Financial intermediaries; financial markets; Financial Instruments and Regulators of Financial System. Evolution of Indian Financial System; History and growth of Indian Financial System and regulatory infrastructure.

Unit – II: Financial markets and intermediaries: Types of financial markets- Money, Capital- Primary and Secondary; Classification and functions of different intermediaries like banks, NBFCs

Unit – III: Financial instruments: Bonds, shares, mutual funds, ADR, GDR and other innovative instruments in India and outside

Unit – IV: Asset financing services: Leasing and Hire purchase financing, factoring and other financing options, Financial services: Credit rating and venture capital services; Merchant banking and investment banking and other services offered by the banking and financial firms

Unit – V: Financial Regulation: regulatory authorities in the financial system- RBI, SEBI, IRDA, Forward market commission etc.

Reference Books:

1. Indian Financial System, Pathak, Bharati,Pearson



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2. Management of Financial Services, M Y Khan, TMH
3. Indian Financial System, C Rama Gopal, Vikas

Semester - VII

Course Code: BBA/703/MJC - 19

Course Title: Counseling & Negotiation Skills for Management (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objective:

The objective of this course is to provide insights into handling behavioural issues at work place by developing counseling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

Learning Outcomes:

At the end of the course, students should be able to:

- Understand complex theory and practice of negotiation in particular and conflict resolution in general.
- Identify the challenges we all have in dealing with negotiation and conflict resolution.
- Apply negotiation as a system and the important role of subsidiary factors.

Course Contents:

Unit – I: Counseling: Introduction, Approaches to Counseling, Goals of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills.

Unit – II: Process of Counseling: the RUC model; Counseling Procedures; Counseling Skills. Role Conflicts in Counseling. Changing Behaviors Through Counseling; Organizational Application of Counseling Skills.

Unit – III: Changing Behaviors through Counseling; Specific Techniques of Counseling; Role conflicts of Managers and Counseling. Application of Counseling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counseling.

Unit – IV: Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

Unit – V: Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Unit – VI: Counseling and Negotiation Issues across Culture and miscellaneous issues: International and Cross-Cultural Negotiation; Resolving Differences ;Managing Negotiation Impasses ; Managing Negotiation Mismatches ; Third Party Approaches to Managing Difficult Negotiations. Dealing with Problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse; Ethics in Counseling

Reference Books:

1. Singh Kavita - Counseling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counseling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counseling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R.: The counseling process: A multi theoretical integrative approach, New York: Brooks Cole.



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6. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
8. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HRM.

Semester - VII

Course Code: BBA/704/MJC - 20

Course Title: Industrial Marketing (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

This programme will offer marketing concepts and tools for segmentation, targeting, positioning, market entry, branding, marketing communication, and managing alliances in a B2B context. Additionally, the programme will offer insights into contemporary issues like social network management, handling downturn, and managing change.

Learning Outcomes:

- Expanded analytical capability to capitalise on business opportunities
- Advanced knowledge and skills to compete effectively in B2B context.
- Increased skill-set in the domain of strategic planning, decision-making, problem-solving, and general management.
- Increased self-belief to navigate successfully across clients, partners, and colleagues.
- Gain insight into the management of your product portfolio.
- Improved ability to develop and/or strengthen relationship with your customer and supplier.
- Apply industrial-organizational psychology and B2B marketing concepts and tools in a stable as well as a tumultuous environment.

Unit –I: Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products and Services, Business customers' purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.

Unit – II: Organizational Buying Behavior: Organizational Buying Process, Types of purchases/buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision, The Webster and Wind model of Organizational Buying Behaviour, Ethics in Purchasing.

Unit – III: Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market.

Unit – IV: Product Policy of established products: Classification of the product types; the life cycle of the product; Management products; Strategies for established products. Product policy of new product development: Strategies for the development of new products; Marketing systems; Marketing of engineering services.

Unit – V: Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts

Unit – VI: Pricing Strategy, The Promotional Strategies, Management of Sales Force, B2B through E Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, marketing strategy for the electronic market place.



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Reference Books:

1. Fundamentals of Business to Business by Coe John; McGraw-Hill Education
2. Industrial Marketing by P. K. Ghosh; Oxford University Press

Semester - VII

Course Code: BBA/704/MJC - 20

Course Title: Financial Modeling and Derivatives (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

To equip students with principles and techniques of financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

Learning Outcomes:

At the end of the course, students should be able to:

- Students will understand the need of financial derivatives.
- It will enable the students to select right kind of derivatives amongst forward, futures, options, Greeks, swaps for risk hedging.
- Understand the option pricing models.
- Able to distinguish among hedging, speculation and arbitrage.

Unit-I: Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns

Unit -II: Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR , MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.

Unit-III: Financial Derivatives: Introduction, various underlings and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.

Unit-IV: Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars.

Unit-V: The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Reference Books:

1. Ruey S. Tsay (2005). Analysis of Financial Time Series (2nd ed.). John Wiley.
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.
3. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.



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4. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India

Semester - VII

Course Code: BBA/704/MJC - 20

Course Title: Strategic Human Resource Management (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

This course presents a thorough and systematic coverage of issues related to strategic human resource management

Learning Outcomes:

1. Students will be able to think strategically and integrate the activities of HR with the organization's goals.
2. Understand Human resource management at the backdrop of uncertainties
3. Understand Models of strategy, the process of Strategic management
4. Understand Importance of strategic planning for business success
5. Understand Market driven strategy, Resource driven strategy.
6. Impact of Geopolitics on Business

Unit –I: Challenges in strategic Human Resource Management, Impact of Geopolitics on Business, Impact of Technology, Challenges related to technology, behaviour , demographic change and diversity

Unit – II: Importance of strategic planning for business success, Business strategy-Market driven strategy, Resource driven strategy, The Human resource environment of business, human resource system- its macro and micro dimensions, strategic management of HR, Strategic HR planning

Unit – III: Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources, Strategic approach to management structure, job design and work system, strategic management of performance, strategic approach to compensation and benefits

Unit – IV: Strategic approach to Talent management system. Uses data to focus on key measures for evaluation of L&D, Identifies the appropriateness of relevant social media to enhance branding ,learning effectiveness, Evaluate quality and utility of e-learning alternatives

Unit – V: Strategic approach to Industrial relations, outsourcing and its HR implications, Mergers and acquisitions and HRM

Reference Books:

1. Strategic Human Resource management, Das Pulak, Cengage
2. Strategic Human resource management, Charles R.Greer, Pearson



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - VIII

Course Code: BBA/801/MJC - 21

Course Title: Application of Block Chain Technology in Business (4 Credits)

Theory: 60 Lectures

Course Objectives:

Blockchain is touted as the new internet. It is in the same stage of development and capability of disruption as the internet was in the 1990s. It is a digital platform where information and assets can be shared. It is rapidly changing the way markets and organizations function. Blockchain developers, smart contract developers, and block chain generalists are in high demand. Several conglomerates and leading players across sectors in India have announced large blockchain projects to tackle different use cases. Even the country's Government think tank, NITI Aayog has announced IndiaChain – an indicator of the immense opportunities for growth in this sector in the nation.

Learning Outcomes:

- Acquire comprehensive knowledge of Blockchain and its underlying technology
- Understand various use cases of blockchain in business.
- Use open source tools to create a blockchain use case.
- Be able to view the topics of this course in a larger business/economic perspective

Unit - I : Introduction to blockchain: Evolution of Blockchain, Types of Blockchain

Unit -II : Blockchain Technology and frameworks: Introduction to popular Blockchain technologies, Smart Contracts & DApps, Identity and Anonymity on Blockchain, Governance and Consensus

Unit -III : Use cases of blockchain in business applications: Blockchain and Cryptocurrency (Bitcoin, Ethereum), Blockchain and NFT, Blockchain in Supply Chain and Manufacturing, Blockchain in Fintech, Blockchain in Healthcare, Blockchain in Government and Public Service

Unit-IV : Block chain in Financial Software and Systems (FSS): Settlements, -KYC, -Capital markets- InsuranceBlock chain in trade/supply chain: Provenance of goods, visibility, trade/supply chain finance, invoice management/discounting.

Unit - V : Block chain for Government: Digital identity, land records and other kinds of record keeping between government entities, public distribution system / social welfare systems: Block chain Cryptography: Privacy and Security on Block chain.

Reference Books:

1. Blockchain Revolution - Don Tapscott,Alex Tapscott, Penguin Random House UK
2. The Business Blockchain - Vitalik Buterin Mougayar, William,Wiley
3. Business Transformation through Blockchain (Vol I & II) - Horst Treiblmaier, Roman Beck, Palgrave Macmillan



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - VIII

Course Code: BBA/802/MJC - 22

Course Title: Digital Marketing (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

To understand the basic Concepts of Digital marketing and the road map for successful Digital marketing strategies.

Learning Outcomes:

- Expanded analytical capability to capitalize on business opportunities
- Advanced knowledge and skills to compete effectively in Digital Marketing
- Increased skill-set in the domain of strategic planning, decision-making, problem-solving, and general management.

Unit –I: Fundamentals of Digital Marketing: concept, history, types, implementation and benefits of digital marketing

Unit – II: Search Engine optimization: concept of Search Engines optimization, how SEO operates, website domain, file name, design layouts, optimized keywords, keyword frequency weightage, prominence, placement of keywords, finding keyword, word stemming, title optimization, anchor optimization, mobile SEO techniques.

Unit – III: Social Media Marketing: concept, as a marketing tool, importance of social media marketing, Social marketing strategy (SMO) for business, SMO key concepts, business profile creation, brand awareness, social engagement; Viral marketing, tools of measurement of popularity, traffic , analytics and statistics.

Unit – IV: Facebook and Instagram marketing: overview-types of facebook pages, growth of business through facebook and Instagram ; profile page setup, page navigation, influencer, ad options, page promotion, identity target ,likes philosophy, create and engaging fans, call to action, video promotion, marketing tricks

Unit – V: Twitter Marketing: Concept, advantages, implementation of twitter; create of twitter account, follower growth, hash tags, sponsor of twitter/hash tags

Unit – VI: Linkedin: concept, benefits, promotion and growth of business using linkedin.

Reference Books:

4. Understanding Digital Marketing by Damian Ryan , Pearson
5. Social Media Marketing by Tracy L Tuten and Michel R Solomon by SAGE
6. Fundamentals of Digital Marketing by Puneet Singh Bhatia

Project Titles for Reference:

- Customer Satisfaction for a Digital Marketing Agency
- Return on Investment for Various Digital Marketing Strategies
- Google Search Engine Marketing Case Study Analysis
- Analysis of New Product Launch Using Google Double Click
- Social Media Strategies for Online Shopping Cart
- Analytical Comparison of Traditional Marketing to Digital Marketing
- Facebook Analytics For Targeted Marketing
- Customer Preferences on Coupon Code Based Promotional Activities
- Report on Tools to Analyse Digital Marketing Competitors



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- Analysis of Visual Keyword Tools for Search Engine Marketing

Note : If the respective faculty wants then can suggest other projects on digital marketing

Semester - VIII

Course Code: BBA/802/MJC - 22

Course Title: International Financial Management (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

Businesses are operating in an increasingly interconnected global environment. Most businesses today are either directly or indirectly exposed to international competition. Managing such businesses requires understanding of currency risks and global financial environment. The objective of this course is to provide students with an in depth knowledge of these issues.

Learning Outcomes:

The students may learn the following:

- How the international business operates?
- What are the determinants of exchange rate?
- Role of International financial institutions in the international trade practices
- How the international financial market operates?
- How to finance the international trades?

Unit-I: Introduction: Concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

Unit-II: Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations-direct, indirect and cross currency, various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions, Early delivery, extension or cancellation of Forward contracts Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP, models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand- Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

Unit-III: Foreign Exchange Exposures: Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk, Multinational Financial System- Value of the Multinational Financial System, Intercompany Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and foreign bonds.



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Unit-IV: International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods, Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post expropriation Policies.

Unit-V: Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts receivables Management, Inventory Management.

Reference Books:

1. PG Apte: International Finance, Tata Mcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall
3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill

Semester - VIII

Course Code: BBA/802/MJC - 22

Course Title: Organizational Design (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

The primary goal of this course is to introduce students to the broad and complex field of organizational theory. Specific objectives are as follows:

- To introduce the concepts of organizational growth and differentiation
- To present the major challenges in the design of an effective organizational structure.
- To develop critical thinking, research, oral and written communication skills
- To promote an understanding of how organizations create value, and satisfy stakeholders
- To demonstrate how course topics build on one another to create integrated knowledge

Learning Outcomes:

- Define different organizational structures
- Explain the challenges of organizational design
- Apply critical thinking skills to develop structural recommendations
- Describe the interaction of organizational designs and competitive strategies
- Explain how organizations both affect and are affected by their environments
- Critically evaluate the effects of changing technology on organizational structures
- Work as a team to complete a research project, cases, and exercises

Unit –I: Organization Theory – Classical Theories: Scientific Management, Administrative Principles, Theory of Bureaucracy, Human Relations Approach; Modern Theories: Systems Approach, Information processing Approach, Contingency Approach. Managerial Implications.

Unit – II: The Bureaucratic model, dysfunctions of Specialization, Hierarchy, Rules, Impersonal characteristics. Modern view of Bureaucracies, Modifications of Bureaucratic structuring, types of centralization and decentralization, optimum degree of decentralization, Flat and tall structures, Behavioral implications of Flat versus Tall Structure. Managerial Implications.



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Unit – III: Organizational Structure and Design – Understanding organizational structure, Elements of Designs of organization's structure: Work Specialization, Departmentalization, Chain of command, Span of control, Centralization and Decentralization, Formalization Understanding Departmentalization by Function, Product, Location, process, customer. Types of structures: Line, Line and Staff, Functional, Project, Matrix structures. Managerial

Implications

Unit – IV: Emerging Organizational Designs: Horizontal design, Network design, Virtual Organization, Boundary less Organization, Learning Organisation, Empowered Organizations.

Unit – V: E-Organization: implications for Individual Behaviour, Group behaviour, effects on interpersonal relationships. Restructuring Indian Organisations, Regrouping business activities, strategic business units. Managerial Implications.

Reference Books:

1. Robbins, S.P. Judge, T.A. and Sanghi, S.: Organizational Behaviour, Pearson
2. Sekharan, Uma: Organisational Behaviour, The Mc Graw –Hill Companies
3. Shukla, Madhukar: Understanding Organizations – Organizational Theory and Practice in India, Prentice Hall

Semester - VIII

Course Code: BBA/803/MJC - 23

Course Title: Supply Chain and Logistics Management (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

Supply Chain management (SCM) deals with the management of network consisting partners such as: suppliers, manufacturers, distributors, retailers and customers. This will explore broadly the functions of material procurement, transformation of these materials into intermediate and finished products, and the distribution of these products to the customers. SCM is a system approach to manage the flow of material, information, and finances. These operations functions help in achieving the long-range broader organizational objectives

Learning Outcomes:

- To identify various transformation processes in supply chains of their choice.
- To apply operations management concepts for enhancing competitiveness along the dimensions of cost, quality, flexibility and delivery.
- To understand the issues and enablers of SCM
- To understand coordination mechanism of SCM
- To understand the application of IT and its benefits in managing a supply chain

Unit –I: Introduction to Supply chain and logistics management, Supply Chain performance

Unit – II: Supply chain drivers and obstacles, Supply chain network configuration, Planning and managing inventories in a supply chain, Supply Chain Planning – Demand Planning, Collaborative Planning, Scope of Planning Initiatives in SCM

Unit – III: Managing uncertainty in the supply chain, Sourcing decision in supply chain, Logistics and transportations, Coordination in supply chain



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Unit – IV: Strategic partnership and trust in supply chain, Supply Chain Strategy – Strategic Decisions in SCM, Relating Supply Chain Strategies with Corporate Strategies, SBU Strategies and Functional Strategies, Information technology and supply chain

Reference Books:

1. Managing Supply Chain, a logistic approach, John J Coyle, C. John Langley Jr., Robert A Novack, Brian J Gibson, engage
2. Altekarr, R.V. – Supply Chain Management; PHI

Semester - VIII

Course Code: BBA/803/MJC - 23

Course Title: Merger, Acquisition and Corporate Restructuring (MAJOR - FM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

Indian enterprises are refocusing on the core competency, market share and global competitiveness through business consolidation or merger and acquisitions. The course includes the legal framework, concepts of valuation, modes of squaring the deals, etc. As a student of Finance, studying and learning the different aspects of mergers and acquisitions will help them in understanding the intricacies of the deals happening all over the world. The pedagogy of this course includes a wide range of literature and cases on mergers and acquisitions and other forms of corporate restructuring. The combination of lectures and discussing cases will enhance knowledge and maturity of judgment with respect to M&A decisions. The subject will be discussed with the help of classic and latest cases available in HBS publishing.

