Four Year Under Graduate Syllabus

Bachelor of Business Administration

2024-2025 Onwards
(Revised in 2026)

Ref: ***BU/SPSC for UG and PG/2016/327/2178 dated 18/3/2026***

(As per NEP 2020)

Bodoland University,
Kokrajhar, Assam.

Course Structure for Bachelor of Business Administration*

***Please refer to Bodoland University guidelines issued from time and time.**

Semester I

Paper Code	Paper Name	Credit	L+T+P	Total Marks	Internal Marks	External marks
Induction Programme as per AICTE Mandate: • Physical activity • Creative Arts • Universal Human Values • Literary • Proficiency Modules • Lectures by Eminent People • Visits to local Areas • Familiarization to Dept./Branch & Innovations						
BBAMAJ1014	Principles of Management	4	4+0+0	100	30	70
BBAMIN1014	Business Statistics	4	4+0+0	100	30	70
BBAIDC1013	*MOOCs recommended by the University*	*3*		50	--	*50*
BBAAEC1012	Language/Regional Language (English as per AICTE guidelines)	2		50	--	50
BBASEC1013	Digital Financial Literacy and Personal Finance	3	3+0+0	50	--	50
BBAVAC1014	Business Communication	4	4+0+0	100	30	70

Semester II

Paper Code	Paper Name	Credit	L+T+P	Total Marks	Internal Marks	External marks
BBAMAJ1024	Marketing Management	4	4+0+0	100	30	70
BBAMIN1024	Business Accounting	4	4+0+0	100	30	70
BBAIDC1023	*MOOCs recommended by the University*	3	3+0+0	50	--	50
BBAAEC1022	Language/Regional Language (English as per AICTE guidelines)	2	2+0+0	50	--	50
BBASEC1023	Retail Management	3	3+0+0	50	--	50
BBAVAC1024	Environmental Studies (Mandatory as per University Rules)	4		100	30	70

After Year 1, Students are advised to take Social Responsibility & Community Engagement - encompassing Community Engagement with an NGO in the vacation time and submit a report through the allotted supervisor.

An UNDER GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION will be awarded, if a student wishes to exit at the end of First year.

Exit Criteria after First Year of BBA Programme

The students shall have an option to exit after 1st year of Business Administration Pro- gram and will be awarded with a UG Certificate in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprentice- ship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University schedule.

Semester III

Paper Code	Paper Name	Credit	L+T+P	Total Marks	Internal Marks	External marks
BBAMAJ2014	Business Economics	4	4+0+0	100	30	70
BBAMAJ2024	Human Behaviour and Organization	4	4+0+0	100	30	70
BBAMIN2014	Business Environment	4	4+0+0	100	30	70
BBAIDC2013	*MOOCs recommended by the University*	3	3+0+0	50	--	50
BBAAEC2012	Language/Regional Language (English as per AICTE guidelines)	2		50	--	50
BBASEC2013	Business Research Methodology	3		50	--	50
BBAAEC2022	Foreign Language/Indian and Regional Language (English as per AICTE guidelines) Spanish, German, Korean, Mandarin, Hindi, Sanskrit and all regional languages as per availability	Audit*				

- Audit Course is non-credit. To be evaluated by the course teacher with award of "Pass" or "Fail".

Semester IV

Paper Code	Paper Name	Credit	L+T+P	Total Marks	Internal Marks	External Marks
BBAMAJ2034	Information Technology for Managers	4	4+0+0	100	30	70
BBAMAJ2044	Human Resource Management	4	4+0+0	100	30	70
BBAMAJ2054	Operations Management	4	4+0+0	100	30	70
BBAMIN2024	Entrepreneurship and Start Up Ecosystem	4	4+0+0	100	30	70
BBAAEC2022	Language/Regional Language (English as per AICTE guidelines)	2		50	--	50
BBAINT2012	Internship as per University Guidelines	2				

Note:

1. At the end of the Fourth Semester every student shall undergo Summer Training / Internship / Capstone for Eight Weeks in the industry/Research or Academic Institute. This component will be evaluated during the fifth semester through Project Report and Viva.
2. An UNDER GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION will be awarded, if a student wishes to exit at the end of Second year.

Exit Criteria after Second Year of BBA Programme:

The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with a UG Diploma in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO / Capstone Project after the fourth semester of minimum 8 weeks of duration as decided by the respective University / Admitting Body. The exiting students will clear the subject / submit the Internship Report as per the University / Admitting Body schedule.

Semester V

Paper Code	Paper Name	Credit	L+T+P	Total Marks	Internal Marks	External Marks
BBAMAJ3014	Business Taxation	4	4+0+0	100	30	70
BBAMAJ3024	Legal Aspects of Business	4	4+0+0	100	30	70
BBAMAJ3034	Business Ethics and Corporate Governance	4	4+0+0	100	30	70
BBAMAJ3044	Summer Internship of 8 weeks as per AICTE Guidelines (Initiated after 4th Semester and evaluated in 5th Semester)	4		100		
BBAMIN3014	Data Analytics using R / Python	4	4+0+0	100	30	70
BBAMP3014	Major Project (Evaluation in Sixth Semester through Project Report)					

Semester VI

Paper Code	Paper Name	Credit	L+T+P	Total Marks	Internal Marks	External Marks
BBAMAJ3054	Project Management	4	4+0+0	100	30	70
BBAMAJ3064	Consumer Behaviour	4	4+0+0	100	30	70
BBAMAJ3074	Banking and Insurance	4	4+0+0	100	30	70
BBAMAJ3084	Financial Management	4	4+0+0	100	30	70
BBAMP3024	Major Project (Initiated in 5th semester through Project Report)	4		100	30	70

Semester VII

Paper Code	Paper Name	Credit	L+T+P	Total Marks	Internal Marks	External Marks
BBAMAJ4014	Indian Knowledge System	4	4+0+0	100	30	70
BBAMAJ4024	Emerging Technologies and Application	4	4+0+0	100	30	70
BBAMAJ4034	Logistics and Supply Chain Management	4	4+0+0	100	30	70
BBAMAJ4044/ BBAREM4014	Advanced Data Analysis Tools Or Academic and Research Report Writing	4	4+0+0	100	30	70
BBAMIN4014	Indian Systems of Health and Wellness and Yoga	4	4+0+0	100	30	70

Semester VIII

Paper Code	Paper Name	Credit	L+T+P	Total Marks	Internal Marks	External Marks
BBAMAJ4054	Strategic Management	4	4+0+0	100	30	70
BBAMIN4024	Marketing for Small Business	4	4+0+0	100	30	70
BBAADL4014	People Management	4	4+0+0	100	30	70
BBAADL4014	Entrepreneurial Marketing	4	4+0+0	100	30	70
BBAADL4014	Investment and Portfolio Management	4	4+0+0	100	30	70
	OR	12				
BBAREP40112	Dissertation or Research Project					

Desirable Visits/ Workshop/Expert Lectures:

- It is desirable to arrange one industrial visit every semester for the students of each branch.
- It is desirable to conduct a One-week workshop during the winter break after fifth semester on professional/ industry/ entrepreneurial orientation.
- It is desirable to organize at least one expert lecture per semester for each branch by inviting resource persons from domain specific industry.

For Summer Internship / Projects / Seminar etc.:

- Evaluation is based on work done, quality of report, performance in viva-voce, presentation etc.

Assessment Pattern as per University Rules

i. *Internal Assessment: 30 Marks*
   a. ***Assignments based on Experiential Learning evaluated through Project Report and Presentation– 15***
   b. *Midterm Examination – 10*
   c. *Attendance : 5 (as per University guidelines)*

Programme Outcomes (POs)

a) Graduates will demonstrate an understanding of effective leadership techniques, including ethical decision-making and responsible management practices.

b) Graduates will exhibit competency across core business disciplines such as management, finance, marketing, and operations.

c) Graduates will be able to function effectively and professionally in diverse business environments.

SEMESTER I

Paper Code: BBAMAJ1014
Paper Title: Principles of Management
Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: Thiscourseimpartsunderstandingoffundamentalprinciplesofmanagement.

Course Outcome: To enable students to learn application of management principles.

Course Content:

Unit I:
Management–Evolution, meaning and characteristics, Management thoughts and eras, Management theories, Management functions and principles, Scientific management. Management versus Administration

Unit II:
Planning – Meaning, nature, objectives, Planning process and types, Decision making – need, significance, process and requisites of an effective decision making. Organizational structure – types, authority and responsibility- meaning, needs, significance, types and process of delegation of responsibility.