Learning Outcomes:

- Facilitate participants to focus on corporate growth and strategies (expansion and diversification) through mergers, acquisitions, and divestments
- Create a good understanding of valuation methods and issues pertaining to M&A activities
- Familiarize participants with target selection, swap ratio estimation and integration issues
- Students can learn the financing options in M&A- LBO & MBO

Unit –I: Introduction to mergers and acquisitions: Meaning, types, advantages & disadvantages.

Unit – II: Strategic evaluation of M & A opportunities: Selection criteria, key steps in the strategic planning of a merger, feasibility analysis, features of acquisition of sick companies.

Unit – III: Basics of Strategizing and structuring M & A activities, Synergy and value creation in mergers: Types of synergy, role of industry life cycle, value creation in synergy, factors contributing to M & A.

Unit – IV: Corporate Restructuring: Meaning & need, different methods of corporate restructuring. Demergers: Meaning & characteristics, structure of demerger, tax implications. LBOs, MBOs, MLPs, ESOPs: Concepts, mode of purchase in LBO, key motives behind an MBO, classify types of MLP, & ESOP.

Unit – V: Joint ventures: Meaning & characteristics, role of joint venture in business strategy, Tax aspect of joint venture, reasons for failure in joint venture. Valuation of assets: basis of valuation, different methods of valuation, valuation of synergy. Legal & regulatory framework of M& A: Provisions of the Companies Act 1956 relating to M & A., buy back of shares, provisions for SEBI act 1992, income tax act for M & A.



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Reference Books:

1. Rabi Narayan Kar & Minakshi (2017). Mergers Acquisitions & Corporate Restructuring. Taxmann
2. Kapil & Kapil (Mergers and Acquisitions: Valuation Leveraged Buyouts and Financing. Willey
3. Kamal Ghosh Roy (2010). Merger & Acquisitions. PHI

Semester - VIII

Course Code: BBA/803/MJC - 23

Course Title: Performance Management (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

Performance Management is a topic that, everyone willing to enter an active professional life should be aware of because they will be a part of the system as either the appraisee or appraiser or both. In this course, efforts will be made to take the students through the different stages of the Performance Management cycle in detail and understand the various methods of appraisal and best practices. The course will also focus on the tools that provide inputs to Performance Management System like Balanced scorecard, strategy maps, etc. It will also throw some light on how other HR systems like training, career progression and compensation are linked with the Performance Management system.

Learning Outcomes:

- To understand the process & its importance.
- To relate and evaluate PMS with all other HR functions & processes.
- To apply performance metrics.
- To differentiate between various methods of appraisal – both traditional & modern and evaluate the suitability in different organizational setups.
- To apply ethical practices in PM process.

Unit –I: Introduction to PMS, Overview, principle, measuring performance versus measuring action, contribution of Performance management to competitive advantage, difference between Performance Management and Performance Appraisal, PMS Cycle, Performance appraisal – traditional and modern methods, Multi-rater performance appraisal

Unit – II: Performance review and feedback, Performance counseling, Performance metrics, Strategic PMS, Competency based PMS

Unit – III: Performance based compensation, Reward management: meaning, importance, objectives. Reward, recognition, financial and non-financial rewards, performance pay, competency-based pay, Reward management process. PMS succession planning and career development, Ethical Practices, New age PMS

Unit – IV: Balance Scorecard: Balance Scorecard approach to PMS, HR score card, Malcom Baldrige business excellence model.



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Reference Books:

1. Performance Management, A.S. Kohli & T. Deb, Oxford University Press
2. Performance Management, D.K. Bhattacharya, Pearson
3. Performance Management, T.V.Rao, Sage, Response

Semester - VIII

Course Code: BBA/804/MJC - 24

Course Title: Product and Brand Management (MAJOR - MM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

To enable students understand the essentials of product and brand management and get familiarized with key decision-making variables in managing a product or portfolio of products.

Learning Outcomes:

- To understand Product Life Cycle and its various phases
- To understand process of New Product Development
- To understand Branding Strategy
- To know about Brand Identity and its various elements
- To manage a Brand in the market

Unit –I: Concept of brand, Product Vs Brand, Product mix, Product Life Cycle and its role in branding, New Product Development (NPD)

Unit – II: Managing Brand: Concept & function of Brand Management, Brand creation, Brand Name, Brand attributes, awareness, loyalty, Personality association, brand extension, co-branding, branding commodities

Unit – III: Strategic Brand Management Process: developing brand strategy Positioning concept, positioning statement, positioning process and steps; Brand Identity, Roles of brand, building Brand image, Brand dimensions

Unit – IV: Key concepts of brand elements: positioning, identity, image, association, personality, loyalty, extension, value and equity, Brand failures and revival, Brand Communication: Understanding branding objective, brand communication, strategy, mapping brand strategy with IMC, Media strategy

Unit – V: Global Brands: Concept of global brand, benefits, advantages of global branding, building on successful global branding global brand strategy.

Reference Books:

1. Brand Management, Y L R Moorthi, Vikas
2. Brand Management, Kirti Dutta, Oxford
3. Brand Management, Harsh V Verma, Excel Books

Semester - VIII

Course Code: BBA/804/MJC - 24

Course Title: Financial Markets, Institutions and Services (MAJOR - FM)(4 Credits)

Theory: 60 Lectures



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Course Objectives:

To introduce students to the world of financial services. To enrich student's understanding of the fundamental concepts and working of financial service institutions. To equip students with the knowledge and skills necessary to become employable in the financial service industry.

Learning Outcomes:

After completion of this course, the student will be able to

- Understand the role and function of the financial system in reference to the macro economy.
- Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
- Evaluate and create strategies to promote financial products and services.

Unit-I: Structure of Indian Financial System: Financial Markets – Concept, Structure and Regulatory Bodies, An overview of the Indian financial system, financial sector reforms: context, need and objectives, Issues in financial reforms and restructuring, future agenda of reforms.

Unit- II: Evaluation and Nationalization of Banks in India: Indian Banking evaluation history.

Unit-III: Banks & NBFCs: Introduction and Role of RBI as a central banker, Structures of Indian Banking Sector, Products offered by Banks and FIs: Retail banking and corporate banking products, Functions of Commercial Banks, Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS), RTGS and internet banking, NBFCs and its types, comparison between Banks and NBFCs, Mutual Funds: Concept, Types.

Unit-IV: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market, Capital Market, Factors affecting Financial Markets, Currency Market, Debt Market- role and functions of these markets, Primary Market and Secondary Market.

Unit- V: Money Market& Capital Market: Concept, Functions, Intermediaries and Instruments, Stock Exchanges - Leading Stock Exchanges in India, Functions, Role, SEBI: Role, Functions (Relevant regulations)

Unit-VI: Debt Market: Corporate debt market, Public Sector Undertakings debt market, Government Securities Market

Reference Books:

1. Saunders, Anthony & Cornett, Marcia Millon (2007), Financial Markets and Institutions (3rd Ed.). Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th Ed.), McGraw Hill Higher Education
3. Shahani, Rakesh (2011). Financial Markets in India: A Research Initiative, Anamica Publications
4. Goel, Sandeep. (2012), Financial services, PHI.
5. Gurusamy, S. (2010), Financial Services, TMH



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - VIII

Course Code: BBA/804/MJC - 24

Course Title: Leadership in Organization (MAJOR - HRM)(4 Credits)

Theory: 60 Lectures

Course Objectives:

To enable students to understand the concept of leadership and apply the same in day-to-day functioning of the organization.

Learning Outcomes:

- To understand the concept of leadership, personal attributes of leaders, leadership behavior in various situations.
- To appreciate diversity and its management, charismatic and transformation leadership styles, creative and ethical leadership concepts.
- To learn the dynamics of motivation, communication, power and politics in the context of leadership action to increase organization effectiveness.
- To appreciate dynamics of complex situations and recommend solutions applying the concepts and strategies covered.

Unit –I: The meaning and relevance of leadership, Global and cross-cultural leadership, Personal attributes of leaders, The Charismatic and transformational aspects of leaders

Unit – II: The moral aspects of leadership, Enhancing teamwork within the group, The leader as a motivator and coach, Leadership actions, attitudes and styles

Unit – III: How leaders respond to the situation at hand, How leaders exert influence, How leaders attain and maintain power

Unit – IV: Communicating with others and resolving conflict, The creative and innovative aspects of leaders, Thinking strategically and managing knowledge, The development of leaders and succession planning

Reference Books:

1. Principles of Leadership, Andrew J. Dubrin, Cengage
2. Leadership and Management Development, Jam Carmicheal, Oxford

Semester - I

Course Code: BBA/102/MN-1 (Minor Stream)

Course Title: Management Information System (SM: Elective –I) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business.



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- To understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization.
- To understand how MIS is developed and implemented for various levels in an organization.
- To learn to use Information Technology to gain competitive advantage in business.
- To Explain applications as group ware, the Internet, executive information systems, telecommunications, and other organizational support technologies and relate them to solving organization problems.

Learning Outcomes:

On completion of this course, the students will be able to:

- Define and understand the concept, need and types of Information Systems and applications of Information Systems at different business levels.
- Illustrate concept of organizational planning and Planning Process and examine the control process in organizations.
- Understand and illustrate various networking concept and Electronic Commerce applications. Assess Risks and challenges of E-Commerce and examine use of Information System for Strategic Advantage.
- Implement, Assess and Develop Managing Information Technology in Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management.

Unit-I: Introduction: Definition of Data and Information, Differences between Data and Information, Characteristics of Information, Definition of System, Characteristics of System, Definition of Information System, Role of Information Systems at different level, Strategic level.

Unit-II: Management Information System and Management Processes: Definition of MIS, Role of MIS in an Organization, Processes of Management, Role of MIS in Planning, Organizing activity, Staffing, Directing and Controlling.

Unit-III: Major Information Systems of an Organization: TPS (Transaction processing System), MIS (Management Information System), DSS (Decision Support System), ESS (Executive Support System) – definition, functions, Characteristics and benefits, Distinction between MIS and DSS.

Unit-IV: Introductory concepts on Functional Information System: viz– Marketing information System (MKIS) Manufacturing System (MFIS), Financial Information System (FIS), Human Resource Information System (HRIS).

Unit-V: Introduction to Database Management System: Definition of Database, Problems with Traditional File System, Concept of DBMS, Benefits of DBMS, Applications of DBMS in MIS.

Unit-VI: Introduction to Computer Network: Definition, benefits, competitive advantage, Technological foundation of Computer Network – Data transmission rate, transmission technology, Network Topology, Types of Network – LAN, WAN, MAN – feature, benefits.

Unit-VII: Enterprise Information System: Evolution of EIS, Enterprise Resource Planning (ERP) System – concept, architecture, Modules of ERP, How ERP improve company's business performance, Benefits of ERP.



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Unit-VIII: E-Commerce & E-Business: Introduction to E-Business, Models of E-Business – B2B, B2C, C2B and C2C, E-Commerce – definition, features, benefits and limitations, Concept of EDI (Electronic Data Interchange), Electronic Payment System, E-CRM, E-Governance.

Reference Books:

1. Management Information System – Mahadeo Jaiswal & Monika Mital, OXFORD University Press.
2. Management Information System – W. S. Jawadekar, Tata McGrawHill Publishing Company.
3. Management Information System – Dharminder Kumar & Sangeeta Gupta, EXCEL Book.
4. Management Information System – Kenneth C. Laudon & Jane P. Laudon, Pearson Books.

Semester –II

Course Code: BBA/202/MN-2 (Minor Stream)

Course Title: Decision Support System (SM: Elective –II) (4 Credits)

Theory: 60 Lectures

Course Objectives:

This course will overview and implement decision making process and support that can be given by computer, component, and classification of decision support system, quantitative model of sensitivity analysis, decision analysis, multi criteria decision making, decision support system development technique, executive information system, expert system use, user interface aspect, and various other aspects.

Learning Outcomes:

On completion of this course, the students will be able to

- Identify the basic concepts of DSS.
- Apply DSS models and analyses.
- Demonstrate the process development of DSS.
- Identify the intelligent DSS.
- Design DSS in a real case.

Unit-I: Decision and Decision Making: Decision making concept, Decision methods, Tools and Procedures, Rational Decision making, Problems in making rational decision, Decision making system, Types of decision, Nature of decision.

Unit-II: Decision Making Process: Laws of requisite variety, Phases of decision making process (Simon's Model) – Intelligence Phase – Problem identification, Classification, Decomposition and Ownership

Unit-III: Design Phase: Modeling, Quantitative Models: Component, Structure, Principle of choice criterion, Normative Models, Descriptive Models, Developing Alternatives, Predicting Outcomes, Measuring Outcomes and Scenarios, Choice Phase – Search Approaches – Analytical approach, Blind & Heuristic approach, Evaluation – Sensitivity Analysis and What – If Analysis, Organizational Decision Making Concept.



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Unit-IV: Decision Support System (DSS): What is DSS, DSS characteristics, DSS Classifications, Components of DSS – Database Management System – Model Base Management System – Model base, Modeling Language, Model execution & integration?

Unit-V: DSS Models: Static and Dynamic DSS Models, Examples of Behavioral Models, Management Science Models, Project Planning and Control Models, Operations Research Models and Inventory Control Models, User Interface Subsystem, DSS and Web Connection.

Unit-VI: Group Decision Support System (GDSS): Concept of Group Decision Making, Definition of GDSS, Tools, Advantages and Uses of GDSS.

Unit-VII: Knowledge Base Expert System (KBES): Concept of Knowledge management, Definition of Knowledge, Knowledge Types and Components, Cyclic Model of Knowledge Management.

Unit- VIII: Artificial Intelligence (AI): Concept and Definition of Artificial Intelligence, Symbolic processing, Heuristics, Inferencing, Pattern Matching and Knowledge Processing, Differences between AI and Natural Intelligence, Concept of KBES (Knowledge Base Expert System), Concept of Knowledge Presentation, Semantic Network, Production Rules, Frames.

Reference Books:

1. Decision Support System and Intelligent System – Efraim Turban and Jay E. Aronson.
2. Management Information System – W. S. Jawadekar.
3. Decision Support – M. W. Davis.
4. Decision Support and Expert System – E. Turban. 5. Decision Support System – R. Jayashankar.

Semester - III

Course Code: BBA/303/MN – 3 (Minor Stream)

Course Title: E-Commerce (SM: Elective –III) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- Gain an understanding of basic concepts, theories, and business models underlying e-commerce.
- Apply e-commerce theory and concepts to what e-marketers are doing in "the real world."
- Improve familiarity with current challenges and issues in e-commerce.
- Identify advantages and disadvantages of technology choices such as merchant server software and electronic payment options.
- Discuss the issues facing businesses that are considering worldwide marketing of their products and services.

Learning Outcomes:

On completion of this course, the students will be able to:

- Outline and determine the processes to be executed for starting a business and the advantages of using the internet to widen reach and appeal of the organization.



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- Illustrate various disciplines of Commerce, Taxation, Finance, Management and Accounts, and implement in real life business situations.
- Organize and analyze the technical and managerial requirements of various e-commerce activities, as well as the interaction between computing and human being in the global context.
- Distinguish various technologies and Examine complex business problems to solve problems in various e-commerce activities like sales, payment, marketing, auction, etc.

Unit-I: E-Business Framework: Definition of E-Business, Origin of E-Business, History of the Internet, E-Business Opportunities for Businesses, Working of E-Business, E-Business Vs the Traditional Business Mechanism, Advantages of E-Business, Disadvantages of E-Business, Main Goals of E-Business.

Unit-II: Network Infrastructure for E-Commerce–I: Local Area Network (LAN), Ethernet: IEEE 802.3: Local Area Network (LAN) Protocols, Wide Area Network (WAN), The Internet, TCP/IP Reference Model, Domain Names, Hyper Text Markup Language (HTML), Simple Exercises in HTML. **Network Infrastructure for E-Commerce–II:** Common Gateway Interface, Multimedia Objects, Network Access Equipment, Network Cables, And Broadband Telecommunication.

Unit-III: E-Business: Requirements and Architecture, Requirements of E-Business, Functions of E-Business, E-Business Framework Architecture, I-way or Information Highway. **E-commerce Infrastructure:** Need for an Intelligent Website, technology Infrastructure Required, Basic Web Languages for Web Designing, Corporate Strategic Infrastructure Required, and Miscellaneous Website Design Tips.

Unit-IV: Business Models: Evolution of Internet Business Models, Business Models in Practice, Business Model: The Six Components.

Unit-V: Security In Electronic Business: Intranet and Extranet Security: Threats and Protection, Protection Methods, Data and Message Security, Firewalls. **Encryption:** Cryptography, Encryption, Digital Signature and Virtual Private Network.

Unit-VI: Enabling Technology of World Wide Web: Internet Services, Internet Software. **E-Payment Systems:** B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway–Security Standard for Electronic Payment System.

Unit-VII: E-Marketing: Challenges of Traditional Marketing, Retailing in E-Business Space, Internet Marketing, Advertisement and Display on the Internet, E-Business for Service Industry.

Unit-VIII: Policy and Implementation: Legal and Ethical Policy Issues: Protection of Privacy and Intellectual Property, Strategy Planning for E-Business.

Unit-IX: Mobile Commerce: Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles. **EDI, E-CRM and E-SCM:** Electronic Data Interchange (EDI), E-CRM, E-SCM.

Reference Books:

1. Essentials of E-commerce Technology, Rajaraman V., PHI
2. E-Commerce: The Cutting Edge of Business, Kamlesh K. Bajaj, Debjani Nag, Mcgrawhill



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3. E-Commerce, Gaurav Gupta, Sarika Gupta

Semester –IV

Course Code: BBA/405/MN – 4 (Minor Stream)

Course Title: Database Management System (SM: Elective –IV) (4 Credits)

Theory: 60 Lectures

Course Objectives:

The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

Learning Outcomes:

At the end of the course, the students will be able to:

- Understand the basic concepts and the applications of database systems.
- Master the basics of SQL and construct queries using SQL.
- Understand the relational database design principles.
- Familiar with the basic issues of transaction processing and concurrency control.
- Familiar with database storage structures and access techniques

Unit-I: Introduction: Definition of Database, Advantages of Database Management Approach, Data Models and its categories, Schema, Instances and Database State, Three-schema Architecture of DBMS- Physical, Logical and Viewer Level, Data Independence.

Unit-II: DBMS Languages: DDL, DML, DCL, DBMS Interfaces, Centralized DBMS Architecture, Client / Server Architecture – Two tire Architecture, Three tire Architecture for Web Applications, Classifications of DBMS.

Unit-III: Relational Model: Concept and constraints – Relational Model Concept, Domain, Attributes, Tuples and Relations, Characteristics of Relation, Relational Model notations, Relational Model Constraints and its categories, Schema based constraints – Domain constraints, key constraints, Constraints on Null Value, Integrity constraints and Referential Integrity constraints.

Unit-IV: Relational Algebra: Selection, Projection, Union, Intersection, Minus and Cartesian Product and Division algebraic operations, Join, Variation of join – Equi-join, Natural Join, Examples of queries in Relational Algebra.

Unit-V: Structured Query Language (SQL): Schema Definition, Basic constraints and Queries, DATA DEFINITION – Schema and catalog Concept, CREATE TABLE command, Data types and Domains in SQL, Specifying Basic Constraints – Attributes constraints and Attribute Default, Key and Referential Integrity constraints, Constraints on tuple using CHECK, Schema change, Command DROP and ALTER command.

Unit-VI: Basic queries in SQL: SELECT – FROM-WHERE Structure, Data Manipulation Command – INSERT, UPDATE, DELETE command, Data Control Command – COMMIT, SAVEPOINT, ROLLBACK Command.



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Unit-VII: Operators and Functions: Arithmetic Operators, Comparison Operators LIKE, NOT LIKE, BETWEEN, NOT BETWEEN, Logical Operators, Set Operators – UNION, UNION ALL, INTERSECTION, MINUS, Functions – DATE Functions, Numeric Functions, Character Functions, Conversion Functions, GROUP BY and HAVING Clauses in SQL.

Unit-VIII: Join and Sub-Queries: Simple Join, Self-Join, Outer Join, Usage of Sub-Queries – Nested Queries, Tuple and Set / Multi-Set Comparisons, Co-related Nested Queries.

Reference Books:

1. Fundamentals of Database Systems : Elmasri, Navathe, Somayajulu, Gupta
2. Introductions to Database Systems – C. J. Date.
3. Database Management Systems – A. K. Majumder & P. Bhattacharya
4. Database Management Systems – Korth & Sudarshan.
5. Fundamentals of SQL – Evan Bayross.

Semester –V

Course Code: BBA/505/MN – 5 (Minor Stream)

Course Title: System Analysis and Design (SM: Elective –V) (4 Credits)

Theory: 60 Lectures

Course Objective:

This module aims to as to introduce variety of new software used by analysts, designers to manage projects, analyze and document systems, design new systems and implement their plans.

Learning Outcomes:

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

- A firm basis for understanding the life cycle of a systems development project;
- An understanding of the analysis and development techniques required as a team member of a medium-scale information systems development project;
- An understanding of the ways in which an analyst's interaction with system sponsors and users play a part in information systems development;
- Experience in developing information systems models;
- Experience in developing systems project documentation;
- An understanding of the object-oriented methods models as covered by the Unified Modeling Language.

Unit-I: Introduction: System concept, Characteristics of a System, Types of a System, System stakeholders – System Owner, System User – Internal system user and External System user, System Designer, System Analyst, Jobs of System analyst.

Unit-II: System Development Process: Introduction, Capability Maturity Model, System Life, Cycle versus Development Methodology, Principles of System Development, SDLC – problem definition, Feasibility Study



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Unit-III: System analysis-I: System design, System construction, Implementation, Post Implementation review, System maintenance, System Development Strategies – Model driven development strategy and Rapid Application development strategy.

Unit-IV: System Analysis-II: System analysis – meaning, objective, Need for system analysis, System analysis approaches - Model driven analysis, structured analysis.

Unit-V: Object Oriented Analysis: Meaning, Prototyping, Rapid architected analysis, Requirement discovery analysis and BPR, Procedure of analyzing the existing system.

Unit-VI: Data Modeling and Analysis: Entity–Relationship Data Modeling, Entity, Attribute, Relationship, Type of Relationship, Cardinality, Draw E-R Diagram.

Unit-VII: Process Modeling: Definition of System Modeling, Differentiate 10 LH Logical and Physical System Model, DFD- DFD symbols, process, data store, external entities, dataflow, Describing a System by DFDs, Logical Vs Physical function of a System, Converting physical DFD to logical DFD, Draw DFD of a System.

Unit-VIII: System Design: Definition, Objectives, Steps of System Design – Output design, Input design, Process design, Data specification, Procedure design, detailed design and implementation.

Reference Books:

1. System Analysis and Design Method – Jeffrey L. Whitten & Lonnie D. Bentley, Tata Mc Graw Hill.
2. System Analysis and Design – I. T. Hawryszkewycz, PHI
3. Analysis and Design of Systems – James A. Senn, Tata Mc Graw Hill.
4. System Analysis and Design – E. M. Awad.
5. System Analysis and Design – Kendall, Pearson Education.

Semester –VI

Course Code: BBA/605/MN – 6 (Minor Stream)

Course Title: Data Warehousing (SM: Elective –VI) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- Be familiar with mathematical foundations of data mining tools..
- Understand and implement classical models and algorithms in data warehouses and data mining
- Characterize the kinds of patterns that can be discovered by association rule mining, classification and clustering.
- Master data mining techniques in various applications like social, scientific and environmental context.
- Develop skill in selecting the appropriate data mining algorithm for solving practical problems.

Learning Outcomes:

- Understand the functionality of the various data mining and data warehousing component
- Appreciate the strengths and limitations of various data mining and data warehousing models
- Compare different approaches of data ware housing and data mining with various technologies.
- Describe different methodologies used in data mining and data ware housing.



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Unit –I: Data Warehousing: Introduction- Definition and description, need for data ware housing, need for strategic information, failures of past decision support systems, OLTP vs DWH-DWH requirements-trends in DWH-Application of DWH.

Unit –II: Data Warehousing Architecture: Reference architecture- Components of reference architecture - Data warehouse building blocks, implementation, physical design process and DWH deployment process. A Multidimensional Data, Model Data Warehouse Architecture.

Unit –III: Data Warehouse Applications: Applications of Data Warehouse, Applications: Top- Down and Bottom-Up, Development Methodology, Tools for Data warehouse development, Data Warehouse Types

Unit –IV: Metadata Management in Data Warehouse: Introduction to Metadata, Categorizing Metadata, Metadata management in practice, Tools for Metadata management

Unit –V: Dimensional Modelling: E-R Modelling, Dimensional Modelling, E-R Modelling VS Dimensional Modelling, Data Warehouse Schemas, Snowflake Schema, Fact Constellation Schema

Reference Books:

1. Reema Thareja – Data Warehousing – Oxford University Press
2. Singh M – Data Warehousing & Data Mining PB–Technical Publications
3. Varsha Bhosale - Data Warehousing & Data Mining – Technical Publications
4. Paulraj Ponniah- Data Warehousing Fundamentals – Wiley India
5. Ralph Kimball - The Data Warehouse Toolkit – Wiley India

Semester –VII

Course Code: BBA/705/MN – 7 (Minor Stream)

Course Title: Strategic Management for IT (SM: Elective –VII) (4 Credits)

Theory: 60 Lectures

Course Objectives:

The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations

Learning Outcomes:

- To expose students to various perspectives and concepts in the field of Strategic Management
- To help students develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management for IT

Unit –I: Introduction to Information Technology: Fundamentals of Information Technology, Introduction to Computers & Bull, Data Storage and Database Management System: Overview of Database Management System, Concept of Relational Database Management Systems,

Unit –II: Network and Security: Overview of Network, The Internet Revolution, Internet and Internet technologies, Security and Internet Firewalls, Internet: World Wide Web (WWW), Advantages and Disadvantages, Internet Vs Intranet, The purpose and function of Internet Service Provider

Unit –III: E-Commerce: E-Commerce Framework, Evolution of E-Commerce – Advantages and Disadvantages, Electronic Payment System, Electronic Cash - Smart Cards and Credits, E-Banking, Online Banking, E-Shopping, E-Marketing, M-Commerce



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Unit –IV: Introduction to Strategies: Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business.

Unit –V: Strategy Formulation and Implementation: Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit –VI: Strategic Management for IT: Application of Strategy Management in IT, Advantages and Disadvantages of IT in Strategy Management

Reference Books:

1. CA Nikhil Singhal, Deepali Singhal – Information Technology and Strategic Management For CA-IPCE – Mukhaksh Publications
2. Chandan Patni – Information Technology & Strategic Management for CA IPCC – Taxmann

Semester –VIII

Course Code: BBA/805/MN – 8 (Minor Stream)

Course Title: Applications of Artificial Intelligence in Business (SM: Elective –VIII) (Credit – 4)

Theory: 60 Lectures

Course Objectives:

Understand the foundational concepts of AI and its diverse applications within the business domain.

Explore the key AI techniques relevant to business, including machine learning, natural language processing and recommendation systems. Analyze case studies of AI implementation in prominent businesses to gain insights into successful strategies

Learning Outcomes:

After completion of the course, learners would be able to:

- Demonstrate usage of AI concepts within business planning and designing
- Identify and evaluate AI techniques applicable to business contexts for solving specific business problems with AI
- Develop critical thinking skills to assess the opportunities and challenges of integrating AI into business operations

Unit –I: Introduction: Overview of Artificial Intelligence – What Is Artificial Intelligence? What Is Intelligence? Testing Machine Intelligence, The General Problem Solver, Strong and Weak Artificial Intelligence, Artificial Intelligence Planning, Learning over Memorizing AI Techniques in Business, Machine Learning, Natural Language Processing, Recommendation Systems, Predictive Analytics, Decision Support Systems, Opportunities and Challenges of AI in Shaping the Future of Work

Unit –II: Digital leadership: Strategies for AI adoption, Dynamicity in learning: Smart selection of learning techniques.

Unit –III: Intelligent business processes with embedded analytics, Adopting data-driven culture: Leadership and change, management for business optimization.

Unit –IV: AI in Marketing and Sales – Personalization and recommendations, Customer segmentation and targeting, Sales forecasting and lead generation, AI Driven Operations and Financial Management

Supply chain optimization and maintenance, AI powered inventory management and demand forecasting, Automation of repetitive tasks, Fraud detection and prevention, Trading and financial forecasting, AI for Decision Making and Human Resource Management, Scenario planning and strategic simulations, AI powered



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business intelligence tools, Recruitment and talent acquisition with AI, Performance evaluation and workforce planning

Unit –V: Quality and risks: Assurance and control in BO, **Cyber-security in BO:** Significance and challenges for digital business. Natural intelligence and social aspects of AI-based decisions, **Case study:** Investing in the future technology of self-driving vehicles.

Experiments:

1. Basics of Python Programming.
2. **Marketer to Machine:** Develop a ML model for Smart email Compose. Smart email compose finishes sentences for you by predicting what word or words user will type next.
3. **Marketer to Machine:** Develop level-2 Marketer-to-Machine (M2M) Scale of intelligent automation to personalize business email based on user preferences and interests (Extension to Exp. No.1).
4. **AI and Marketing:** Develop data-driven content for a given business organization (Web site). Optimize Website content for search engines. Send emails to customers with personalized content/activity.
5. **AI and Marketing:** Develop a system to recommend highly targeted content to users of the Web site (Extension to Exp. No 3).
6. **AI and Advertisement:** Develop AI-powered programmatic advertising by using cookies and collecting user data.
7. **AI and Analytics:** Create analytics dashboard. Integrate Google Analytics with the dashboard. Use AI tool (Open) to draw from the existing data to make predictions.
8. **Public relations, communications, and AI:** Design presentations with smart templates using open source AI-driven presentation tools (Open). Use AI-powered design tools (Open) to create branding for collateral.
9. **Content Marketing and AI:** Demonstrate content development using an AI-powered language platform. Customer Service and AI: Demonstrate intelligent product searches and discoveries possible across text, voice, and visual searches on e-commerce websites using AI tools.