Unit III:
Directing - Meaning, principles and process, Communication - meaning, process, barriers and types, Motivation –meaning, needs and theories, Leadership – characteristics of a good leader, traits, styles.

Unit IV:
Coordinating– meaning and significance, Management control techniques, essentials of effective management control, steps in management control.

Experiential Learning: Case study on the management of a business organization based on field visit. Students shall write a case report followed by presentation to be evaluated by the course teacher.

Suggested Readings:

1. Prasad L.M., Principles and Practices of Management, New Delhi: Sultan Chand & Sons.
2. Moshal B.S., Organisational theory& Behaviour, text & cases, Annestudent edition, 2nd, Anne Books Pvt Ltd, 2009.
3. Drucker Peter, F, The practice of Management– Allied Publishers, Delhi.
4. Newman & Warrant Process of Management–PHI, Delhi
5. Hannagan- Management Principles– Mac millan India Ltd.
6. Pathak. Rati, K. and Kalwar, Manik, Ch., Principles of Management- Abhilekh.
7. Robbins, Stephen P.,Coulter. M and Vohra. N., Management-Pearson

Paper Code: BBAMIN1014
Paper Title: Business Statistics

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course objective: This course aims to teach students the basics of statistics and their application in the business world.

Course Outcome: The goal is to help students make informed decisions and solve real-world problems using statistical methods.

Course Contents:

Unit I:
Statistics – A Conceptual Framework – Meaning and Scope of Business Statistics – Definition – Function–Role of Statistics for Business Decisions– Importance- Limitations.

Unit II:
Measures of Dispersion – objectives – Absolute and Relative Measures – Range – Quartile Deviation– Mean Deviation– Standard Deviation– Skewness– Kurtosis– Respective Merits and Demerits.

Unit III:
Fundamentals of Probability- Concepts, basic rules of probability and algebra of events, Probability distributions and their applications in business.

Unit IV:
Time Series & Forecasting– Components of Time Series, Moving Average, Weighted Moving Average, Linear & Nonlinear Trends, Seasonal Variations, Sampling.

Experiential Learning: Case study on the data analysis based on field visit. Students shall write a case report followed by presentation to be evaluated by the course teacher.

Suggested Readings:

1. Akhilesh, K.B. and Bala Subrahmanyam. Mathematics and Statistics for Management, Vikash Publishing House, Delhi, 2013.
2. Douglas A Lind, William G Marshal and Samuel A Wathen. Statistical Techniques in Business and Economics

Note: Latest edition of books may be used.

Paper Code: BBASEC1013
Paper Title: Digital Financial Literacy and Personal Finance
Credit: 3 Total Marks: 50 (Internal - 00; External – 50)

Course Objective

To develop financial capability and digital financial literacy among students by equipping them with knowledge of savings, investment, credit, insurance, taxation, and emerging fintech systems, aligned with RBI financial literacy initiatives, SEBI investor awareness programs, and UN Sustainable Development Goals (SDGs 1, 8, 10, 12).

Course Outcomes

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

a) Understand and apply personal financial planning principles across life stages.
b) Evaluate financial products (banking, insurance, investments) using risk-return frameworks.
c) Demonstrate awareness of digital financial systems and fintech innovations.
d) Identify and mitigate cyber frauds and financial risks.
e) Align financial decisions with ethical, sustainable, and inclusive finance principles.
f) Interpret basic regulatory protections under RBI and SEBI frameworks.

Course Contents

Unit I: Foundations of Personal Finance and Financial Inclusion

- Budgeting: Concept, importance, steps; cash flow management
- Savings: Meaning, types, emergency funds, inflation impact
- Investment Basics: Risk–return trade-off, diversification, time value of money
- Financial Inclusion: Jan Dhan Yojana, basic banking services (RBI initiatives)
- Banking System: Types of deposit accounts, KYC norms, digital banking
- Insurance: Life and health insurance, risk protection, IRDAI overview

Unit II: Credit, Taxation, and Lifecycle Financial Planning

- Credit & Loans: Types (personal, housing, education), EMI calculation, credit score
- Interest Rates: Fixed vs floating, cost of borrowing
- Loan Documentation & Consumer Rights (RBI guidelines)
- Mortgage Basics
- Tax Planning: Basics of income tax, deductions, tax-saving instruments

- Retirement Planning: Pension systems (NPS), long-term savings strategies
- Estate Planning: Will, nomination, succession basics

Unit III: Digital Finance, FinTech Innovations, and Cyber Security

- Digital Payments: UPI, mobile wallets, AEPS, cards, net banking
- FinTech Ecosystem: Robo-advisors, crowdfunding, P2P lending
- Crypto Assets: Basics, risks, regulatory concerns (RBI cautionary stance)
- Online Financial Services: Insurtech, digital lending platforms
- Cyber Security & Fraud Prevention:
- Phishing, pharming, malware, SIM swap fraud
- Safe digital practices (RBI guidelines)
- Data Privacy and Consumer Protection

Experiential Learning: *Students are required to prepare a comprehensive financial plan for any one of the following categories:*

- *Young working adult*
- *Middle-aged individual*
- *Retired person*

The financial plan should be developed based on the student's understanding of key elements of personal finance, including budgeting, savings, investment, insurance, taxation, and retirement planning.

As part of the exercise, students must conduct field interactions with at least 30 individuals to gather practical insights into financial behavior, challenges, and decision-making patterns.

Deliverables

- *Written Report: A structured financial plan incorporating data, analysis, and recommendations*
- *Presentation/Viva: Explanation and justification of the proposed financial plan*

Suggested Readings

- Indian Institute of Banking & Finance – *Introduction to Financial Planning*
- Monika Halan – *Let's Talk Money*
- Bhattacharjee, N., Boro, I., & Mahilary, L. (Forthcoming) *Foundations of financial literacy (राङागरि लेखा रोंथायनि बिथाफोर)*. Bodoland University, in collaboration with University Grants Commission (UGC) and Bharatiya Bhasha Samiti, Ministry of Education, Government of India.
- Amar Pandit – *The Only Financial Planning Book You Will Ever Need*
- Madhu Sinha – *Financial Planning: A Ready Reckoner*
- RBI – Financial Education Booklets (latest editions)
- SEBI – Investor Awareness and Protection Materials
- OECD/UN – Financial Literacy and Inclusion Reports

AEC-1	BBAAEC1012	Language/Regional Language (English as per AICTE guidelines)	2	1+1+0

Paper Code: BBAVAC1014
Paper Title: Business Communication
Credit: 4 **Total Marks: 100 (internal - 30; External – 70)**

Course Objective: To develop an understanding of oral, written and non-verbal communication. It also aims to develop better communication and professional skills required for greater employability in students.

Course Outcome: Development of strong communication skills required in professional domains.

Course Content:

Unit I:
Introduction to business communication, characteristics of effective organizational communication, Meta communication, Barriers to Communication.

Unit II:
Oral communication: Meaning, Characteristics and Principles of Oral Communication, Effective Listening; Non-verbal Communication: characteristics and classification

Unit III:
Written communication: Meaning, Business Correspondence, Reports and Summaries, Appropriate Managerial Writings; Employment Communication: Application letter and Resume writing, Curriculum vitae. Report Writing.

Unit IV:
Presentation Skills and Interpersonal Skills.

Experiential Learning: Group discussions, mock interview and roleplay for developing communication skills to be evaluated by the course teacher. Developing writing skills through assignment and written report and presentation skills to be evaluated by the course teacher .

Suggested Readings:

1. Raymond V. Lesikar, Marie E. Flatley, Basic Business Communication, Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005
2. Adler Ronald, B. Elmhorst Jeanne Marquardt, Communicating at work, The McGraw- Hill Publications
3. Rai Urmila & Rai S. M, Business Communication, Himalaya Publishing House
4. Chaturvedi P.D, Chaturvedi Mukesh, Business Communication Delhi: Pearson Education. Raman Meenakshi & Singh Prakash, Business Communication, Oxford University Press Publications, (2008).

SEMESTER II

Paper Code: BBAMAJ1024
Paper Title: Marketing Management
Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To enable students to learn various marketing applications in both theory and practice.

Course Outcome: This course imparts understanding of concepts of marketing management.

Course Contents

Unit I:

Meaning and Definition of Market and Marketing- Nature, Goals, Concepts, Functions, Importance and Scope. Products and Services- Concepts, Characteristics, Role and Differences, Marketing mix of product and services, Classification of services, growth of service sector in India. Service processes–Designing the service process–services blueprint.

Unit II:

Marketing environment- Micro and macro, Market segmentation – concept, bases, types and levels, Requisites for sound Market Segmentation. Consumer Behaviour – Factors influencing Consumer Behaviour, Buying Decision Roles, Process and Types, Market analytics.

Unit III:

New product development, Product Pricing- objectives, methods, factors influencing pricing decisions. Branding- types, role and significance, Packing and Packaging, Product lifecycle- meaning, stages and strategies.

Unit IV:

Product promotion- concept, significance and tools, Physical distribution-concept, characteristics roles, functions and types of marketing channels, factors influencing channel selection. Marketing research-concept, significance, data collection, process and designs.

Experiential learning: Case study on the elements of marketing mix through data collection from field visit and evaluated through written report submission and presentation.

SuggestedReadings:

1. Kotler P. & Keller Kevin L. Marketing Management, (15thed). Pearson.
2. KotlerP, Armstrong G. & Agnihotri P. Principles of Marketing,(17thed).Pearson
3. Ramaswamy V.S. & Nanakumari S. Marketing Management,(4thed).Om Books
4. Philip Kotler, Principles of Marketing
5. Rajan Saxena, Marketing Management
6. Still and Cundiff, Marketing Management
7. Stanton W.J., Fundamentals of Marketing

Paper Code: BBAMIN1024
Paper Title: Business Accounting
Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Outcome: Students would learn to prepare, analyze and interpret financial statements.

Course Contents

Unit I
Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting. Users of Accounting Information, Generally Accepted Accounting Principles(GAAP) and Accounting Standards(AS), Introduction to International Financial Reporting Standards(IFRS)–need and significance.

Unit II
Recording and Classification of transactions, Preparation of trial balance, capital and revenue Expenditure, Preparing final accounts for business, Adjustment Entries: Inventory, Depreciation, Provision for Bad Debts, Accrued, prepaid, outstanding and unearned income and expenditure

Unit III
Introduction to Cost accounting: Meaning, Objectives and differences with financial accounting, Classification of cost, Preparation of costsheet

Unit IV
Marginal and absorption costing, Cost volume profit analysis, Break even analysis. Methods of Costing: Jobcosting, Process Costing, Activity based costing.

Experiential Learning : Written report and Presentation on the contents of an audited annual report of a listed entity in India to be made by the students.

Suggested Readings:

1. Hanif and Mukherjee, Financial Accounting, McGraw Hill Publishers
2. Dr. S.N. Maheswari, Financial Accounting, Vikas Publication
3. SP Jain and K.L. Narang, Financial Accounting, Kalyani Publication
4. M.C. Shukla and Goyel, Advanced Accounting, S Chand.

Note: Latest edition of books may be used.

Paper Code: BBASEC1023
Paper Title: Retail Management
Credit: 3 **Total Marks: 50 (Internal - 00; External – 50)**

Course Objective: To develop an understanding of the various aspects of retail business.

Course Outcome: Development of strong retail skills.

Course Content:

Unit I

Marketing: An Introduction; Basics of Consumer Behavior; Introduction to Retail Marketing; Role of Retailer; Retail Channel Management; Multi-channel and Omni-channels Retailing; Evolution of Retail in India

Unit II

Retail formats; Wheel of Retailing & Retail Life Cycle; Consumer Behavior in Retail; Retail formats; Wheel of Retailing & Retail Life Cycle; Consumer Behavior in Retail; Retail Location and Site Decisions; Advertising and sales promotion in retail ; Managing Services (Retail); Customer Relationship Management; Customer Portfolio Management

Unit III

Elements of Store Design and Layout& Visual Merchandising; Store Layout; Customer Experiences Management; Merchandise Planning

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Suggested Readings:

1. David Gilbert, Retail Marketing Management, Pearson
2. Claus Ebster, Marion Garaus, Store Design and Visual Merchandising: Creating Store Space That Encourage Buying, Business Expert Press
3. Richard Hammond, Smart Retail: Winning Ideas and Strategies from the Most Successful Retailers in the World, Pearson.

AEC-2	BBAAEC2022	Language/Regional Language (English as per AICTE guidelines)	2	1+1+0

SEMESTER III

Paper Code: BBAMAJ2014
Paper Title: Business Economics
Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objectives: To familiarize the students with the conceptual framework of business economics and enable the managers in different spheres to take wise managerial decisions in the areas like production, pricing, etc.

Course Outcome: To understand the background of economics, demand forecasting and provide a detailed view of various roles played by cost and revenue in business

Course Contents:

Unit I:
Business Economics -Introduction, Basic concepts; Nature and scope of business economics – Micro and Macroeconomics; Basic problems of an economy.

Unit II:
Theory of Consumer Behaviour -Theory of utility -Cardinal and ordinal utility theory; Law of diminishing marginal utility; Law of Equi- marginal utility; Indifference curve approach; Consumer surplus.

Unit III:
Demand and Supply Analysis - Types of demand, Law of demand, Determinants of demand, Elasticity of demand, Demand forecasting methods; Concept of supply, Supply curve, Conditions of supply, Elasticity of supply.

Unit IV:
Production and Cost Analysis-The production function, Law of diminishing returns to scale, Law of returns to scale, Economies and Diseconomies of scale; Concept of cost, Relationship between average cost and marginal cost. Pricing in different Market Structures; Pricing strategies.

Experiential Learning: Data collection through field visits on pricing and demand forecasting. Students shall write a report and make a presentation to be evaluated by the course teacher.

Suggested Readings:

1. Ahuja H. L. Business Economics. S. Chand and Co. New Delhi.
2. Koustsoyianni. A Modern Microeconomics. Macmillan New Delhi.
3. D.M. Mithani, G.K. Murthy. Fundamentals of Business Economics, Himalaya Publishing House, New Delhi

Paper Code: BBAMAJ2024
Paper Title: Human Behaviour and Organisation
Credit: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: To help the students understand the conceptual framework of organizational behavior and its influence in the work environment.

Course Outcome: To analyse the behaviour of individuals and groups in organizations in terms of organizational behavior theories, models and concepts.

Course Contents:

Unit I: Introduction to Organizational Behaviour: Meaning, Definition, Importance, Nature, Scope of OB, Conceptual Models of OB, factors affecting Organizational Behaviour; Organisation Culture and Change.

Unit II: Individual Behaviour: Meaning, factors affecting individual Beaviour.
Personality – Types, Determinants and Traits of Personality, Theories.
Learning – Types of Learners, The Learning Process.
Attitude – Characteristics, Components Formation of Attitude.
Perception: Importance, Factors Influencing perception, Interpersonal Perception.

Unit III:
Group Dynamics- Meaning, Types of Group, functions of groups, Stages of Group development, strategies for improving group dynamics, Determinants of Group Behaviour. Team Dynamics
- Meaning, Types of Teams, Team Building, Effective Team Management, Difference between Groups and Teams.
Conflict- Meaning, Sources of Conflict, Conflict Resolving Strategies.

Unit IV:
Motivation-Nature and Importance of Motivation, Motivation Theories- Maslow's Need Hierarchy Theory, Hertzberg's Two Factor Theory, McGregor's Theory X and Theory Y. Leadership – Nature and Importance, Qualities of Good Leaders, Types, Theories of Leaders(Contemporary leadership)

Experiential learning: ***Data collection through field visits on assigned topic. Students shall write a report and make a presentation to be evaluated by the course teacher.***

Suggested Readings:

1. Fred Luthans, Organizational Behaviour. McGraw Hill
2. Robbins, Organizational Behaviour, International Book House.
3. John W. Newstromand Kieth Davis, Organizational Behaviour, McGraw Hill.
4. K. Aswathappa, Organizational Behaviour, HPH.
5. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
6. M. Gangadhar., V.S.P. Rao and P.S. Narayan, Organizational Behaviour

Note: Latest edition of text books may be used.

Paper Code: BBAMIN2014

Paper Title: Business Environment

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: The objective of this paper is to give the basic knowledge about the business environment in industry.

Course Outcome: Students would have the basic knowledge about the business environment in industry.

Course Contents:

Unit I

Meaning, Definition and Significance of Business Environment; Environmental Matrix; Factor affecting Business Environment: Micro and Macro environment; Environment analysis and environmental scanning techniques: SWOT, ETOP , Porter's Five Force Model.

Unit II

Political environment- types, Impact on business in India, Economic Systems- types, Features of Indian Economy: Primary, Secondary and Tertiary Sectors. Public, Private and Co-operative sectors - meaning, role and importance. Economic policies of India, New Economic Policies of India – need, pillars, Industrial Policy-Overview and Role; New industrial policy of India, Trade Cycle.