Reference Books:

1. Bernard Marr, Matt Ward, "Artificial Intelligence in Practice", Wiley, 2019
2. Rajendra Akerkar, "Artificial Intelligence for Business", Springer, 2019
3. Doug Rose, "Artificial Intelligence for Business", Pearson FT Press, 2020
4. Bhuvan Unhelkar and Tad Gonsalves, "Artificial Intelligence for Business Optimization - Research and Applications", CRC Press, Taylor & Francis, 2021.
5. Paul Roetzer, "Marketing Artificial Intelligence – AI, Marketing, and the Future of Business", BenBella Books, Inc., 2022.
6. Sandeep Kumar Panda, Vaibhav Mishra, R. Balamurali and Ahmed A. Elngar, "Artificial Intelligence and Machine Learning in Business Management - Concepts, Challenges, and Case Studies", CRC Press, Taylor & Francis, 2022.



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - I

Course Code: BBA/102/MN – 1 (Minor Stream)

Course Title: Rural Society and Rural Administration (RM: Elective – I) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- You'll learn about the working of a local self government body, that is, the Panchayati Raj.
- The chapter helps us in understanding the functions of the Tehsildars and the Patwaris.

Learning Outcomes:

The students will be able to understand the local self governing bodies of India and how different people are assigned to the task of rural development for a smooth functioning.

Unit –I: Introduction to Sociology – differences between rural and urban societies – Rural Social Structure - Important Rural Social Institutions: Family, Marriage, Religion.

Unit – II: Individual and Society – Role of Heredity and Environment in shaping Human Behaviour, Socialization. Social Control Features of rural society – caste, education, gender, and their changing pattern over time.

Unit – III: Rural Society: Basic features, rural stratification, Values and value systems, Rural-urban Differences, Rural social structure: Physical, social, cultural, regional, ideology and economic Structures.

Unit – IV: Rural Power Structures: Caste hierarchy, Landlord-labour relationship, Social power groups and their roles, Caste in rural Society, Tribes and their problems.

Unit – V: Rural Administration: Concept and scope, Administrative structure: State, District, Block, Gram panchayat and panchayat samities-Power, functions, elections and working problems.

Unit – VI: Socio-economic structure of India, Specific values and value systems, Caste system in India, Land use and industry, Agriculture and allied activities, Scope of entrepreneurial initiatives in India.

Unit – VII: Land Tenure Systems and Land Reforms: Tenancy laws, land ceiling and consolidation of holdings, land-ceiling laws, and distribution of surplus land among the rural poor, tenant farmers, problems of land alienation in the tribal areas.

Reference Books:

1. Doshi, S.L. and Jain, P.C. "Rural Sociology" Rawal Publications, New Delhi.
2. Olson, K.W. "Rural Indian Social Relations" Oxford University Press, New Delhi.
3. Desai, A. R. "Rural Sociology and India" Popular Prakashan, Bombay
4. Choudhary, B. "Tribal Development in India" Inter-India Publication, New Delhi.
5. Dib, P.C. "Rural Sociology-An Introduction" Kalyan Publishers, New Delhi.



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

Semester - II

Course Code: BBA/202/MN – 2 (Minor Stream)

Course Title: Introduction to Rural Development (RM: Elective – II) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- To attain inclusive growth and reduce regional imbalances and income inequalities.
- Inculcate critical thinking to carry out scientific investigation objectively without being biased with preconceived notions.

Learning Outcomes:

- India is the country having numerous rural areas. This will open a plenty of career paths for the candidates interested in this field.
- The Programme has been framed to provide an understanding and experience of different aspects of Rural Development.

Unit –I: Rural Development: Concept, Importance, Nature and scope, Characteristics of rural economy, Concept of development, Distinction between development and growth, Indicators of development, Prerequisites for rural development, Main obstacles to rural development, Factors governing rural development. Gandhian and Tagore's views on rural development.

Unit – II: Rural Management: Nature, Scope and challenges in marketing operations, human resources and finance in rural areas. Entrepreneurship opportunities in rural areas.

Unit – III: Rural Community Development: Concept of community, Function of Community, community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.

Unit – IV: Sustainable Development: Biodiversity and its conservation, Environmental pollution, air, water and soil pollution, Solid waste management, Social issues and environment, Climate change, Global warming, Ozone layer depletion, Water conservation, Rain water harvesting Watershed management.

Unit – V: Institutions for Rural Development and Management: Structure, Functions and Role in Rural Development - National level Institutions: Planning Commission, Ministry of Rural Development, Ministry of Panchayati Raj, NIRD&PR, CAPART and NABARD - State Level Institutions: State Planning Board, State Institute of Rural Development - District & Other Level Institutions: District Planning Committee; Panchayati Raj Institutions - Community Based Institutions – Scientific inputs and support from the Institutions like ICAR, ISRO, CSIR Institutes.

Unit–VI: Major Development and Welfare Programs: Mahatma Gandhi National Rural Employment Guarantee Program (MGNREGS), Public Distribution System(PDS), Sarva Siksha Abhiyan(SSA) National Rural Livelihood Mission (NRLM), Pradhan Mantri Gramin Awaas Yojana (PMGAY), Swachh Bharat Mission (SBM), National Health Mission (NHM), Swajal dhara - Backward Region Grant Fund (BRGF), Pradhan Mantri Grameen Sadak Yojana (PMGSY), Integrated Wasteland Development Program (IWDP), Provisions of Urban Amenities in Rural Areas (PURA), PPP/CSR Initiatives in Rural Development (the names may be changed as per government programs)

Reference Books:

1. Lekhi, R.K. "The Economics of Development and Planning" Kalyani Publishers, New Delhi.
2. Satya Sundram, I. "Rural Development" Himalaya Publishing House, New Delhi.



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

3. Prasad, B.K. "Rural Development: Concept, Scope and Strategy" Sarup and Sons, New Delhi.
4. Chamola, S.D., and Bharti, A. "Agriculture and Rural Development in India" Global Vision Publishing House, New Delhi.
5. Singh, K. "Rural Development: Principle, Policies and Management" Sage, New Delhi.

SEM - III

Course Code: BBA/303/MN – 3 (Minor Stream)

Course Title: Rural Marketing Management and Agricultural Marketing (RM: Elective – III) (4 Credits)

Theory: 60 Lectures

Course Objectives:

The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

Learning Outcomes:

This paper allows students to explore various facets of rural marketing and expose them towards rural market environment and challenges in the globalized economies.

Unit –I: Concept and Scope of Rural Market, Characteristics of rural markets, Environmental factors: Micro and Macro marketing environment, Marketing planning process, Introduction to services marketing.

Unit –II: Rural Consumer Behaviour: Meaning and definition, importance, different buying roles, consumer buying decision process, factors influencing consumer behaviour, Rural consumer vs. urban consumers: a comparison, Relevance of marketing mix for rural markets and consumers.

Unit –III: Market Segmentation: Meaning and concept, Benefits of segmentations, Bases of segmentation, Targeting and positioning for rural markets, Pricing strategies, Promotional strategies and distribution strategies for rural customers, Product life cycle concept, New product development.

Unit –IV: Rural Marketing Strategy: Tangible and intangible rural products - Evolving Rural Marketing Strategy - marketing strategy for rural products; role of informal communication.

Unit –V: Rural Distribution Systems: Rural Communication and Distribution systems, Distribution system for small markets, niche markets and exclusive products.

Unit –VI: ICTs in Rural Marketing and Market support: ICTs in Rural Marketing, Role of Social Media, e-NAM, Agricultural Marketing Network (AGMARKNET) and Rural Go downs. Rural vs. Urban storage systems. Role of commercial bank, Rural Credit and Marketing linkages.

Unit –VII: Agricultural Markets: Nature and scope, objectives of agricultural marketing, Challenges in agricultural marketing, Agricultural marketing and its economic importance, Agricultural produces and their market.

Reference Books:

1. Gopal, R. "Rural Marketing Management "Discovery, New Delhi
2. Saxena, A., Harsh, S., and Rahman.,M. "Rural Marketing: Thrust and Challenges" National Publishing House, New Delhi



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CURRICULUM AND CREDIT FRAMEWORK FOR BBA PROGRAMME (BASIC, HONOURS AND HONOURS WITH RESEARCH)

3. Kotler, P. Kosshy, A., and Jha, M. "Marketing Management-A South Asian Perspective" Pearson, New Delhi

SEM - IV

Course Code: BBA/405/MN – 4 (Minor Stream)

Course Title: Rural Economics (RM: Elective – IV) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- Familiarizing the theories, concepts of rural economics
- Applying the concept of the dynamics of rural economies in order to understand the economics in general
- Acquainting the structure of rural economies – farming, industrialization and possible interactions
- Aware about the problems and prospects of the rural economy of India
- Knowledge on rural poverty estimates and its causes and consequences

Learning Outcomes:

- Familiarizing practical ways to carry out field survey relating to rural economics
- Ability to apply the theoretical knowledge on the basic concepts, theories relating to rural economics
- Develop critical and creative thinking about the rural economies

Unit –I: Rural Economics: Nature, scope and importance, Meaning and definitions of rural development in the context of under developed and developing countries, Factors essential for rural development, Problems associated with rural development in a predominantly rural economy.

Unit –II: Indian Agriculture: Importance, Agricultural production and productivity, agricultural backwardness, causes, and consequences, Modernization of agriculture.

Unit –III: Rural Poverty and Economic Inequality: Rural poverty, extent, types, causes and consequences, Measures for poverty alleviation in rural areas.

Unit –IV: Rural Unemployment- Extent, type, causes and remedies, Problem of labour migration.

Unit –V: Rural Industrialization: Need, Importance and problems of (a) Agro-based Industries (b) Small-scale and Cottage Industries.

Unit –VI: Public Utilities in Rural Economy : A) Irrigation Facilities B) Transport and communication C) Rural Electrification

Reference Books:

1. Desai, S.S.M. "Fundamental of Rural Economics" Himalaya Publishing House, Mumbai.
2. Prasad, K.N. "Dimensions of Development" Concept Publishing Company, New Delhi.
3. Joshi, P.C. "Organising Unorganised Labour" Oxford and IBH Publishing Company, New Delhi.
4. Khusro, A.M. "The Economics of Land, Reform and Farm Size in India" Mac Millan, Mumbai.
5. Maheshwari, S.R. "Rural Development in India" Sage Publications, New Delhi.



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Semester –V

Course Code: BBA/505/MN – 5 (Minor Stream)

Course Title: Operation Management in Rural Development (RM: Elective –V) (4 Credits)

Theory: 60 Lectures

Course Objectives:

To understand the production and operation function and familiarize students with the technique for planning and control

Learning Outcomes:

- To understand and differentiate different operations systems in rural development.
- To learn the basic concepts related to operation management and automation in rural development.

Unit –I: Operations strategy: Significance of operations management in manufacturing and service environment, Interface of operations functions with other functional areas, Productivity- Meaning, measures of productivity, work study.

Unit –II: Manufacturing Processes: Types and features, Facility location: factors for selection, Facility Layout: Types and features, Production planning and control: Need, objectives and functions,

Unit –III: Materials management: objectives, types and costs associated.

Unit –IV: Proprietorship, Cooperation, Capital farming, Corporate farming, Land tenure systems.

Unit –V: Agricultural production management: Rural godowns and agriculture supply chain.

Unit –VI: Technology Management: Effects on consumers and producers, Advantages and disadvantages of technology, Emerging technologies in agriculture: Green houses, automation, agro processing industries.

Reference Books:

1. Chunawala, P. "Production and Operations Management" Himalaya Publishing House, Mumbai.
2. Aswathappa, K. and Shridhara Bhatt, K. "Production and Operations Management" Himalaya Publishing House, Mumbai.
3. Robertson, C.A. "Introduction to Agricultural Production Economics and Farm Management" Tata McGraw Hill, New Delhi.
4. Agarwal, A.N. "Indian Agriculture" S. Chand and Company, New Delhi.

Semester –VI

Course Code: BBA/605/MN – 6 (Minor Stream)

Course Title: Rural Entrepreneurship Development (RM: Elective –VI) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- concept of Rural Industrialization and appropriate technologies for Rural Industrial Development.
- enable Women Entrepreneurship and consisting of leadership qualities of a successful Entrepreneur.
- knowledge of Field level organizations and Growth centre approaches.

Learning Outcomes:



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- Delivering skills of industry development to a significant number of people who live in rural areas in a cost efficient way.
- How to boost employment in rural areas in both agricultural and non-agricultural sectors.
- The current skill challenges facing people living in rural areas.
- works in promoting and sustaining skills development in rural areas.
- How to contribute significantly to employment and economic growth of rural areas.

Unit –I: Introduction: An Concepts of entrepreneur, Entrepreneurship, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur, Type of entrepreneurs, Role of entrepreneur in economic development, Distinction between an entrepreneur and manager, Entrepreneur and Intrapreneur.

Unit –II: Introduction to Rural Entrepreneurship: Types of rural entrepreneurs (farm and non-farm), Challenges of rural entrepreneurship development in India, Entrepreneurial training and motivation in the rural perspective, Entrepreneurs selection tools and techniques, Competencies of successful rural managers, Federation and confederation of rural entrepreneurs.

Unit –III: Institutional system and Government schemes: Matching skill sets, Resource sets and Government schemes, Role of various support Institutes and agencies, DIC, Banks and other financial institutions- CRRB, NABARD, SC /ST Corporation, OBC Corporation, Women finance corporation. Women SHG's in rural areas: Function and role in rural economy and society.

Unit –IV: Business plan Preparation: Business opportunity identification Exploring entrepreneurial opportunity identification, Exploring entrepreneurial opportunities and guidance, Forward and backward linkages, Market survey- tools and techniques, Registration and legal formalities.

Unit –V: Micro and Small Entrepreneurship Introduction to micro and small business establishment, Project formulation, Project appraisal, Latest government policies for micro and small enterprises.

Reference Books:

1. Desai, V. "Small Scale Industries and Entrepreneurship" Himalaya Publishing House, Mumbai.
2. Havinal, V. "Management and Entrepreneurship" New age International, New Delhi.
3. Khanka, S.S. "Entrepreneurial Development" S. Chand and Company, New Delhi.
4. Burns, P. "Entrepreneurship and Small Business" Palgrave, New Jersey.
5. Chandra, P. "Project Preparation, Appraisal and Implementation" Tata Mc Graw Hill, New Delhi.

Semester –VII

Course Code: BBA/705/MN – 7 (Minor Stream)

Course Title: Agricultural Business Management (RM: Elective –VII) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- The curriculum includes fundamental subjects and also a few advanced topics that will help you better comprehend the course.
- The primary goal of the Agriculture Business Management course is to develop individuals' interest in various aspects of agriculture and business.



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Learning Outcomes:

The Agriculture Business Management programme is designed to give students the knowledge and skills they need to work in the agricultural industry.

Unit –I: Introduction to Agribusiness: Nature, definitions, scope and functions, Agribusiness input and output services, Difference between farm and non-farm sectors, Importance of small agribusiness enterprises.

Unit –II: Agriculture Marketing: Definition of market and agricultural marketing, Agricultural marketing organizations, Bureau of Indian Standards (BIS), National agricultural policy of India.

Unit –III: Market Segmentation: Meaning and concept, Benefits of segmentations, Bases of segmentation, Targeting and positioning for rural markets, Pricing strategies, Promotional strategies and distribution strategies for rural customers, Product life cycle concept, New product development.

Unit –IV: Agro processing industries in India: Management and processing of dairy, cotton and woolen textiles, Oil seeds, Sericulture, Horticulture, Floriculture, Apiculture and Pisciculture.

Unit –V: Business Legislation: Essential Commodities Act, Food Adulteration Act, Food Safety and standards, Consumer protection acts. Recent trends in agribusiness management, ITC- echoupal, Precision farming and logistical aspects in agriculture.