Unit III

Social environment- meaning, elements and impact on business, Technological environment- meaning and significance, impact on business and society, Appropriate technology – meaning and significance, Technology transfer – meaning, significance and principles. Environmental Protection Act – need and objectives, Consumer Protection Act– characteristics, need, objectives and rights, Competition Act, MRTP.

Unit IV

Role of Government in Regulation and Development of Business; Monetary and Fiscal Policy; Overview of International Business Environment, Trends in World Trade, EXIM Policy; WTO- Objectives and role in international trade, MNC and TNC – meaning, characteristics and significance, entry strategies of companies in the international market.

Experiential Learning: Data collection through field visits on assigned topics. Students shall write a report and make a presentation to be evaluated by the course teacher.

Suggested Readings:

1. Essentials of Business Environment - Aswathappa K
2. Rangarajan, C.A.; Perspective in Economics, S. Chand & Sons, New Delhi
3. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House.
4. Essentials of Business Environment, Himalaya Publishing House, New Delhi.

AEC-3	BBAAEC2012	Language/RegionalLanguage (English as per AICTE guidelines)	2	1+1+0

Paper Code: BBASEC2013
Paper Title: Business Research Methodology
Credit: 3 **Total Marks: 50 (Internal - 00; External – 50)**

Course Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners.

Course Outcome : Students shall have understanding of the basic techniques and tools of business marketing research.

Course Content:

Unit I:
Nature and Scope of Research – Role of Research in decision making. The Research process – Steps in the research process; the research proposal; Problem Formulation

Unit II:
Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit III:
Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit IV:
Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test , t test (mean), paired t test, Chi square test, Introduction to concept of ANOVA, Factor Analysis and Discriminate Analysis, Introduction to Time Series Analysis.

Experiential Learning: ***A project integrating the learned research methodologies to address a real-world management research problem evaluated through a written report and presentation to be evaluated by the course teacher.***

Suggested Readings:

1. Zikmund, Babin & Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. Naresh Malhotra – Marketing Research, Pearson.
6. Bhattacharjee, N., Boro, B. C., & Swargiary, B. C. (Forthcoming). *Fundamentals of business research (फालांिगया र संिजरनायिन गुिद खोथा)* (Academic Writing for Higher Education Textbooks in Bodo Language Series). Bodoland University in collaboration with University Grants Commission (UGC) and Bharatiya Bhasha Samiti, Ministry of Education, Government of India.

SEMESTER IV

Paper Code: BBAMAJ2034
Paper Title: Information Technology for Managers
Credit: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: This course provides an overview of information technology and its applications in business.

Course Outcome:

Students will learn about the development of IT, its impact on modern organizations, and its potential for future innovation.

Course Content:

Unit 1:
Overview of information technology and its impact on business. History and evolution of information technology, Overview of hardware, software, and networking concepts, Common applications of information technology in business, Ethical and legal issues related to information technology, The impact of IT on modern organizations, Emerging trends, and innovations in IT, IT and its role in driving business growth, IT as a strategic tool for competitive advantage

Unit II
IT security threats and vulnerabilities, IT risk management frameworks, Cyber security best practices, Enterprise Resource Planning (ERP) systems, Customer Relationship Management (CRM) systems, Supply Chain Management (SCM) systems, Database management systems, Business intelligence and analytics, Big data and analytics.

Unit III
Advanced IT Technologies:4GL and its applications in business, Image processing and its use in multimedia applications, Virtual Reality and its potential for innovation in business, Video conferencing and remote collaboration, Decision support systems and their applications in business, Expert systems and their role in decision making.

Unit IV
Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global E Businesses and Collaborations, Behavioral, Technical and Socio-technical approaches. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organizing the Information Systems function in Business. Ethical and Social issues of Information Systems. Enterprise Systems, Enterprise Resource Planning (ERP) Systems, Customer Relationship Management (CRM),Human Resource Management Systems (HRMS) and Integration Platforms

Experiential Learning: Presentation and written report submission by the students on an assigned topic by the course teacher.

Suggested Readings:

1. Turban, Rainer and Potter, "Introduction to Information Technology", John & Wiley Sons.
2. Alex Leon & Mathew Leon, "Fundamentals of Information Technologies", 2009, 2nd Ed. Vikas Publishing House Pvt. Ltd.
3. Ralph M. Stair & George W. Reynolds, "Principles of Information Systems- AManagerialApproach,2001,ThomsonCourseTechnology
4. Ramesh Behl, "Information Technology for Management", 2012, McGraw-Hill Companies.

Note: Latest edition of textbooks and reference maybe used.

Paper Code: BBAMAJ2044

Paper Title: Human Resource Management

Credit: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: To familiarize the students with the concepts of human resource practices of organization and techniques of Human Resource Management.

Course Outcome: Understand the role of human resource management in organizations and the factors shaping that role.

Course Contents:

Unit I:
Introduction to Human Resource Management - Meaning and Definition of HRM, Features, Objectives, Importance, Functions and Challenges of HRM. Meaning and Role of HR Analytics.

Unit II:
Manpower Planning: Meaning and Importance of Manpower Planning; Meaning, need and features of Job analysis, Job description, Job specification, Job enlargement, Job rotation and Job enrichment. Meaning, importance and sources of Recruitment; Meaning and benefits of E-recruitment. Meaning and Definitions of Selection and Selection Process, Steps of Selection Process, Hurdles to Effective Selection.
Meaning and Features of Placement; Meaning and need of Succession planning.

Unit III:
Meaning, Need, Features and Process of Induction, Problems faced during induction.
Meaning, need, features, objectives and significance of training; Differences between

training and induction; Steps in training; Methods of Training, A brief discussion of Kirkpatrick Model. Motivation- Meaning, Importance, Theories of Motivation.

Unit IV:
Meaning, Definitions, Objectives and Methods of Performance Appraisal; Benefits and Limitations of Performance Appraisal, Outcomes of Performance Appraisal. Meaning and need of right sizing and downsizing of the workforce.
Meaning and Definitions of Attrition. Reasons for attrition. Types of attrition. Meaning, need and types of Compensation. Differences between compensation and remuneration. Meaning and components of CTC.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Human resource Management, P. Subba Rao; Himalaya Publishing House
2. Human resource Management, C B Mamoria, S.V. Gankar; Himalaya Publishing House
3. Managing Human Resources, Bohlander, Snell, Sherman; S. Chand (G/L) & Company Ltd
4. Human Resource Management Text and Cases, K. Aswathappa and Sadhna Dash; McGraw Hill
5. Personnel Management, Edwin Flippo, McGraw Hill

Note: Latest edition of textbooks and reference maybe used.

Paper Code: BBAMAJ2054
Paper Name: Operations Management

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objectives: The objective of this course is to provide students with a comprehensive understanding of Operations Management and its role in modern-day businesses.

Course Outcome: Students would learn the whole process involved in production and service delivery

Course Content:

Unit I

Basic fundamentals of Production and Operations; Paradigm change; Operations function and strategy

Unit II

Introduction, characteristics of decisions, Framework for Decision making, Decision methodology, Economic model (Break even analysis), Design and Systems capacity, Capacity planning, Process of Capacity planning, Importance of capacity decisions.

Unit III

Plant/facilitieslocationanddesign;Plantlayout;PlantandfacilitylocationandlayoutanalysisEquipment selection

Unit IV

Operations process and process system designs; Operations Strategy and Decisions; Process – manufacturing, service, Quality assurance; Total Quality Management; Statistical quality control.
Experiential Learning: Presentation on the contents of an audited annual report to be made by the students.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Muhlemann, Oakland, Lockyer, Sudhirand Katyayani. Production and Operations Management. Pearson. 6th Edition, 2013.
2. Chary. Theory and Practices in Production and Operations Management. Tata McGraw Hill Publishing Company: New Delhi, 5th Edition, 2012.
3. Chase, Aquilano, Jacobs. Operations Management for Competitive Advantage. Tata McGraw Hill Publishing Company: New Delhi 11th edition, 2006.
4. Krajewski, Ritzman. Operations Management Strategy and Analysis. Pearson Education (LPE), 7th edition, 2005.

Note: Latest edition of textbooks and reference Books may be used.

Paper Code: BBAMIN2024
Paper Title: Entrepreneurship and Start Up Ecosystem

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To get an in depth knowledge of entrepreneurship and start-ups and the various strategies in developing a good start-up and running it efficiently.