Reference Books:

1. Diwase, S. "Agri-Business Management" Everest Publishing House, Pune.
2. Bhawe, S.W. "Agri- Business Management in India"
3. Achary, S.S., and Agarwal N.L. "Agricultural Marketing in India."

Semester –VIII

Course Code: BBA/805/MN – 8 (Minor Stream)

Course Title: Civil Society and Sustainable Development (RM: Elective –VIII) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- To make the learners understand the important role of Civil Society in Rural Development
- To provide insights on civil society and social justice
- To give an in-depth understanding of role played by Civil Society Organizations in improving sustainable Rural Livelihoods
- To share some important contemporary Rural Development Initiatives carried out by NGOs and Civil Society Organizations

Learning Outcomes:

At the end of the course, the student will be able to

- Comprehend the history of civil society
- Comprehend the interdependence of civil society and social justice
- Take appropriate measures in improving the rural livelihoods
- Plan for suitable interventions in improving the rural livelihoods
- Explain sustainable developmental goals



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Unit –I: History of Civil Society: History of civil Society, its origin, meaning and definition, its effect in Europe and India. The classical debate: Social contract theorists, Hobbes, Locke and Rousseau: Hegel, Emmanuel Kant, Karl Marx Engels and Neo.

Unit –II: Civil Society and Social Justice: Civil Society, State and Democracy, Pluralism and Civil Society, Social Justice in globalized Society, Civil Society and good Society.

Unit –III: Nature of Civil Society in India: Democracy and Civil Society in India, India and Civil Society: Religion Caste and Language in Civil Society and identity Politics in India; NGOs and Civil Society in India, Civil Society Organization Partnership in Urban Governance: An appraisal of the Mumbai- experience of Civil Society and Social change in Modern India.

Unit –IV: Civil Society Issues, Anna Hazare and Anti-Corruption Movement, Globalization – Basic Understanding and Contemporary Issues, Multilateral Agencies – WTO, IMF, World Bank. Sustainable Development Goals (SDGs): Definition, meaning, indicators, Role of UNDP's, Governmental and Non-Governmental Organizations; Strengthening the means of implementations and revitalizing the global partnership, local connotation for SDGs.

Reference Books:

1. Backus, M. (2001). E- Governance in Developing Countries. The International Institute for Communication and Development. Research Brief – No.1, pp. 1 - 4.
2. Kiran. B et.al. (2001). Government @ net, New Delhi: Sage Publications.
3. Subhash, B. and Schwere. R (2000). Information and Communication Technology in Development: Cases from India. New Delhi.
4. Subhash. B. (2009). Unlocking E-Government Potential – Concepts, Cases and Practical Insights. New Delhi: Sage Publications.

Semester - I

Course Code: BBA/102/MN – 1 (Minor Stream)

Course Title: Introduction to Business Analytics & Modeling Techniques (BA: Elective – I) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- Enable all participants to recognize, understand and apply the language, theory and models of the field of business analytics.
- Foster an ability to critically analyze, synthesize and solve complex unstructured business problems.

Learning Outcomes:

- Understand and critically apply the concepts and methods of business analytics
- Identify, model and solve decision problems in different settings

Unit – I: Introduction To Business Analytics: Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Types of Data- Business decision modeling.

Unit – II: Descriptive Analytics, Predictive Analytics & Prescriptive Analytics: Overview of Description Statistics (Central Tendency, Variability), Data Visualization -Definition, Predictive Analytics- Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Data



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mining for business, Prescriptive Analytics- Overview of Linear Optimization, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

Unit – III: Introduction to Data Modeling: Data Model Concept, Goals, Stages of Modeling, Applications of different types of data models, Importance of data modeling in business.

Unit – IV: Data Preprocessing: Data types, Quality, Descriptive data summarization – central tendency and dispersion measure, Data cleaning, Outlier detection, Data integration & transform, Data reduction.

Unit – V: Non Parametric test: Goodness of Fit, Test of independence, Wilcoxon Sign rank test, Mann-Whitney-U test, K-S test. Classification & Prediction: Decision Tree, Bayesian classification, Discriminant Analysis, Prediction – Linear Regression

Unit – VI: Elements of Decision Theory: Decision making under certainty, uncertainty and risks. Concepts of Decision Modeling. Simulation Modeling: Monte Carlo simulation, using random numbers, Applications in inventory analysis, Waiting lines, Maintenance and finance areas.

Reference Books:

1. David Levine, Mark Berenson and Timothy C. Krehbiel: Basic Business Statistics
2. Jacquelyn G Blac: Business Statistics: Contemporary Decision making
3. Amir Aczel: Complete Business Statistics
4. Hoberman Steve: Data Modeling Master Class Training Manual
5. Adrienne Watt: Database Design – 2nd Edition

Semester - II

Course Code: BBA/202/MN – 2 (Minor Stream)

Course Title: Application in Analytics in Business (BA: Elective – II) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- Encourage an aptitude for business improvement, innovation and entrepreneurial action.
- Encourage the sharing of experiences to enhance the benefits of collaborative learning.

Learning Outcomes:

- Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity
- Create viable solutions to decision making problems

Unit – I: Introduction to Marketing Analytics: Need for Data Driven Marketing Approach, Marketing Engineering, Model Building in Marketing Engineering, Basic Principles of Marketing Analytics to Business Problems, Slicing and Dicing Marketing data with Pivot Tables, Excel Charts to summarize data



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Unit – II: Marketing Forecasting: Simple Regression and Correlation, Multiple Regression to forecast sales, Modeling trend and Seasonality, Ratio to Moving Average Method, Winter's Method. Pricing Analytics: Basic Concept of Pricing, Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming

Unit – III: Strategic Marketing Analytics: The STP framework, Value generation through STP framework, Managing the segmentation process, Segmentation in Real world: Cluster Analysis, Hierarchical and Non-Hierarchical - K Means Clustering, Prediction of Customer's segment membership: Discriminant Analysis (DA), two Group DA

Unit – IV: Positioning Strategies: Concept of Product positioning, Conduct a Positioning Study, Perceptual Mapping using Principal Component Analysis (PCA), Multidimensional Scaling (MDS), Incorporating preferences into Perceptual Maps

Unit – V: Customer Lifetime Value (CLV): Concept of CLV, Comparison of CLV with related metrics, Analyzing CLV, Extensions of CLV Analysis, Drivers of CLV, Uses of CLV metrics. Product Designing: Concept of Product Designing, Conjoint Analysis as a decompositional preference model, Steps in Conjoint Analysis, Uses of Conjoint Analysis

Reference Books:

1. Marketing Analytics - Data-driven Techniques with Microsoft Excel by Wayne L. Winston
2. Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders by Cesar A. Brea
3. Marketing Analytics by Winston

SEM - III

Course Code: BBA/303/MN- 3 (Minor Stream)

Course Title: Forecasting Of Business (BA: Elective – III) (4 Credits)

Theory: 60 Lectures

Course Objectives:

This course aims to provide the elementary principles and techniques of time series analysis that can be used in business forecasting, and emphasizes practical data analysis.

Learning Outcomes:

- Explain various notions/concepts/principles in time series analysis and forecasting.
- Choose and use the standard techniques of time series analysis to analyze real data, and build appropriate forecasting models.
- Review and interpret models and forecasting results critically.

Unit – I: Historical perspective of Business Forecasting: Concept of Business forecasting, Difference among Econometrics, Mathematics and Statistics, Importance of Econometrics, Linkage of Econometrics with Business Forecasting-Types of Data



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Unit – II: Regression Model: Steps, Linear, Non linear.

Unit – III: Univariate time series: Linear model, Stationarity, Autocorrelation, Partial Auto correlation, Multicollinearity, ARIMA, ARMA process. Regression Model: Steps, Linear, Non linear.

Unit – IV: Stationarity and Unit Roots Tests: Introduction, Unit Roots tests, Stationarity tests

Unit – V: Univariate Time Series: Volatility Models-Introduction, The ARCH Model, The GARCH Model, Multivariate Time Series Analysis: Vector Auto regression Model–Co integration.

Unit – VI: Introduction to E Views and R studios: E views Functions, Programming in E views, Programming in R for time series forecasting

Reference Books:

1. Chris Chatfield, The Analysis of Time Series: An Introduction , Chapman and Hall
2. N. H. Chan, Time Series: Applications to Finance, John Wiley and Sons,
3. James D. Hamilton, Time Series Analysis, Princeton University Press,
4. Terence C. Mills, The Econometrics of Financial Time Series Cambridge University Press.
5. Box, Jenkins, Reinsel, Ljung, Time Series Analysis: Forecasting and Control; Wiley Publications

SEM - IV

Course Code: BBA/405/MN- 4 (Minor Stream)

Course Title: Data Science using R (BA: Elective – IV) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- The basics of statistical computing and data analysis
- How to use R for analytical programming
- How to implement data structure in R
- R loop functions and debugging tools
- Object-oriented programming concepts in R
- Data visualization in R
- How to perform error handling
- Writing custom R functions

Learning Outcomes:

After completing this course, you will be able to:

- Explain critical R programming concepts
- Demonstrate how to install and configure RStudio
- Apply OOP concepts in R programming
- Explain the use of data structure and loop functions
- Analyse data and generate reports based on the data
- Apply various concepts to write programs in R



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Unit – I: Programming in R: Basics of R, Conditional and loops, R packages/libraries, Data mining GUI in R, Data structures in R, Exceptions/ debugging in R.

Unit – II: Data Wrangling: Reading CSV, JSON, XML, .XLSX and HTML files using R, ETL operations in R, Sorting/merging data in R, Cleaning data, Data management using R

Unit – III: Modeling in R: Linear regression model in R, Multiple linear regressions model, Representation of regression results, Non Linear Regression.

Unit – IV: Mining Algorithms using R: Association analysis, Market-based analysis/ rules, Segmentation analysis- types of segmentation, k-means clustering, Bayesian clustering, Principal Component Analysis.

Unit – V: Time Series Forecasting in R and model deployment: Basics of time series, Components of time series, Time series forecasting, Deploying predictive models

Reference Books:

1. R and Data Mining: Examples and Case Studies – Yanchang Zhao
2. Data Analytics using R - Seema Acharya, Mc Graw Hill Publication
3. The R Book – Michael J. Crawley
4. R for Data Science – Hadley Wickham and Garrett Grolemund

Semester –V

Course Code: BBA/505/MN – 5 (Minor Stream)

Course Title: Data Visualization for Managers (BA: Elective –V) (4 Credits)

Theory: 60 Lectures

Course Objectives:

This course is designed to introduce data visualization as an analytical tool, a medium of communication, and the basis for interactive information dashboards. Students will learn best practices in data visualization, sharpen analytical skills, and learn how to design dashboards for use by stakeholders.

Learning Outcomes:

At the end of the course, students will be able to:

- Employ best practices in data visualization to develop charts, maps, tables, and other visual representations of data.
- Use Tableau's visualization tools to conduct data analysis, especially exploration of an unfamiliar dataset.
- Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole.
- Utilize advanced Tableau features including parameters, data blending, custom SQL, very large datasets, custom date hierarchies, and others.
- Use data visualizations, dashboards, and Tableau Stories to support relevant communication for diverse audiences



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Unit – I: Introduction of Data Visualization & Web Technologies- Visualize Data, Scalable Vector Graphics and Cascading Style Sheets, java script, vizhub, Shapes of Data-Data and Tasks, Loading and Parsing Data with D3.js.

Unit – II: Common Visualization Idioms-Reusable Dynamic Components ,Bar Chart, Vertical & Horizontal, Pie Chart and Coxcomb Plot, Line Chart, Area Chart, Visualization of Spatial Data- Networks, and Trees, Making Maps, Visualizing Trees and Networks, Using Color and Size in Visualization

Unit – III: Encoding Data- Encoding using Color, Encoding using Size, Stacked & Grouped Bar Chart, Stacked Area Chart & Stream graph, Line Chart with Multiple Lines.

Unit – IV: Interaction Techniques-Interaction with Unidirectional Data Flow, UI elements to control a scatter plot, Panning and Zooming on a Globe, tool tips.

Unit – V: Multiple Linked Views-Small Multiples, Linked Highlighting with Brushing, Linked Navigation: Bird's Eye Map, Data Reduction-Histograms, Aggregating Data with Group-By, Hexbin Mapping, Cross filtering

Reference Books:

1. Scott Murray: Interactive Data Visualization for the Web - 2nd Edition
2. Elijah Meeks: D3.js in Action - 2nd Edition
3. Jacques Bertin: Semiology of Graphics

Semester –VI

Course Code: BBA/605/MN – 6 (Minor Stream)

Course Title: Big Data Technology (BA: Elective –VI) (4 Credits)

Theory: 60 Lectures

Course Objectives:

The main objective of this course is to make students comfortable with tools and techniques required in handling large amounts of datasets. They will also uncover various terminologies and techniques used in Big Data.

Learning Outcomes:

On successful completion of this module the learner will be able to:

- Perform data gathering of large data from a range of data sources.
- Critically analyse existing Big Data datasets and implementations, taking practicality, and usefulness metrics into consideration.
- Understand and demonstrate the role of statistics in the analysis of large of datasets
- Select and apply suitable statistical measures and analyses techniques for data of various structure and content and present summary statistics
- Understand and demonstrate advanced knowledge of statistical data analytics as applied to large data sets
- Employ advanced statistical analytical skills to test assumptions, and to generate and present new information and insights from large datasets



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Unit – I: History of big data, elements of big data, career related knowledge in big data, advantages, disadvantages, structured and unstructured data. Use of Big Data in Marketing, Finance, HR, Production and Supply Chain Management.

Unit – II: Introduction to Hadoop, functioning of Hadoop, Cloud computing (features, advantages, applications), Application Data store (NOSQL, OLAP).

Unit – III: Pig: Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators.

Unit – IV: Hive: Hive Shell, Hive Services, Hive Meta store, Comparison with Traditional Databases, Hive QL, Tables, Querying Data and User Defined Functions. Hbase: HBasics, Concepts, Clients, Example, Hbase versus RDBMS. Big SQL : Introduction

Unit – V: Introduction to Hadoop Distributed File System, NoSQL Data Management: NoSQL including document databases, Graph Database, Schema less database, CAP Theorem

Reference Books:

1. V. Mayer-Schönberger and K. Cukier: Big Data: A Revolution That Will Transform How We Live, Work, and Think
2. A. Maheshwari: Data Analytics Made Accessible
3. Sumit Gupta: Real time Big Data Analytics Book.

Semester –VII

Course Code: BBA/705/MN – 7 (Minor Stream)

Course Title: Data Mining (BA: Elective –VII) (4 Credits)

Theory: 60 Lectures

Course Objectives:

- It is an introduction to the field of data mining
- It focuses on fundamental data mining concepts and techniques for discovering interesting patterns from data in various applications
- It emphasizes techniques for developing effective, efficient, and scalable data mining tools

Learning Outcomes:

After completion of this course the student should be able to:

- Understand what Is Data Mining, what kinds of data can be mined, what kinds of patterns can be mined, and what kinds of applications are targeted.
- Explain major Issues in data mining.
- Apply machine learning, pattern recognition, statistics, visualization, algorithm, database technology and high-performance computing in data mining applications.
- Identify what kinds of technologies are used for different application.



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- Manipulate data preprocessing, data Warehouse and OLAP technology, data cube technology; mining frequent patterns and association, classification, clustering, and outlier detection.