Course Outcome: The course will help the learners to identify the needs of the market and start a new venture with the required skill, knowledge and competencies. Course Contents:

Unit I:

Meaning and concept, types and characteristics of entrepreneurship, role of entrepreneurship in economic development, Difference between entrepreneur and intrapreneur, theories of entrepreneurship, process of entrepreneurial growth, constraints in the growth of entrepreneurship.

Unit II:

Women entrepreneurship, role, functions and importance of women entrepreneurship, concept, scope and economic importance of rural, social , digital and technological entrepreneurship, success stories of entrepreneurs.

Unit III:

Introduction to start-ups, role and importance of start-ups, business environment analysis for start-ups and elements of business plan, registration of a business, regulatory norms and legal aspects of new business.

Unit IV:

New venture launch and expansion strategies, venture capital, sources of investment, role of central and state government in promoting entrepreneurship, institutional financial support system for small business enterprises, DICs, SFCs, SSIDCs, KVIC, TCO,NSIC ,SIDBI- NBFC's in India.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Vasant Desai, Small-Scale Enterprises and Entrepreneurship Ecosystem, 6th Edition, Himalaya Publishing House, 2016.
2. Robert Hisrich, Michael Peters, and Dean Shepherd, Entrepreneurship, 11th Edition, McGraw Hill Education, 2019.
3. Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises, 3rd Edition, Pearson Education, 2018.
4. Andrew Zacharakis, WilliamBygrave, and Andrew Corbett, Entrepreneurship, 4th Edition, Wiley, 2016.
5. Marc J. Dollinger, Entrepreneurship: Strategies and Resources, 4th Edition, Marsh Publications, USA, 2008.
6. Rajeev Roy, Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
7. C.V. Bakshi, Entrepreneurship Development, 2nd Edition, Excel Publications, 2010.

Note: Latest edition of books may be used.

AEC-4	BBAAEC2022	Language/Regional Language	2	

Paper Code: BBAINT2012
Paper Title: INTERNSHIP

1. Internship Report

After completion of the internship, each student shall prepare a **comprehensive internship report** documenting the observations, learning experiences, and practical exposure gained during the training period.

The student may consult the **Organizational Supervisor** and **Faculty Mentor** for the identification of specific topics, assignments, or problem areas. The final report should reflect both **practical insights and conceptual understanding** acquired during the internship.

Students are required to maintain a **daily diary/logbook** throughout the internship period, recording tasks performed, skills acquired, and key learnings.

2. Structure and Authentication

The internship report must include the following:

- Cover Page
- Certificate from Organization
- Supervisor's Certificate
- Certificate from Head of the Institution
- Student Declaration of Originality
- Acknowledgement
- Table of Contents
- Introduction of the Organization
- Objectives of the Internship
- Work Profile / Tasks Undertaken
- Learning Outcomes and Skills Acquired
- Problem Identification and Analysis (if applicable)
- Application of Theoretical Concepts
- Findings and Suggestions
- Conclusion
- References (APA format recommended)
- Appendices (if any)

The report must be **duly signed and authenticated** by:

- Organizational Supervisor
- Faculty Mentor
- Head of the Institution

3. Evaluation of Internship Report

The internship report shall be evaluated based on the following criteria:

1. **Originality and Authenticity of Work**
2. **Adequacy, Clarity, and Purposefulness of Content**
3. **Organization, Formatting, Presentation Style, and Language**
4. **Variety and Relevance of Learning Experiences**
5. **Application of Practical Knowledge and Linkage with Theoretical Concepts**

4. Seminar Presentation and Viva-Voce

Students are required to present their internship experience through a **seminar presentation**, followed by a **viva-voce examination**, before a duly constituted expert committee of the department.

Evaluation Criteria:

- Quality and relevance of content presented
- Logical organization and planning of presentation
- Effectiveness of communication and delivery
- Depth of knowledge and conceptual clarity
- Demonstration of practical skills and learning outcomes

5. Submission Requirements

- Students must submit **five (5) hard copies** of the internship report
- A **plagiarism report**, duly signed by the competent authority, must be attached
- The institution shall forward the **authenticated report** to the Controller of Examination as per official notification
- The report must include:
    - Student declaration of originality
    - Internship completion certificate
    - Supervisor's certificate
    - Institutional certification

6. Academic Integrity and Compliance

All internship reports must adhere to **academic integrity standards**, ensuring:

- Proper citation and referencing (APA style recommended)
- Zero tolerance for plagiarism
- Ethical reporting of data and observations

Semester V

Paper Code: BBAMAJ3014
Paper Name: Business Taxation

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: This course provides a comprehensive understanding of business taxation, focusing on Goods and Services Tax (GST).

Course Outcome: Provide knowledge of latest amendments and changes in GST to adapt business strategies and practices accordingly.

Course Content

Unit I

Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages. Introduction to Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Taz Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).

Unit II

Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice Delivery Challan. Payment of Tax - Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds- Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.

Unit III

Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery.

Unit IV

Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Readings: Textbooks (Latest Editions)

1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.
5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India.

Paper Code: BBAMAJ3024
Paper Name: Legal Aspects of Business

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To impart in-depth knowledge of the legal aspects prevailing in business and its functioning.

Course Outcome: To develop an understanding of the basic law related to business and to understand the basic provisions of Company's Act.

Course Contents

Unit I:

Indian Contract Act, 1872: Meaning of Law, Commercial Law - Meaning, Importance; Contract- Meaning, Types, Essentials of a Valid Contract, Offer, Acceptance, Lawful Consideration, Capacity of Parties, Free Consent, Legality of Objects, Performance of Contract, Discharge of Contract, Remedies for Breach of Contract, Quasi Contracts; Special Contracts- contract of indemnity and guarantee.

Unit II:

Sale of Goods Act, 1930: Sale and agreement to sell, implied conditions and warranties, Sale by non-owners, rights of unpaid sellers.

Negotiable Instruments Act 1881: Meaning, Characteristics, Kinds of Negotiable Instruments -Promissory Notes, Bills of Exchange, Cheques - Types of Cheques, Crossing.

Unit III:

The Companies Act, 2013: Company Law - Meaning - Characteristics - Types of Companies - Formation of Company - Memorandum & Articles of Association - Prospectus - Directors - Appointment, Powers and Duties of Directors - Kinds of Company Meeting - Minutes and Resolutions - Winding up - Modes of Winding up.

Unit IV:

Consumer Protection Act, 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

The Right to Information Act, 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Experiential learning: Students shall Collect the Companies Act 2013 and amendments from the Ministry of Corporate Affairs website and submit a written report and presentation to be evaluated by the course teacher.

Readings:

1. M. C. Kucchal: Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.
2. M. C. Kuchhal, & Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt. Ltd. Publishers.
6. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann

Paper Code: BBAMAJ3034
Paper Name: Business Ethics and Corporate Governance

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To impart education on ethics and governance in the workplace.

Course Outcome: Students will learn to make ethical decisions, solve ethical dilemmas and work within the framework of corporate governance.

Course Content:

Unit I: Introduction, principles and theories of business ethics, ethical values, value based management system, types of values, work ethos and values for Indian managers

Unit II: Stress management, Kohlberg's six stages of moral development, managing ethical dilemmas, ethical decision making, ethical code of conduct, ethical leadership, corporate social responsibility.

Unit III: Introduction of corporate governance, theoretical aspects of corporate governance, board of directors-roles, duties and responsibilities, Sarbanes-Oxley Compliance, controlling shareholders, family owned firms and corporate governance.

Unit IV: International corporate governance, cross cultural comparison, cross country difference versus firm level difference, cross border investment by foreign investors-investor protection and home bias.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested readings:

1. Business Ethics And Corporate Social Responsibility - Dr. S.S. Khanka
2. Business Ethics Text & Cases – CSV Murthy
3. Business Ethics: An Indian Perspective - A C Fernando, K P Muralidheeran, E K Satheesh
4. Corporate Governance : Principles and practices- Sandeep Goel
5. Corporate Governance: Principles, Policies and Practices- A. C. Fernando E. K. Satheesh K. P. Muraleedharan

Paper Code: BBAMAJ3044
Paper Name: Data Analytics using R / Python

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To provide students with a comprehensive understanding of the R programming language, enabling them to proficiently handle data analysis tasks, visualize data insights, and apply statistical methods using R's diverse functions and packages.

Course Contents:

Unit-1 Introduction: Features of R – How to install and run R – Comments in R – Reserved words – Identifiers – Constants – Variables – Operators (Arithmetic, Relational, Logical, Assignment, Miscellaneous Operators) – Operator Precedence – Strings. Basic Data Types (Numeric, Integer, Complex, Logical, Character) – Creating, combining vectors – Accessing Vector Elements – Modifying Vectors – Deleting Vectors- Vector arithmetic and Recycling – Vector Element Sorting – Reading Vectors – Creating Lists Accessing List elements – Updating List Elements –Merging Lists – List to Vector conversion – Creating matrices – Accessing Matrix Elements – Matrix Arithmetic – Matrix Manipulation – Matrix Operations.

Unit-2: Arrays, Factors and Data Frames Creating Arrays – Accessing Array Elements – Array Element Manipulation – Array Arithmetic – Creating factors – Accessing Factor Components – Modifying factors – Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames Aggregating Data – Sorting Data – Merging Data – Reshaping data – Sub-setting data – Data Type Conversion

Unit-3: Flow Control & Functions Decision making (using if statement - if…else statement - Nested If…Else statement - ifelsefunction - Switch statement) – Loops (for loop – while Loop – repeat Loop) – Loop Control statements – break statement – next statement – Function definition and Function Calling – Function without arguments – Built-in functions (Mathematical functions – Character functions – statistical functions – date and time functions – other functions – Recursive function)

Unit-4: Charts & Graphs Model curriculum for UG Degree in BBA Bar charts (Plotting bars vertically and horizontally – Plotting categorical data – Grouped bar chart – Stacked bar chart) – Histogram (Simple histogram – Histogram with labels, breaks and density lines) – Line graphs (Simple line graph & Graphs with Multiple lines) – Pie charts (Simple and 3D piecharts)

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Text Books (Latest Edition):

1. Beginner's Guide for Data Analysis using R Programming, Jeeva Jose
2. R Cookbook, Paul Teetor
3. R for Data Science, Garrett Grolemund and Hadley Wickham
4. Practical Business Analytics Using R and Python, Umesh R. Hodeghatta, Umesha Nayak
5. Hands-On Programming with R, Garrett Grolemund 24
6. An Introduction to Statistical Learning: With Applications in R, Daniela Witten, Gareth James Robert Tibshirani, and Trevor Hastie
7. Data Analytics using Python, Bharti Motwani

Web Resources: 1. https://www.rstudio.com/online-learning/ 2. https://hackr.io/tutorials/learn-r 3. https://www.statmethods.net/r-tutorial/index.html 4. https://www.tutorialspoint.com/r/index.htm

Semester VI

Paper Code: BBAMAJ3054
Paper Name: Project Management

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course objectives: By the end of this course, students will be able to effectively plan, execute, and control projects to achieve successful outcomes.
Course outcomes: Project management equips students to deliver projects on time, on budget, and meeting all goals.

Course Content:

Unit I
Project Management: Objectives, Importance, Tools and Techniques. Project Team, Roles and Responsibilities of Project Manager, Project Life Cycle, Classification of Projects. Project Management Process and Project Selection: Strategic Position and Action Evaluation, Project Selection Methods, Project Selection Criteria. Generation and Screening of Project Ideas.

Unit II
Technical Analysis: Selection of Locations, Technology Selection, Market Analysis: Conduct of Market Survey, Characterization of Market, Market Planning (Introductory aspects only). Probability of Completing the project within given time, Project Cost Analysis.

Unit III
Financial Estimates and Projections: Feasibility Study: Types, Steps of Feasibility Study, Importance and Steps of Financial Feasibility, Components of Cost of Project and Its Estimation. Financing of Projects: Capital Structure, Sources of Long-term Finance, Debt Financing, Characteristics of Debt, Types of Debts, Equity Financing, Preferential Shares, Equity Shares, Retained Earnings, Short-term

Unit IV
Project Evaluation and Control: Project Monitoring and Controlling, Project Evaluation, Abandonment Analysis. Social Cost Benefit Analysis, Risk Analysis, Managing Risk. Types, Risk, Process and Financing. Emerging Concepts and Issues in Project Management: Role of Information Technology.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Jaiswal B. (2012), Essentials of Management, New Royal Book Company.
2. Marwah, Sanjiv (2011), Project Management, Dreamtech Press, 1st Edition
3. Chandra, Prasanna (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw-Hill, 9th Edition.
4. Gopalan, M.R. (2014), Project Management Core Textbook, Wiley, 2nd Indian Edition.

Paper Code: BBAMAJ3064
Paper Name: Consumer Behaviour

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To impart education on the consumer decision making process and the factors influencing consumption.

Course Outcome: Students will get a deeper insight of how consumers respond under various social, economic, family and cultural situations towards products and services.

Course Contents:

Unit I: Introduction of consumer behaviour, customer and consumers, consumer segmentation and market positioning strategies, consumer research process.

Unit II: Consumer motivation-introduction, needs, theories, consumer personality- theories, perception- perceptual selection, perceptual organisation, factors affecting consumer perception.

Unit III: Decision making process, factors affecting buying decision, groups and consumer behaviour, culture and consumer behaviour, family life cycle and consumer decisions.

Unit IV: Consumer behaviour in the digital era, organisational and institutional consumer behaviour, marketing ethics and consumer behaviour, culture and consumer behaviour.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Reading:

1. Consumer Behaviour – Satish K Batra, S H H Kazmi
2. Consumer Behaviour in Indian Context – K K Srivastava, Sujata Khandai
3. Hawkins, Best and Coney, Consumer Behaviour,Tata McGraw Hill, New Delhi
4. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
5. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
6. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi
7. Sarkar A ,Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi

Paper Code: BBAMAJ3074

Banking and Insurance

3L:1T:0P 4 Credits

This course provides a thorough examination of the principles, practices, and regulatory structures governing the banking and insurance sectors in India. Students will be oriented with the functions, procedures, products and services of banks and insurance companies. This course aims to facilitate a comprehensive understanding of the banking and insurance sectors, equipping students for careers in banking, insurance, financial services, or related fields.

Course Objective(s):

1. Develop understanding of fundamental principles and functioning of banking in India.
2. Explain concepts and general principles of insurance in relation with risk and its management.
3. Expand knowledge of various products & services and latest technologies used in banking and insurance sector.
4. Equip students with techniques to analyse the financial performance of banks for the purpose of risk management.

Course Learning Outcome (s): On successful completion of the course students will be able to: 1. Explain the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole. 2. Compare various products and services offered by Banking and Insurance sectors. 3. Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors. 4. Equip with tools and techniques for financial performance analysis and risk management in Banking and Insurance.

Course Content:

Unit 1: Introduction to Banking and Insurance Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign), Rural, Co-Operative bank. Significance and role of banks in economic development and growth. RBI - objectives, functions and role in development. Banking Products – Fee based and Fund based products. Types of Accounts, Deposits, Advances and Collaterals. Nature of Banks Investments -- Management of assets and liabilities of banks, Understanding commercial banks' balance sheet and income statement, CAMEL Rating and different banking ratios. Banking Regulations, Introduction to BASEL Norms. Capital Adequacy requirement, SLR, CRR, CAR requirements. Overview of Risk Management in Banks—Asset Liability Management. Non-Performing Assets – Problems and efforts to manage them. Evolution, structure, development of insurance in India. Definition of Insurance and Assurance. General Principles of Insurance, Insurance Terminology. Purpose and Need of Insurance--- Risk Meaning and definition, Risk and uncertainty, Chances of loss – Peril and Hazard - Classification of risks . Techniques of managing risk – Risk poolinginsurable risks vs. hedging – Risk Transfer Methods. Insurance Regulatory and Development Authority (IRDA) Duties, Powers and Functions of IRDA, The Banking Regulation (Amendment) Act, 2020

Unit 2: Retail Banking Account opening process and documentation of different types of accounts – KYC and AML. Retail Products Overview (Customer requirements and Products development). Description of Liability products, Description of Asset Products. Credit scoring and CIBIL. Retail Product Marketing Strategies-- Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans. Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management, stages in CRM process. Technology for Retail Banking - Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies. Transaction information, disbursement and final settlement of the loan amount.

Unit 3: Life Insurance Fundamental principles of life insurance. Basic features of life insurance contracts. Life insurance products – Traditional and unit linked policies, Individual and group policies - With and without profit

policies. Types of life insurance policies – Term insurance, Whole life insurance and its variants, Endowment insurance and its variants, Annuities and Pension Plans. Special Policies for children, females and handicapped. Mortality table, Different types of premiums, Premium payment options Premium calculations – Factors affecting premium. Assignment Nomination and Surrender of policy. Policy lapse and revival, Paid up value of policy. Insurance Application and Acceptance Procedure. Policy claims: Survival benefits, Death claims – Maturity claims, Early claims & nonearly claims. Documents required for processing early claims. Death due to un-natural causes or accidents. Claims concession clause and extended claims concession clause – Presumption of death. Different channels for marketing of insurance, Bancassurance.