Unit – I: Introduction to Data Mining: data mining, Related technologies – Machine Learning, DBMS, OLAP, Statistics, Data Mining Goals, Stages of the Data Mining Process, Data Mining Techniques, Knowledge Representation Methods, Applications

Unit – II: Data Warehouse and OLAP: Data Warehouse and DBMS, Multidimensional data model, OLAP operations, Data Preprocessing: Data cleaning, Data transformation, Data reduction, Discretization and generating concept hierarchies, Installing Weka 3 Data Mining System

Unit – III: Data Mining Knowledge Representation: Task relevant data, Background knowledge, Interestingness measures, Representing input data and output knowledge, Visualization techniques, Experiments with Weka-visualization, Attribute-Oriented Analysis: Attribute generalization, Attribute relevance, Class comparison, Statistical measures

Unit – IV: Data Mining Algorithms I: Association rules, Motivation and terminology, Generating item sets and rules efficiently, Correlation analysis, Data Mining Algorithms II: Classification, Basic learning/mining tasks, Inferring rudimentary rules: 1R algorithm, Decision trees, Covering rules, Data Mining Algorithms III: Prediction, The prediction task, Statistical (Bayesian) classification, Bayesian networks, Instance-based methods (nearest neighbor), Linear models

Unit – V: Clustering: Basic issues in clustering, conceptual clustering system, Partitioning methods: k-means, expectation maximization (EM), Hierarchical methods: distance based agglomerative and divisible clustering, Conceptual clustering: Cobweb

Reference Books:

1. Hand D., Mannila H. and Smyth P.: Principles of Data Mining, MIT Press, 2001.
2. Larose D.T.: Discovering knowledge in data: an introduction to data mining, Wiley Interscience, 2005

Semester –VIII

Course Code: BBA/805/MN – 8 (Minor Stream)

Course Title: Data Analytics Using Python (BA: Elective –VIII) (4 Credits)

Theory: 60 Lectures

Course Objectives:

This course provides an introduction to basic data science techniques using Python. Students are introduced to core concepts like Data Frames and joining data, and learn how to use data analysis libraries like pandas, numpy, and matplotlib. This course provides an overview of loading, inspecting, and querying real-world data, and how to answer basic questions about that data. Students will gain skills in data aggregation and summarization, as well as basic data visualization



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Learning Outcomes:

- Participants will be able to understand and use python data science libraries as a tool for data analytics.
- Participants will be able to create Python codes for the above techniques.
- Participants will be create visualizations using python.

Unit – I: Python Basics: Python variables, expressions, statements Variables, Keywords, Operators & operands, Expressions, Statements, Order of operations, String operations, Comments, Keyboard input. Conditions & Iterations: Conditions, Modulus operator, Boolean expression, Logical operators, if, if else, if-elif-else, Nested conditions, Iteration - while, for, break, continue, Nested loop.

Unit – II: Functions: Type conversion function, Math functions, Composition of functions, defining own function, parameters, arguments, Importing functions. Recursion: Python recursion, Examples of recursive functions, Recursion error, Advantages & disadvantages of recursion. Strings: Strings Accessing values in string, Updating strings, Slicing strings, String methods – upper(), find(), lower(), capitalize(), count(), join(), len(), isalnum(), isalpha(), isdigit(), islower(), isnumeric(), isspace(), isupper() max(), min(), replace(), split(). List: Introduction, Traversal, operations, Slice, Methods, Delete element, Difference between lists and strings, Example program, Dictionaries - idea of dictionaries Tuples: idea of lists & tuples, Brief idea of dictionaries & tuples

Unit – III: Object-Oriented Programming with Python: Concepts, Creating class, Instance objects, Accessing attributes, built in class attributes, destroying objects, Inheritance, Overloading, Overriding, Data hiding. Python Exceptions: Exception handling, except clause, User Defined Exceptions Regular expression- Match function, Search function, Matching VS Searching, Modifiers, Patterns

Unit – IV: File Operations in Python: create, open, read, write, append, close files; Stack and Queue, Stacks and Queues using lists. NumPy, SciPy, SymPy: basic concepts Pandas: Object creation, Viewing data, Selection, Missing data, Operations, Merge, Grouping, Reshaping, Time series, Categoricals, Plotting, Getting data in/out from CSV, Excel.

Reference Books:

1. Python Programming - By Anurag Gupta, G Biswas – McGraw Hill Education
2. Learn Python The Hard Way, Zed A. Shaw, ADDISON-WESLEY

Semester - I

Course Code: BBA/103/MD - 1

Course Title: Quantitative Techniques – I (3 Credits)

Theory: 60 Lectures

Course Objectives:

To furnish students with a extensive knowledge of mathematics with emphasis on business applications

Learning Outcomes:



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- To demonstrate mastery of mathematical concepts that are foundational in business mathematics, including functions and their mappings, linear systems and their solutions, and their applications.
- To apply the principles of simple interest and compound interest to solve relevant problems in financial applications such as annuities, loans and mortgages, bonds and sinking funds, and investment decisions.
- To use mathematical ideas to model real-world problems. Be able to communicate mathematical ideas with others.
- To understand fundamentals of mathematical in the real world applications as well as other related subjects.

Unit-I: Indices, A.P., G.P: Laws of Indices, A. P., G. P., H. P. with Business Application.

Unit-II: Theory of Quadratic Equations: Function, Number and Nature of Roots, Simultaneous Quadratic equations.

Unit-III: Logarithms: Definitions, Laws, Basic Properties; Antilogarithm-characteristics and Mantissa; Use of Logarithmic and Antilogarithmic Tables; Business Application of Logarithms.

Unit-IV: Permutation and Combination: Definition, General Principle, Permutation of things when they are (i) all different (ii) not all different (iii) repeated (iv) in a ring; Restricted Permutation; Combination – Definition, Combination of things all different; Restricted Combination; Grouping; Statement of Binomial Theorem.

Unit-V: Coordinate Geometry: Elements, Coordinates of points in a plane, Distance between two given points, Division of a line segment in a given ratio. Straight line generation equations, equations of lines parallel to axes, equation of a line through two given points – intercept form and perpendicular form.

Unit-VI: Determinants and Matrices: concepts, types, properties; addition and multiplication of determinants. Matrices – definition, types; addition and multiplication of matrices; rank of a matrix; solution of linear equations by matrix method.

Unit-VII: Calculus: Functions, Limits of a function, notation and meaning of limits; Continuity at a point $x=a$ and in an interval, Derivative of a function, rules for differentiation of algebraic functions; Second order derivatives with applications for optimization of functions.

Unit-VIII: Integration: standard integrals, some elementary methods of integration; integration of algebraic functions; Integration as a process of summation.

Reference Books:

1. Business Mathematics – V.K. Kapoor ; Sultan Chand & Sons.
2. Business Mathematics – R.S. Soni; Pitambar Publication.
3. Mathematics for business & Economics – Holden; McMillan.
4. Business Mathematics – N. G. D. Allen; McMillan.
5. Business Mathematics – N.K. Nag; Kalyani Publishers.
6. Mathematics and Statics – Ajay Goel and AlkaGoel; Laxmann.



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Semester - II

Course Code: BBA/203/MD – 2

Course Title: Quantitative Techniques – II (3 Credits)

Theory: 60 Lectures

Course Objectives:

To introduce students to the principles of statistics and its applications in business management

Learning Outcome:

- To develop the students ability to deal with numerical and quantitative issues in business.
- To enable the use of statistical, graphical and algebraic techniques wherever relevant.
- To have a proper understanding of Statistical applications in Economics and Management.
- To summarize and analyze statistical data to solve practical business related problems.
- To interpret the relevance of statistical findings for business problem solving and decision making

Unit-I: Introduction: Definition of Statistics, Importance and scope of statistics, Limitations of Statistics; Types of Data, Important Sources of Secondary Data; Collection and Presentation of Data: Different Methods of collecting Primary Data: Text, Tabular and graphical Methods of Data presentation; Frequency Distribution, Diagrammatic Presentation of Frequency data.

Unit-II: Measures of Central Tendency: simple and Weighted Arithmetic Mean – Properties, Merits and Demits; Geometric Mean and harmonic Mean – Algebraic Properties, Merits and Demerits; Relationship among A.M., G.M. and H.M.; Median and Mode – Measures, Properties, Merits and Demits.

Unit-III: Measures of Dispersion: Range, Quartile Deviation, mean Absolute Deviation and Standard Deviation – their Merits, Demerits and Properties.

Unit-IV: Moments, Skewness and Kurtosis: Concepts of Moments, Skewness and Kurtosis, Different Measures of Moments, Skewness and Kurtosis.

Unit-V: Analysis of Bivariate Data: Scatter Diagram, Pearson's Correlation Coefficient and its Properties; Spearman's Rank Correlation (in case of no tie) Simple Linear Regression and its Properties.

Unit-VI: Index Number: Meaning, Types and Uses of index numbers; Problems in constructing index numbers; Methods of constructing price and quantity indices; Time reversal test and Factor reversal test of index numbers.

Unit-VII: Time Series Analysis: Utility of Time Series Analysis; Causes of Variation in Time Series Data; Component of Time Series, Determination of Trend – Semi Average Method, Moving Average Method and Least Square Method for Linear Trend, Exponential Trend and Parabolic Trend.

Unit-VIII: Probability Theory: Basic Concepts; Classical and Frequency Definition of Probability and Their Limitations; Additive and Multiplicative Laws of Probability; Random Variable and Its Expectation and Variance.



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Reference Books:

1. Statistics – Sancheti and Kapoor; Sultan Chand & Sons.
2. Basic Statistics – Goon, Gupta and Dasgupta; World press.
3. Fundamental of Statistics (vol. 1 and 2) Goon, Gupta and Dasgupta; World Press.
4. Statistical Methods (vol 1 and 2) – N.G. Das.
5. Mathematical and Statistics – Ajay Goel and AlkaGoel; Taxmann.

Semester - III

Course Code: BBA/304/MD - 3

Course Title: Operation Research (3 Credits)

Theory: 60 Lectures

Course Objectives:

This course aims to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

Learning Outcomes:

- Knowledge and understanding - Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.
- Cognitive skills (thinking and analysis) - Be able to build and solve Transportation Models and Assignment Models.
- Communication skills (personal and academic). - Be able to design new simple models, like: CPM, MSPT to improve decision –making and develop critical thinking and objective analysis of decision problems.

Unit-I: Introduction: Historical Development: Definitions of OR; Nature and scope of Study; Phases of OR; Classification of OR models; Methodology of OR.

Unit-II: Linear programming: Assumptions, Basic concepts; LP Formulation Graphical Solution – Feasible Region, Optimum Solution, special cases (unbounded solutions, infeasible solution and Alternative optima). Applications, Advantages, Limitations

Unit-III: Standard Form, Canonical form and Simplex method – maximization case, minimization case.

Unit-IV: Transportation Problem: Transportation tableau, Mathematical Form, Methods for Finding Initial basic Feasible Solution – North West Corner Rule, Least Cost Method, VAM; Test for Optimality – MODI Method.

Unit-V: Assignment Problem: Mathematical Statement of Problem, Comparison with Transportation Problem; Solution of Assignment Problem – Hungarian Methods.

Unit-VI: Game Theory: Introduction; Two – person zero – some Games; Games with saddle Point – Pure Strategies; Rules of Dominances.



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Unit VII: Decision Theory: Steps in Decision Theory Approach; Types of Decision Making Environments; Decision Making Under Risk – Expected Monetary Value, Expected Opportunity loss; Decision Making Under Uncertainty – Criterion of optimism, Criterion of Pessimism, Laplace Criterion, Criterion on Regret.

Unit VIII: Network Analysis (PERT and CPM): Introduction; Network Construction; Critical Path Analysis – Forward Pass, Backward Pass and Float of an Activity and Event, Critical Path, Estimation of Project Completion Time.

Reference Books:

1. Operations Research; Theory and Applications – J. K. Sharma; Macmillan.
2. Operation Research – P. K. Gupta and D. S. Hira; S. Chand.
3. Quantitative Technique in Management – N. D. Vhora; Tata McGraw Hill.
4. Operation Research – K. Swarup, P. K. Gupta and M. Mohan; Sultan Chand

Semester - I

Course Code: BBA/104/SEC-1

Course Title: IT Tools for Business (3 Credits)

Theory: 60 Lectures

Course Objectives:

The main objective of this course is to introduce the fundamentals of computing devices and reinforce computer vocabulary, particularly with respect to personal use of computer hardware and software, the Internet, networking and mobile computing. It focuses on such computer literacy that prepares students for life-long learning of computer concepts and skills. Students discover why computers are essential components in education, business and society in this course.

Learning Outcomes:

After successfully completing this course, a student will be able to:

- Student will be able to identify the components of a personal computer system
- Student will be able to demonstrate mouse and keyboard functions
- Student will be able to demonstrate window and menu commands and how they are used
- Student will be able to demonstrate how to organize files and documents on a USB/hard drive
- Student will be able to compose, format and edit a word document
- Student will be able to create worksheet, charts in excel
- Student will be able to create presentation in PowerPoint
- Student will be able to send email messages (with or without attachments)
- Student will be able to navigate and search through the internet

Unit -I: Basic Computer Concepts: Computer and Its Characteristics, Basic Block Diagram of Computer System, First Generation, Second Generation, Third Generation, Fourth Generation, Fifth Generation, Modern Taxonomy of Computers, Mini Computer, Micro Computer, Mainframe Computer, Super Computer, Laptop, Keyboard, Mouse, Light Pen, Barcode Readers, Scanners, MICR, OCR, Voice Recognition and Handwriting Recognition Systems, Visual Display Terminals, Printers, Plotters, Primary Storage – RAM, ROM, EEROM, PROM,



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EPROM, Secondary Storage – Direct Access Devices, Serial Access Devices: Hard Disks, CD-ROM, DVD, Cache Memory, Virtual Memory(Definition Only), Control Unit, Arithmetic and Logic Unit, Decoders, Registers, Machine Instructions, Stored Program Concept, Program Execution: Fetch-Decode-Execute Cycle, Arithmetic, Logical and Shift Operations.

Unit-II: Number Systems: Introduction, Classification of Number System, Types of Number System, Conversions from One Base to Another, Conversion using Shortcut Method.

Unit -III: Computer Software : Meaning of Software, Broad Classification of Software, System Software, Application Software, Utilities, Operating Systems: Basic Idea of an OS (DOS, Windows, UNIX, Linux), Functions of OS, OS as a Resource Manager – Memory Management, Input /Output Management, Secondary Storage Management, Program Management, Network Management , Application Packages.

Unit -IV: Word Processing Software (Microsoft Word): The different functionalities in the Microsoft Word Software, Creation of a New Document, Editing an Existing Document, Saving and Printing a File, Use of the Different Ribbon Tab and Tools, Handling Tables in MS Word 2007, Mail Merge, and Macro.

Unit -V: Spreadsheet Software (Microsoft Excel):Creating a New Spreadsheet Document, Editing an Existing Document, Saving Spreadsheet in Different Formats, Validation of data in Fields, Different Tools Available in MS Excel Ribbon Tabs, Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Min Media Mode, Reference Operators, Functions: Typing a Function, Creating a Column Chart: Changing the Size and Position of a Chart, Saving a File in Microsoft Excel, Closing a Microsoft Excel Worksheet, Formatting Excel Worksheet for printing.

Unit-VI: Presentation Software (Microsoft PowerPoint):The Different Functionalities of Microsoft PowerPoint, Creating a PowerPoint Presentation, Creating and Inserting a New Slide, Creating a Title Slide, Applying a Design Template. Creating a Hierarchy, Using a Two-Column Text, Slide Sorter View, Running the Slide Show, Printing the Slides, Slide Transition and Custom Animation.

Unit -VII: Introduction to Internet: Basic internet terms –Getting connecting to internet –Internet applications -E-mails, Searching the web -Search engine -Internet and computer viruses.

Reference Books:

1. Computer Fundamentals - P. K. Sinha
2. Rajaraman V. -Fundamentals of computers, Prentics hall of India.
3. Introduction to Computers with MS-Office-Leon, TMH

Semester - II

Course Code: BBA/204/SEC - 2

Course Title: Basics Of Web Design (3 Credits)

Theory: 60 Lectures

Course Objectives:

To introduce the basic concepts and techniques of web user interface and to enable the students to develop simple, interactive, and stylish websites using HTML, CSS and JavaScript.



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Learning Outcomes:

After the completion of this course, the students will be able to:

- After studying this course, students will be able to build web pages using the elements of HTML.
- After studying this course, students will be able to build interactive and stylish websites using client-side programming techniques with CSS and JavaScript.
- After studying this course, students will be able to learn to validate client-side data.
- After studying this course, students will be able to define the structure and contents of the website using different features of CSS.

Unit-I: Introduction: Introduction to internet and web design. Basic concepts of web architecture.

Unit-II: HTML: Basic Web page design using HTML tag Background, Image, Formatting Text, Ordered Lists and Unordered Lists, Hyper Link, Table Creation, Form Creation, Frame Creation.

Unit-III: Cascading style sheet (CSS): : Introduction to CSS, Inline CSS, Classes and IDs, Formatting Text, Div, Export External CSS to a web page.

Unit-IV: Basics of JavaScript: Introduction to JavaScript, Data types, if-else statement, Array, Loop, Function, Form validation, Controlling program flow, Built in objects and operators.

Reference Books:

1. Abhishek R. Mehta, Ms. Trupti Rathod, Dr. Priya Swaminarayan Web Design- A Practical Approach :Beginner'S Guide To Html Css Javascript JQuery And Animation, Notion Press.
2. HTML, CSS, and JavaScript All in One, Sams Teach Yourself, 3/e Paperback – 8 May 2020 by Julie C. Meloni (Author), Jennifer Kyrnin (Author)
3. Ivan Bayross, Web Enabled Commercial Application Development Using Html, Dhtml, Javascript, Perl CGI, BPB Publications, 2010

SEM - III

Course Code: BBA/305/SEC - 3

Course Title: Search Engine Optimization (3 Credits)

Theory: 60 Lectures

Course Objectives:

- Understand how to reach your target customers using SEO
- Define the main elements of a well-optimized website
- Utilize keyword research insights to understand user intent
- Determine how to build and grow sustainable and qualified website traffic
- Learn how to optimize your web pages and content for more conversions
- Discover current and future trends in the SEO industry

Learning Outcomes:

- Recognize the importance of search engine optimization and how it helps businesses in getting more website visitors



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- Recognize how search engines work and what is the significance of crawling and indexing
- Describe opportunities in the media and entertainment industry.
- Analyze the purpose of a search engine and how people interact with search engines using different types of search queries

Unit – I: Introduction: Understanding domain/website & how they work, Types of websites & their importance, Basics of world wide web (www) / Internet, What is Internet Marketing/ Digital Marketing? Types of Internet Marketing & their importance, Introduction to Search Engines & their importance, Economical & Social Impact of Major Search Engines.

Unit – II: Types of SEO Techniques: Black hat techniques, White Hat techniques, How Search Engine works, Page Speed, Basics of search engine that includes crawling, indexing and caching.

Unit – III: SEO Research & Analysis : Market Research, Keyword Research and Analysis, Keyword opportunity, Competitors Website Analysis, SWOT Analysis of Website, How to Choose Best Keywords, Tools available for Keyword Research, Search engine commands, Search engine algorithms.

Unit – IV: Website Design in the context of SEO : Basics of HTML and CSS, On-page Optimization: The Page Title, Meta Descriptions & Meta Keywords, Headings, Bold Text, Domain Names & Suggestions, Canonical Tag, Meta Tags, Images and Alt Text, Internal Link Building, The Sitemap, Invisible Text, Server and Hosting Check, PDF, PPT, MS-Word & Video Optimization. Off-page Optimization: Page Rank, Link Popularity, Link Building in Detail, Directory Submission, Social Bookmark Submission, Blog Submission, Articles, Links Exchange, Posting to Forums, Submission to Search Engine, Press Release Submissions, Forum Link Building, Competitor Link Analysis

Unit – V: Analytics ,SEO Tools and Reporting: Analytics – Basics of Analytics, Open site explorer, Website analysis using various SEO tools. **Tools** - Keyword density analyzer tool, Google/Yahoo/Bing tools, Comparison tools, Search engine tools, site tools. **Reporting** – Google Analysis, Tracking and reporting, report submission.

Reference Books:

1. The Art of SEO: Mastering Search Engine Optimization - By Eric Enge, Stephan Spencer, Jessie C. Stricchiola
2. SEO 2021 By Adam Clarke
3. SEO For Growth By John Jantsch (Author), Phil Singleton (Author)

SEM - V

Course Code: BBA/506/INT - 3

Course Title: Major Project and Viva - Voce (2 Credits)

Theory: 60 Lectures

Course Objectives:

To give practical exposure on any emerging managerial area and give opportunity to the students to apply theoretical and practical knowledge to analyze, present the current scenario of the subject under study and provide solutions if any.



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Learning Outcomes:

After the completion of this course, the students will be able to:

- Identify and understand the complexities of the business words.
- Interpret and demonstrate the skills needed to be successful in the business world.
- Analyze and explain the business problems and find out its probable solution.
- Develop, Plan and convert a business idea into reality.
- The high demand for skilled employees has convinced employers of the prudence of sponsoring internship programs to identify, test, groom and recruit candidates.

GUIDELINES FOR PROJECT

Objective

The objective of the project course is to help the student develop ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems.

1) Type of Project

The project may be from any one of the following types and preferably from your area of specialization:

- i) Comprehensive case study (covering single organization/multifunctional area problem, formulation, analysis and recommendations).
- ii) Inter-organizational study aimed at inter-organizational comparison/validation of theory/survey of management practices.
- iii) Field study (empirical study).

PROJECT PROPOSAL (SYNOPSIS)

2) Proposal Formulation

Proposal of the project should be prepared in consultation with the guide and be sent to the Head of the Department of the respective college.

The Proposal must have the following components:

- a) Proper Project Proposal Proforma duly signed by the student and the guide with dates.
- b) Bio-data of the Internal and External Guide-A detailed bio data of the guide (duly signed, in original, by the guide along with date). The bio data of the guide must have the following information in absolutely unambiguous manner:
 - Name and Date of Birth of the guide.
 - Full Address and contact numbers of residence and current work place.
 - Detailed Educational Qualifications-clearly mentioning the Degrees (with specialization), name and address of the University/ Institution and the year of award of degree/qualification.
 - Detailed work experience, stated clearly in chronological order having details of the designation, period, name and contactable address of the organizations.
 - Any other information relevant for assessment of the eligibility of the guide. You may also attach



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current business card of the proposed guide.

- c) The Proposal of the proposed Project should essentially have the following:
- i) Introduction, brief background and Rationale of the topic chosen for the project.
 - ii) Statement of the problem.
 - iii) Objectives (clearly stated in behavioral terms).
 - iv) Research Methodology:
 - Research Design
 - Nature and source of data/information to be collected.
 - Sample and sampling technique. Rationale of chosen organization and the sample.
 - Tools and Techniques to be used for data collection-detail of the tools/questionnaire to be used and its relevance with the objectives of the project.
 - Method/s to be used for data collection.
 - Data handling and analysis- organization and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.
 - Findings and conclusions.
 - v) Limitation of the proposed project, if any.
 - vi) Future direction for further research (optional).
 - vii) Any other relevant detail which will help better appreciation and understanding of the project proposal.

3) Eligible Project Guide

- i) Management Faculty of the respective college.
- ii) Academic Counselors of Management Programme having relevant experience.
- iii) Professionals holding Masters Degree in Management having a minimum of 5 years of experience in the relevant area.

Please note that spouse, direct relatives, and blood relations are not permitted to be the guide.

In case the proposed guide is not approved by the Faculty, the student shall be advised so, and in such cases the student should change the guide and submit the project proposal afresh with the signature of the new guide, as it will be considered as a new proposal.

Similarly if a student wants to change his/her guide for any reason, she/he would be required to submit the project proposal along with the signature of the new guide on a new project proposal proforma, as it would be considered as a new proposal.

At any given point of time a guide is not permitted to guide more than five students.

Note : Students are advised to select guides who are active professionals in the relevant area of the selected topic, i.e. if the topic is in the area of Finance, the guide should be a specialist in Finance and so on. Project Guides are also requested to restrict guiding projects in their core specialization area only.

4) Project Proposal Submission and Approval

After selection of the guide and finalizing the topic, student should send the Project Proposal Proforma along with one copy of the proposal and Bio-data of the guide to HEAD OF THE DEPARTMENT of the respective college.

Proposals incomplete in any respect will not be accepted. Students are advised to retain a copy of the proposal. Proposals not accompanying a complete and signed Bio-Data of guide (as per details given above) will not be considered.



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5) Communication of Approval

A written communication regarding the approval/non-approval of the project proposal will be sent to the student within 15 days (excluding the vacation period of the faculty) of the receipt of the proposal in the School.

6) Resubmission of Project Proposal

In case of non-approval of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student. In such case the revised project proposal should be submitted along with fresh project proposal proforma.

PROJECT REPORT

7) Formulation

The length of the report may be about 50 to 60 1.15 spaced typed pages not exceeding approximately 10,000 words (excluding appendices and exhibits). However 10% variation on either side is permissible.

The Project Report must have the following:

- i. Cover Page – must have the name and enrolment no. of the student and the name of the guide, along with the title of the Project.
- ii. Student's Declaration
- iii. Certificate from the Company
- iv. Certificate from the Guide
- v. Acknowledgements
- vi. Executive Summary
- vii. Index.
- viii. Introduction to the topic.
- ix. Theoretical Perspective.
- x. Objective and Scope of the Project.
- xi. Research Methodology:
 - Research Design
 - Nature and source of data/information to be collected.
 - Sample and sampling technique. Rationale of chosen organization and the sample.
 - Tools and Techniques to be used for data collection- detail of the tools/questionnaire to be used and its relevance with the objectives of the project.
 - Method/s to be used for data collection.
 - Data handling and analysis- organization and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.
- xii. Findings & Analysis
- xiii. Conclusions
- xiv. Recommendations / Suggestions
- xv. Limitations of the Study
- xvi. Bibliography



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- xvii. Annexure
- Questionnaire (If Applicable)
 - Miscellaneous.

Note: Research Methodology of the Project Report must have elaborate detail of all the components of the methodology. Two hard copies of the project report is to be submitted to the HEAD OF THE DEPARTMENT of the respective college.

Note: The project duration should be more than 60 days.

Viva-Voce

A student has to appear for a Viva-Voce.

SOME IMPORTANT NOTES WHILE PREPARING THE PROJECT REPORT

- The Project Report should be submitted in original in A-4 Size (29 x 20 cm).
- Before binding the Project report the student should ensure that it contains the approved Project Proposal Proforma and an originality certificate duly signed by the Student and Guide.
- If any Project Report is received in the absence of the above inclusions, the same will be returned to the students for compliance.
- Students should keep a copy of the Project Report with them. The Project Report will not be returned to the student after evaluation.



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STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Project titled“(title of the project)” under the guidance of “(name of the guide)” in partial fulfillment of the requirement for the award of Degree of Bachelor of Business Administration at “(college name)”. This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Place:

Signature:

Name:

University roll No.:



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CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the project titled“ ____”is an academic work done by“ _____” submitted in the partial fulfillment of the requirement for the award of the degree of Bachelor of Business Administration at “(College Name)”, under my guidance &direction.

To the best of my knowledge and belief the data & information presented by him/her in the project has not been submitted earlier.

Signature :

Name of the Faculty :

Designation :



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SEM - VIII

Course Code: BBA/803/RPD

Course Title: DISSERTATION AND VIVA VOCE(FOR GETTING UG DEGREE HONOURS WITH RESEARCH)(12 Credits)

Theory: 60 Lectures

Course Objectives:

- To learn more in-depth knowledge of the major subject/field of study, including deeper insight into current research and development work.
- To contribute to research and development work.
- To use a holistic view to critically, independently, and creatively identify, formulate and deal with complex issues.
- To plan and use adequate methods to conduct qualified tasks in given frameworks and to evaluate this work.
- To create, analyze and critically evaluate different administrative and managerial solutions.
- To critically and systematically integrate knowledge.

Learning Outcomes:

After the completion of this course, the students will be able to:

- Ensure proper research and background knowledge is acquainted
- Feasibility study is conducted on the proposed thesis/project
- Scope of the thesis/project is precise and crystal clear
- Generating and comparing alternative designs to determine best match for the requirements
- Roles & responsibilities of individual student working within the group is clear and accepted
- Able to apply thesis/project resources as per the approved thesis/project plan

RESEARCH PROJECT PREPARATION GUIDELINES FOR BBA PROGRAMME

Research Project Report is an essential and important part of the BBA curriculum, which helps in developing knowledge and understanding of present business scenario. This also gives students an exposure of work and to improve his/her skills.

Therefore you are requested to give your best during Research Project.

IMPORTANT POINTS:

1. BBA students are required to prepare Research Project Report with the help of their respective faculty guides/supervisors which have been allotted to them earlier by HOD or HEI. You have to meet your respective faculty guides on weekly basis for submission of weekly progress report and presentation on that .
2. Students have to decide a topic on which they have to prepare a Research Project Report. The Topic has to be approved by their respective Faculty Guide and has to be submitted to their respective HOD/HEI.
3. The Research Project Report must have an appropriate Title. (Students should meet their respective guides and finalize a title for their Research Project Report as early as possible).
4. In case of Primary data collection, the questionnaire has to be designed in consultation with their respective guides.



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5. In case of Secondary data collection, Internet and other sources are to be used for secondary data collection. Copying of any similar study from internet will be subject to strict action.
6. Report has to be systematically written as per standard guidelines given by the Department of Business Administration.
7. No two or more reports could be identical even if the organization and project is common. Each student should write a separate report and clearly mention his / her individual contribution.
8. Prepare 2 Hard bound copies of Dissertation Report .
9. Research/Dissertation corresponding to Major (core) subject, Co-curricular courses (CC) concerned should be completed in Sem-VIII Examination. The institute has flexibility to allow students to complete the research work at any time during the semester. Students should prepare research article or paper on research report or work and take efforts for its publication in recognized online or offline -journals, magazines, newspapers etc

BRIEF GUIDELINES FOR WRITING DISSERTATION PROJECT REPORT

1. Title Page

2. Acknowledgment

3. Certificate- By Guide

4. Table of Contents or Index

5. Executive Summary (A brief summary of the Project /Abstract)

6. Literature Review

7. Conceptual Background

8. Brief Profile of the Company/ Organization/product/services on which Research is conducted

i. Brief History of the company (Industrial Growth and Market Share)

ii. Vision/ Mission of company

iii. Organizational Chart

iv. Details of the product/Services

9. Research Methodology: From this stage, there will be two types of report preparation

I) In case the student is performing a Primary data Collection and Analysis, this section will have the following components-

i. Research Objectives

ii. Research Methodology (Including Type of Research design e.g. Exploratory, Descriptive, Experimental, etc., Sampling Technique & Sample Size)



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- iii. Analysis and Interpretation of Data
- iv. Findings , Conclusions and Suggestions
- v. Limitations of the Study
- vi. References: Books, Articles, Web addresses, Link etc.
- vii. Annexure (For example - Questionnaire has to be enclosed)

II) In case the students is performing a Secondary data based Research, this section will have the following components-

- i. Research Objectives
- ii. Research Methodology (Including Type of Research design)
- iii. Proceeding of the task and completion of the task
- iv. Learning and knowledge gained as per objective of the study.
- v. Findings, Conclusion and Suggestions
- vi. Limitations
- vii. References: Books, Articles, Web addresses, Link etc.
- viii. Annexure (For example - Reports/ Tables etc are to enclosed)

DEPICTIVE GUIDELINES :

CHAPTER I INTRODUCTION (The pages are normally around - 15 to 20 pages)

- This chapter is highlighting several issues as an introduction to the study (regardless whether that be a proposal or final report)
- The researcher should be able to present the whole idea of the study by explaining the main issues which later could be considered as the research variables and also to present the idea why this study should be conducted (or worth conducted)
- The following subheadings are more to refining the issues identified
- This chapter is so critical as it reflects to the whole of the study – the direction, the reasons, the ideas, expected findings, the implications and so on .