Unit 4: General Insurance. Meaning, Evolution and Growth of General Insurance. Fundamentals of General Insurance. Fire Insurance: Fire Insurance coverage, Consequential loss (fire), Declaration policies. Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses, Institute hull clauses, Open policies. Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage, Conditions and Exclusions – premium. Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances. Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Premium Rating, Premium Loading. Settlement of Claims: Claim procedure, TPAs, Claim forms, Investigation / Assessment. Essential Claim Documents. Settlement Limitation, Arbitration, Loss Minimization and Salvage.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Textbooks (Latest Editions)

1. Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd.
2. Koch, T. W., & MacDonald, S. S. ;Bank Management. Cengage Learning.
3. Rose, P. S., & Hudgins, S. C. Bank ;Management and Financial Services. McGraw Hill.
4. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.
5. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.
6. Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W; Risk Management & Insurance. Cengage Learning.
7. Insurance Institute of India; Principles of Insurance. Mumbai.
8. Insurance Institute of India; Practice of Life Insurance. Mumbai.
9. Insurance Institute of India; Practice of General Insurance. Mumbai.

Paper Code: BBAMAJ3084
Paper Name: Financial Management

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Outcome: Students shall be equipped with a comprehensive understanding of financial management concepts, tools, and techniques essential for effective decision-making in corporate finance.

Course Contents:

Unit I
Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of Finance – Finance Decision, Investment Decision, Dividend Decision; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit II
Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value;
Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.
Concept and Measurement of Cost of Capital: Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit III
Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.
Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit IV
Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Pubilshlng Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

Semester VII

Paper Code: BBAMAJ4014

Paper Title: Indian Knowledge System

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective

To provide a comprehensive understanding of the Indian Knowledge System (IKS) and its relevance to modern management, economy, and sustainable development.

Course Outcome

By the end of this course, students will be able to:

i. Appreciate the depth and diversity of Indian traditional knowledge.
ii. Identify the economic and management principles rooted in IKS.

Course Contents

Unit I: Introduction to Indian Knowledge Systems (IKS)

a) Definition and Meaning of IKS
b) Historical and Civilizational Context of Indian Knowledge
c) Overview of Expansive Domains:
    i. Agriculture
    ii. Medicine
    iii. Astronomy
    iv. Metallurgy
    v. Architecture
    vi. Art, Music
    vii. Linguistics
d) Significance and Relevance of IKS in Contemporary Society and Management

Unit II: Sources, Scope and Need for Indian Knowledge Systems

a) Importance and Contemporary Need for Studying IKS
b) Scope of IKS across Disciplines, Regions, and Industries
c) Sources of Traditional Knowledge:
    i. Oral Traditions
    ii. Manuscripts
    iii. Epics and Commentaries
    iv. Folklore and Indigenous Practices

Unit III: Indian Economic Thought

a) Ancient Indian Economic Thought: *Arthashastra* and Related Texts
b) Concepts of Wealth (*Artha*), Value, Utility, and Trade in Traditional Literature

Unit IV: Indigenous Business Practices

a. Indigenous Economic Practices and Sustainable Development
b. Community-Based Resource Management and Traditional Cooperatives
c. Role of Startups and Social Enterprises in Promoting IKS-Based Products and Services

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

References

https://iksindia.org/
https://onlinecourses.swayam2.ac.in/aic22_ge19/preview

Paper Code: BBAMAJ4024

Paper Name: Emerging Technologies and Applications

Credit: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: This course imparts understanding of Emerging Technologies and Application.

Course Outcome: To enable students to learn application of Emerging Technologies

Course Contents:

Unit I:
Introduction to Emerging Technologies, Overview of emerging technologies, Historical context and technological evolution, Key drivers of technological innovation, Artificial Intelligence and Machine Learning, Fundamental concepts of AI and ML, Applications in various industries (healthcare, finance, transportation),Ethical considerations and challenges, Introduction to IoT and IoT. Architecture and key components, Case studies in smart homes, healthcare, and industrial applications, Basics of blockchain and distributed ledger technology Applications in finance, supply chain, and beyond, Security and regulatory considerations

Unit II:
Introduction to quantum computing principles, Potential applications and current limitations, Quantum cryptography and communication, Fundamentals of biotechnology and genetic engineering, Introduction to nanotechnology and material science, Applications in electronics, medicine, and construction, Ethical and environmental implications, Overview of renewable energy sources (solar, wind, hydro, etc.),Advances in energy storage and smart grids.

Unit III:
Basics of 5G technology, Impact on IoT, smart cities, and autonomous systems ,Regulatory and deployment challenges, Introduction to VR and AR technologies, Applications in entertainment, education, and healthcare, Future trends and challenges

Unit IV:
Innovation processes and lifecycle, Startups and commercialization of emerging technologies, Funding and venture capital, Exploration of future trends in technology, Potential disruptive technologies on the horizon, Preparing for technological change, Artificial Intelligence.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Emerging Technologies and Applications for a Smart and Sustainable World by Akhil Jabbar Meerja, Mamun Bin Ibne Reaz, and Ana Maria Madureira
2. The Fourth Industrial Revolution: Industry 4.0 by Klaus Schwab
3. Márquez, F. P. G., Karyotakis, A., & Papaelias, M. (Eds.). (2018). Renewable energies: Business outlook 2050. Springer.

Paper Code: BBAMAJ4034
Paper Name: Logistics and Supply Chain Management

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objectives: A coordination management course prepares you to optimize the flow of goods and information within a supply chain for efficiency and customer satisfaction.

Course Outcome: Logistics Management prepares students to optimize the flow of goods and information within a supply chain for efficiency and customer satisfaction.

Course Contents

Unit I:
Logistics Management: Definition and Evolution -Achievement of competitive advantage through logistics Framework-Role of Logistics Management-Integrated Logistics Management - Model – Flow of process activities.

Unit II:
Outsourcing logistics: Reasons: Third party logistics provider-Fourth party Logistics providers (4 Ps)-Stages-Role of logistics providers

Unit III:
Logistics Strategy: Strategic role of logistics, Definition-role of logistics managers in strategic decisions: Strategy options, Lean Strategy, Agile Strategies & Other strategies: Designing& Implementing logistical strategy.

Unit IV:
Key components and functions of a supply chain, CM and its role in business strategy, Production planning and scheduling, Lean manufacturing and Just-in-Time (JIT) production, Transportation management and logistics optimization, Warehouse management and distribution strategies, Reverse logistics and returns management, Sustainability in supply chain management, Green supply chains and eco-friendly practices, Risk management in supply chains

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Fundamentals of Logistics Management (The Irwin/McGraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-hill/Irwin, First Edition, 1998.
2. Vinod V. Sople (2009) Logistic Management (2nd Ed.) Pearson Limited.
3. Donald J. Bowersox & David J. Closs: Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004
4. Satish C. Ailawadi& Rakesh Singh: Logistics Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2005

Paper Code: BBAMAJ4044
Paper Name: Advance Data Analysis Tools
Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To impart knowledge about advanced Data Analysis Tools.

Course Outcome: Demonstrate an understanding of data analysis tools.

Course Content:

Unit I:
Introduction to Data Analytics, Working with Formula and Functions, Introduction to Charts, Logical functions using Excel, Analyzing Data with Excel

Unit II:
Data Distribution and framework, Data Science Process, Big data ecosystem and data science, Distributed file systems, Distributed programming framework, data integration framework, machine learning framework, No SQL Databases, scheduling tools, benchmarking tools, system deployments

Unit III:
Introduction to AI, what is AI, Turing test, cognitive modeling approach, law of thoughts, the relational agent approach, the underlying assumptions about intelligence, techniques required to solve AI problems, level of details required to model human intelligence, successfully building an intelligent problem, history of AI

Unit IV:
Data science process, Six steps of data science processes define research goals, data retrieval, cleansing data, correct errors as early as possible, integrating – combine data from different sources, transforming data, exploratory data analysis, Data modeling, model and variable selection, model execution, model diagnostic and model comparison, presentation and automation; Tests about one mean, tests of equality of two means, test about proportions, p-values, likelihood ratio test, ANNOVA, T-Test, F-Test manually and using SPSS

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Analytics Made Accessible 2022 McGraw Hill Publishing house by Mr. Anand Maheshwari
2. Business Analytics 2022 Wiley Publishing house by U. Dinesh kumar

OR

Paper Code: BBAREM4014

Paper Name: Academic and Research Report Writing

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To understand the significance of report writing in academic and research contexts and the tools available to ensure the integrity and originality of written work.