1.1 Introduction (The pages are normally around - 1 to 2 pages)

- Introduce the whole idea of the chapter in order to refine the reason for this study to be conducted



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- In many occasions it was found that the researcher will exploit this section by presenting the main issue of the study in general – to attract the attention of the readers to research focus
- Example – presenting general issues in student's learning before discussing what are the specific issue that will be elaborated in great details later

1.2 Problem Background (The pages are normally around - 3 to 4 pages)

- This is the section where the main issue of the study is presented
- The researcher must be able to explain the current situation of the issues based on the specific previous findings (research studies, articles, reports, artifacts, and other related)
- At the end of the discussion the research must conclude the main issue which and why it becomes the focus of the study.

1.3 Problem Statement (The pages are normally around - 1 to 2 pages)

- In this section the problem should be formulated especially in defining the main focus of the study (i.e. the variables) and the direction of the each of the variables (to measure the levels, difference, association, effects, and so on)
- A what so called 'mini summary' of the discussion should be presented by highlighting specific issues at the end – the gaps that existed in the literatures

1.4 Research Objectives (The pages are normally around - 1 to 2 pages)

- List of the variables of the study which normally be presented in a statement form (to measure the level, to measure the difference, to identify the association, to predict the effect and so on).
- The researcher need to list down based on the issues that he or she have identified and verified in the problem background the main objectives of the study one by one.
- In certain situation the researcher may have what so called primary and secondary research objectives – remember that the list of the objectives of the study are also a guide for the researcher how to work on the his or her research.

1.5 Research Questions (The pages are normally around - 1 to 2 pages)

- list of the variables of the study which normally be presented in a question form (to measure the level, to measure the difference, to identify the association, to predict the effect and so on).
- Usually the research questions should align with the research objectives which most of the time are considered as guidance to the studies' direction.
- Specific words like 'is there,' 'what' and 'how' are examples which are commonly be found in many research reports.
- In certain situation the researcher may have what so called primary and secondary research questions to guide the direction of the research in a more specific and concise manner.



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1.6 Research hypothesis (The pages are normally around - 1 to 2 pages)

- hypothesis are normally be seen in quantitative studies where testing out such situation like differences, correlation, effects, prediction and so on are the main purposes.
- Normally there are 2 types of hypotheses namely null and alternative hypotheses are presented to test whether the assumptions are exist or otherwise.
- Another important point with hypothesis is that it can provide guidelines in constructing model or alike.
- Some examples which normally be seen like 'there is no significance different' and there is not significance association' but again is up to the researcher to determine what and how many as long it follows the research hypothesis writing it will benefit to create the path of the research direction.

1.7 Theoretical Framework (The pages are normally around - 2 to 3 pages)

- This section is very important especially for research-based project because it allows the researcher to provide specific theories related to the studies being conducted.
- As one of the nature of the researches to challenge the existing theories it is imperative for the researcher to propose specific theories that underlying specific processes like behaviours, attitudes and alike.
- As such a comprehensive explanation of the theories is required - providing specific diagram is very much useful in understanding how the theories work in the study

1.8 Conceptual Framework (The pages are normally around - 1 to 2 pages)

- The researcher are required to explain all studied variables and how it relates one to another – providing specific diagram is very much useful in understanding how the variables connected to one another.
- Usually a very informative framework will explain how the connection between variables exist by drawing arrows in the diagram .

1.9 Terms and Definitions (The pages are normally around - 3 to 4 pages)

- There are 2 important explanation for this section – conceptual definition and operational definition .
- Usually the researcher will provide the terms and definitions by using previous studies and of course from dictionaries.
- But later the researcher must offer specific explanation regarding all terms and concepts being used by stating how the terms applies in the study operationally – this is crucial in understanding specific concepts or terms pertaining to the studies (this is so because specific terms and definitions may differ from one context of study to the other).

1.10 Conclusion (The pages are normally around - 1 to 2 pages)

- Precise and concise conclusion of the discussion is the key elements for this section.



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- The researcher must conclude the chapters' discussion by compressing the whole idea in a brief but comprehensive explanation.
- One of the tricks for this section is that the researcher must be able to attract the attention of the reader to the following chapter.

CHAPTER II LITERATURE REVIEW (The pages are normally around - 20 to 25 pages)

- This chapter will discuss all related literatures including studies which regard to the theoretical framework that will be used in the study.
- Subheadings should be divided based on the variables of the study – by having headings based on the variables the researcher will have some space for presenting the idea of conducting the study by providing all related literatures (mostly past studies).
- The discussions will bring the reader to the context of the study – what being said by current situation.

2.1 Introduction (The pages are normally around - 2 to 3 pages)

- To start the chapter the researcher should introduce the direction of the discussion by highlighting specific issues that have been identified in **chapter I**.
- It is common to see the discussion underline the structure of the chapter which consist of the theoretical perspectives, the research variables, and how the context of the study is derived.

2.2 Related Theories 2.3 Variable 1 2.4 Variable 2 2.5 Variable 3 2.6 Variable 4 (The pages are normally around - 20 to 25 pages)

- These sections will explore issues and variables that have been identified based on previous studies and other related literatures
- It is subjective to have how many headings but mostly will depends on the variables that the researcher have identified
- Instead of describing 'what' and 'how' the researcher should be able to explore and discuss (comparing and analyzing are 2 common activities) every single related studies so that the 'gap' of the findings can be identified (this can answer the 'what haven't been done' and 'why')
- A common example of the subheadings – findings that discusses the theories, factors, effects, and so on
- In the final parts again the researcher should highlight how the gap of findings still exist the body of knowledge

2.8 Conclusion (The pages are normally around - 1 to 2 pages)

- In this section it is the researcher's job to highlight the issues identified based on the past findings which can be said as a 'license' why the study conducted is important (interesting and convincing enough to be conducted).
- It also explains the bits and pieces of information available in the literatures that needs to be filled – of course by conducting this study.



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CHAPTER III METHODOLOGY (The pages are normally around - 20 to 25 pages)

3.1 Introduction (The pages are normally around - 1 to 2 pages)

- Usually what need to be explained here is that the researcher needs to explain the structure of the chapter, the reason why of those subsections to the whole chapter.

3.2 Research Design (The pages are normally around - 2 to 3 pages)

- This section is the most critical part as this will explain the whole process of data collection activities such as how the data is collected (the instruments used), the data will be analyzed (data analysis) and how the data will be presented and discussed in accordance to the research objectives (data presentation and discussion).
- It happens many times the researcher explain the instrument in great detail, specific procedures like experiment, and alike but in fact they only need to explain those activities in a brief manner since the following section will allows the researcher to elaborate the activities in great detail .

3.3 Population and Sample (The pages are normally around - 2 to 3 pages)

- This is the beginning of the data collection activities .
- The researcher has to decide who will be the respondents of the study – students, teachers, parents, peers and alike .
- The researcher need to be clear the sampling method that he or she will be using – depending on the type of the study whether that be a quantitative or qualitative it will influence the sampling method to be used .
- Random sampling or non-random sampling are two most common methods that can be found among researchers – usually when the researchers were looking for generalization the random sampling will be utilized and vice versa for the qualitative.
- What need to be explained here is the actual processes of identifying and selecting the respondents – from determining the group of people to be studied and finally deciding who and how many to be selected to be involved in the study .
- There also issues of ethical decision and representativeness – how far the respondents that the researcher have selected were really representing the whole population of the study.
- Providing a table or diagram would be very useful and more informative.

3.4 Research Instrument (The pages are normally around - 5 to 6 pages)

- This section requires the researchers to explain the instrument(s) that he or she were using in the study .
- The researcher have to explain the whole process of developing the instruments in great detail – using as it is or adapting from other previous instruments, modifying, translating (back translation procedures?) or developing self-developed instruments .



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- If the instrument is a self-developed by using specific theoretical underpinnings it has to be explained clearly .
- Several issues like validity and reliability for quantitative instruments and trustworthiness might be of important activities in developing the instruments .
- The issues of justification is also have to be determined and elaborated .
- The structure and the sample of the instruments should be provided – in the text or as an appendix .

3.5 Data Analysis (The pages are normally around - 2 to 3 pages)

- The researchers have to have a clear idea what types of data analysis they were using.
- Again it depends on the type of data analysis that the researchers have collected – different types of data will determine the type of analysis that he or she can execute such as parametric or non-parametric test .
- Common analysis found such as means, frequencies and percentages, t test, correlation, regression for quantitative data analysis and thematic analysis to name one as for qualitative analysis .
- The researchers will also need to explain and justify if they were about to use specific software to assist them in analysing the data – SPSS, Excel, Power BI, NVivo and alike .
- It is normal for researcher to provide table or diagram which tells how the research questions and hypotheses were addressed – in the table the researcher normally will align their research questions with type of analysis to be used.

3.6 Pilot Study (The pages are normally around - 2 to 3 pages)

- This section will tells the reader how the process of validating the research instrument(s) were conducted
- Several software for quantitative instruments have been found in many studies conducted
- In qualitative however, since the nature of the study is developing from one situation to another throughout the study the procedure of trustworthiness is very critical in validating the instruments – in many occasions the researcher prefer to construct what so called ‘protocol interview’ in guiding their data collection processes
- The results of the pilot test has to be explained and presented as a prove of validation – this is also important to prove that the instrument(s) are ready for the data collection

3.7 Ethical Decision (The pages are normally around - 2 to 3 pages)

- One of the most important issue in conducting a study is the ethical consideration .
- The researcher must provide what are the specific consideration has been done in ensuring all related issues like citation, plagiarism, respect of the respondents’ right, anonymity, and alike .
- It is equally important for the researcher to explain why and how the ethical issues have been taken care of in the study .
- If there is a specific issue like sensitivity it is imperative for the researchers to show how this has been dealt with without affecting the research processes and also the respondent’s right.



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3.8 Conclusion (The pages are normally around - 1 to 2 pages)

The researcher have to make conclusion about the whole processes of conducting the data collection and data analysis to justify why it is important to the study

CHAPTER IV RESULTS AND DATA ANALYSIS (The pages are normally around - 20 to 25 pages)

- This chapter discusses the data analysis of the study .
- Usually the researchers will elaborate the analysis based on the research questions and research hypotheses .
- The types of analysis used will aligned with the analysis that have been presented in Chapter III – there are 2 types of statistical analysis that the researcher can consider namely as parametric and non-parametric analysis .
- All necessary information about the analysis must be presented precisely and clearly .
- To be more informative in every research questions addressed the researcher should provide brief summary of the analysis .
- The analysis must be concluded by providing the whole summary of the analysis again based on the research questions

4.1 Introduction (The pages are normally around - 1 to 2 pages)

- In this section the researcher should introduce the chapter by explaining the idea and the justification to have such structure in order to address the research questions and hypotheses

4.2 Research Question 1 4.3 Research Question 2 4.4 Research Question 3 4.5 Research Question 4 (The pages are normally around - 15 to 20 pages)

- Depends on the research questions that the researcher have the discussion should be started by discussing the demographic data – this is important especially if the research is about to use some of the variables for the differences or co relational analysis .
- The most common analysis for demographic analysis were frequencies and percentages.
- Whereas for the analysis of difference several types of analysis can be executed such ‘t’ test.
- The other analysis that are commonly found used by the previous researchers were to test the correlation and regression .
- Regardless of types of analysis that the researcher will be using the arrangement of the data analysis presentation should orderly follow the list of research questions – all the analysis conducted is purposely done to answer the research questions.
- It is wise to have brief summary of the analysis for every single research questions addressed – at the end of the analysis of every research questions the researcher should provide brief summary what the analysis have found .

4.6 Results Summary (The pages are normally around - 2 to 3 pages)

- This section will summarized all findings based on the research questions addressed .
- It is common to see that the researcher provides the summary of the analysis in tables format .



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- But it is important for the researcher if to produce tables for the summary of the analysis to provide brief explanation of the table to highlight the major findings from the analysis.

4.7 Conclusion (The pages are normally around - 1 to 2 pages)

- The discussion must be end by providing the conclusion which is based on the major findings that the study have generated .
- This can become a 'pre-introduction' to the next chapter which is more comprehensive and conclusive.

CHAPTER V DISCUSSION AND RECOMMENDATION (The pages are normally around - 15 to 20 pages)

- This is the most critical parts where the researcher must acknowledge previous studies by placing his or her findings into context – please bear in mind that ONLY past studies that have been cited and discussed in Chapter I, Chapter II and Chapter III to be compared with his or her findings .
- It is common to see that the researcher begins the discussion by presenting the summary of the findings – this is optional if the summary has been presented at the end of the Chapter IV for data analysis so the summary is not necessary in Chapter V .
- It is the researcher's job to make comparison or to relate his or her findings with previous studies – it is not simply a task to claim the findings as contradicted or aligned with previous studies but to justify in what way the findings are align or contradict .
- If the researcher is to offer some of the findings in the terms of module, method, procedure, model or alike the discussion has to be comprehensive enough to justify the product(s)/output in regards to the current practices which of course can be found in the previous studies .
- Based ONLY on the findings then the researcher should offer recommendations, implications, and suggestions for the study before ending the discussion by research concluding remark

5.1 Introduction (The pages are normally around - 1 to 2 pages)

- As usual the researcher must be able to introduce the structure of the chapter in brief and concise.
- Brief explanation for each of the headings are necessary – this is to justify and to offer the purpose of each of the headings to the research as a whole.

5.2 Discussion 1 5.3 Discussion 2 5.4 Discussion 3 5.5 Discussion 4 (The pages are normally around - 10 to 15 pages)

- It is common to see researchers to divide the discussion based on the research questions – but in this section the idea is to explore and to present the findings in a variable manner .
- Each subheadings will normally follow the main variables that being addressed in the study.
- Mode of the discussion is more to compare and to discuss whether the findings are aligned or contradicted .
- Further the justification of why the findings are aligned or contradicted should be discussed – in what way?



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5.6 Recommendations (The pages are normally around - 2 to 3 pages)

- Based on the findings ONLY the researcher should offer recommendations – for betterment, improvement, modifications, future researchers and alike .
- It happen in many occasions there researcher offer recommendation which normally away from the context of the study – this is too ‘ambitious’ to try to offer something not being studied by the researcher.

5.7 Implications (The pages are normally around - 2 to 3 pages)

Usually the researcher might want to offer his or her findings to body of knowledge, current practices and policies and alike, this is the section where the suggestions become important and necessary.

5.8 Concluding Remark (The pages are normally around - 1 to 2 pages)

- This section will allow the researcher to make conclusion about his studies – but of course within his or her research framework and capacities .
- The researcher should be able to conclude his or her study by offering overall conclusion of the study especially in addressing the title of the study .

LIST OF REFERENCES (The pages depends on the number of references cited in the report)

- The researcher must list down every single reference being cited in the text

APPENDICES (The pages depends on the number of references cited in the report)

- The list of documents (reports, data analysis, tables, or other related artifacts) that have been referred or cited in the discussion of the report .
- Normally the non-referred materials in the discussion will not be provided in the appendices.

NOTE: There are also situations where the researcher would like to have a standalone chapter for explaining his or her module or experimental procedures which is very interesting to have and this normally been done right after the Chapter III Methodology – if this is the case the chapter must be presented in a comprehensive manner (Every single aspects and actions must be presented and discussed clearly)