Course Outcome: Develop the ability to produce well-structured, coherent, and original research documents.

Course Contents

Unit I:
Importance of report writing in academics and research. Various kinds of academic and research activities. Uses of plagiarism detection tools

Unit II:
Types of research papers, Structure of research papers, Research paper formats, Abstract writing, Methodology, Results and discussions, Different formats for referencing, Ways of communicating a research paper.

Unit III:
Structure of a thesis, Scope of the work, Literature review, Experimental / computational details, Preliminary studies, Results and Discussions, Figures and Tables preparation, Conclusions and future works, Bibliography, Appendices.

Unit IV:
Writing research proposals, Lecture notes, Progress reports, Utilization reports, Scientific reports, etc.

Experiential Learning: Write a research proposal on a chosen topic, including objectives, methodology, and expected outcomes.

Suggested Readings:

References:https://onlinecourses.swayam2.ac.in/ntr24_ed35/preview

Paper Code: BBAMIN4014
Paper Name: Indian Systems of Health and Wellness and Yoga

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To get the knowledge and importance of health, wellness and yoga in our daily life.

Course Outcome: The learners will be able to promote their wellness and health through a proper diet and nutrition and yoga and fitness practices.

Course Contents:

Unit I:
Concept of health and wellness, role of health, nutrition, physical activity, and wellness in your daily life, impact of psychological and emotional health on our overall wellbeing and health, health risks based upon current lifestyle choices, lifestyle changes to enhance lifelong health,

Unit II:
Introduction to mental health, dietary patterns and mental health, diet and nutrition for health and wellness, components of balanced diet for healthy living, role of diet and exercise in health management.

Unit III:
Meaning and definition of yoga, aims, objectives and importance of yoga in our daily life, yoga for mental attitude and higher living.

Unit IV:
Yoga practices, postures, asanas, breathing practices, pranayama, relaxation, meditation, mudra.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Health and Wellness (A Value Added Course Book for Undergraduate Academic Student from Semester I-III) by Noorul Amin (Author), Asimah Nazir (Author)
2. ‘Yoga step by step’ by Erling Peterson,
3. ‘Yoga for you’ by Indra Devi
4. ‘Yoga made Easy’ by RasalindWiddowson
5. ‘Yoga Stretching and Relaxation for Sportsmen’ by M. Rajan
6. ‘YogasanasFor Health and Longevity’ by M. NarayanaMenon
7. ‘Daily Yog’ by RameshwarDass Gupta

Semester VIII

Paper Code: BBAMAJ4054

Paper Name: Strategic Management

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To provide an introduction to various components of strategic management and their applications in business organizations.

Course Outcome: This paper will help the students understand and develop the skill of strategic decision making.

Course Contents:

Unit I:
Introduction to Business Strategy, Strategic planning- meaning, significance, levels and process, Types of planning systems, strategic decision making – nature, process and issues. Components of strategic management.

Unit II:
Analyzing Business Environment: external and internal analysis, SWOT Analysis, PESTEL Analysis. Porter's Generic Strategies Model, Functional level strategies, Value Chain Analysis, Porter's Approach to Industry Analysis.

Unit III:
Strategic analysis and choice: Portfolio Analysis-BCG Growth Share Matrix, GE Nine Cell Matrix, Growth and Diversification strategies – Meaning, types and significance of Mergers and acquisition, Vertical Integration, Strategic Alliance and Joint Venture.

Unit IV:
Strategic Implementation, Evaluation and Control - Challenges in implementation, Functional, Structural and Behavioral implementation, Evaluation and control - Nature, meaning, significance and Techniques and process, Turnaround management – meaning, significance and process.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. A. A. Thomson A. J. Strickland. 2002. Strategic Management – Concept and Cases, Tata McGraw Hill Publishing Company.
2. F. David. 2011. Strategic Management: Concepts and Cases, Prentice Hall.
3. Kazmi Azhar., 2017. Strategic Management and Business Policy. Tata McGraw-Hill.
4. Krishnamurti, Chandrashekar and Vishwanath, S.R. 2018, Mergers, Acquisitions and Corporate Restructuring: Text and Cases. SAGE Publications.
5. M. A. Hitt, R. D. Ireland and R. E. Hoskisson. 2015. Strategic Management: Concepts, Competitiveness and Globalization, Cengage Learning.

6. R. M. Srivastava. 2015. Business Policy and Strategic Management, Himalaya Publishing House.
7. Sudarsanam, S. 2016, “Creating Value from Mergers and Acquisitions”, Pearson Education.

Paper Code: BBAMIN4024
Paper Name: Marketing for Small Business

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To impart education on marketing activities practiced by small business organizations.

Course Outcome: Students will be enabled to make effective marketing decisions at the right place and the right time as a small business owner.

Course Contents:

Unit I:
Introduction, challenges in doing small business, new product development for small businesses, creating value proposition.

Unit II:
Product segmentation, targeting and positioning for small business, building blocks of small business marketing, marketing funnel.

Unit III:
Pricing and promotional strategies for small businesses, content creation and management.

Unit IV:
Customer service management- touchpoints, effective ways of delivering expected customer service, customer redressal techniques.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Small Business Marketing-A Guide for Survival Growth and Success- Stuart Atkins
2. The Ultimate Small Business Marketing Book- Dee Blick
3. Marketing Your Small Business For Dummies- Carolyn Tate

Paper Code: BBAADL4014

Paper Name: People Management

Credit: 4 Total Marks: 100 (Internal - 30; External – 70)

Course Objective: This course provides ability to examine the difference between People Management with Human resource Management

Course Outcome: On successful completion of the course, student will demonstrate ability to explain the need for and importance of People Management.

Course Contents

Unit I:
Introduction to People Management Diversity in organization: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.

Unit II:
Getting Work Done and Assessment and Evaluation Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members. Modern tools of assessment and evaluation of tasks and performance.

Unit III:
Building Peer Networks and Essentials of Communication Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace.

Unit IV:
Team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation; Managing Self Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. McShane, Steven L. and Mary Ann Von Glinow, Organizational Behavior: Emerging Knowledge and Practice for the Real World. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.
2. Bernardin, H. John and Joyce E. A. Russell. Human Resource Management: An Experiential Approach. McGraw-Hill, 6/e. ISBN: 0078029163
3. Argyris, C. (1974). Personality vs. Organization. Organizational Dynamics. Vol. 3. No. 2, Autumn.

4. Blume, B. Baldwin, T. and Ryan, K. (2013). Communication Apprehension. A barrier to students leadership, adaptability and multicultural appreciation. Academy of Management Learning & Education, Jun, Vol. 12 Issue 2, p158-172.
5. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition). New York: McGrawHill.
6. Goleman, D. (1998). Working with Emotional Intelligence. Bantam Books.

Paper Code: BBAADL4014
Paper Name: Entrepreneurial Marketing

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: To impart education on marketing activities practiced by small business organisations.

Course Outcome: Students will be enabled to make effective marketing decisions at the right place and the right time as a small business owner.

Course Content:

Unit I:
Introduction, challenges in doing small business, new product development for small businesses, creating value proposition.

Unit II:
Product segmentation, targeting and positioning for small business, building blocks of small business marketing, marketing funnel.

Unit III:
Pricing and promotional strategies for small businesses, content creation and management.

Unit IV:
Customer service management- touchpoints, effective ways of delivering expected customer service, customer redressal techniques.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Small Business Marketing-A Guide for Survival Growth and Success- Stuart Atkins
2. The Ultimate Small Business Marketing Book- Dee Blick
3. Marketing Your Small Business For Dummies- Carolyn Tate

Paper Code: BBAADL4014
Paper Name: Investment and Portfolio Management

Credit: 4 **Total Marks: 100 (Internal - 30; External – 70)**

Course Objective: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Outcome: These course outcomes aim to provide students with a comprehensive understanding of securities analysis, portfolio management, and investment strategies in various financial markets.

Course Contents:

Unit I:
Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio.
Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Unit II:
Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numerical in EMH and technical analysis)

Unit III:
Portfolio analysis: Portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

Unit IV:

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

Experiential Learning: Presentation and written report submission by the students on an assigned topic based on field visit by the course teacher.

Suggested Readings:

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
3. Singh, R: Security Analysis & Portfolio Management. Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cengage India Pvt. Ltd.

OR

Paper Code: BBAREP40112
Paper Name: Dissertation or Research Project (As per university guidelines

Thank You