

GURU KASHI UNIVERSITY



BACHELOR OF BUSINESS ADMINISTRATION

SESSION: 2024-25

DEPARTMENT OF MANAGEMENT

GRADUATE OUTCOMES OF THE PROGRAMME:

This program provides a strong foundation of business knowledge, critical thinking skills to analyze, solve complex problems, effective communication abilities, strong teamwork and collaboration aptitude to work effectively with diverse groups.

Program Learning Outcomes:

After completing the program, the learner will be able to:

1. Acquire adequate knowledge through principles, theory and models of business management, Accounting, Marketing, Finance, IT, Operations and Human Resource.
2. Analyze and comprehend the applicability of management principles in solving complex business issues.
3. Apply various concepts, theories and models in the functional areas of business-like Marketing, HR and Finance in the organizations.
4. Evaluate the skill of economics, mathematics, statistics and production and operation management and its integration relevant to business decisions.
5. Create social sensitivity and understanding CSR, ethical and sustainable business practices demonstrate sensitivity to social, ethical and sustainability issues.
6. Develop the critical thinking and analysis skills that solve business problems in a real-world context.

Program Structure

Semester: I						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
BBA101	Principles of Management	Core	4	0	0	4
BBA113	Business Economics – I	Core	3	1	0	4
BBA114	Quantitative Techniques	Core	3	1	0	4
BBA118	Introduction to Computer Applications	Skill Based	2	0	0	2
BBA115	Business Communication	Compulsory Foundation	2	0	0	2
BBA119	Sectoral Aspects of the Indian Economy	MD	3	0	0	3
Discipline Elective-I (Any one of the following)						
BBA116	Financial Services and Markets	Discipline Elective-I	3	0	0	3
BBA111	Retail Management					
Discipline Elective-II (Any one of the following)						
BBA117	Production & Operations Management	Discipline Elective-II	3	0	0	3
BBA112	Banking and Insurance Law					
Total						25

Semester: II						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
BBA218	Business Economics – II	Core	3	1	0	4
BBA219	Financial Accounting for Managers	Core	3	1	0	4
BBA212	Environmental Studies	Compulsory Foundation	2	0	0	2
BBA220	Management Information System	Skill Based	3	0	0	3
BBA214	Introduction to computer(Lab)	Skill Based	0	0	4	2
BBA221	Fundamentals of Banking & Insurance	VAC	2	0	0	2
BBA299	XXX	MOOC	-	-	-	2
Discipline Elective-III (Any one of the following)						
BBA215	Management Accounting	Discipline Elective-III	3	0	0	3
BBA208	Industrial Relations					
Discipline Elective-IV (Any one of the following)						
BBA216	Marketing Ethics	Discipline Elective-IV	3	0	0	3
BBA217	Derivatives and Risk Management					
Total						25

Semester: III						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
BBA319	Marketing Management	Core	4	0	0	4
BBA311	Organizational Behavior	Core	4	0	0	4
BBA320	Service Management	Core	4	0	0	4
BBA313	Seminar on Business Writing Skills	Skill Based	0	0	2	1
BBA321	Critical Thinking	Value Added course	2	0	0	2
BBA399	XXX	MOOC	-	-	-	2
Discipline Elective-V (Any one of the following)						
BBA314	Total Quality Management	Discipline Elective-V	3	0	0	3
BBA322	Export-Import Documentation					
Discipline Elective-VI (Any one of the following)						
BBA316	Auditing	Disciplinary Elective VI	3	0	0	3
BBA317	Cost Accounting					
Open Elective Courses						
XXX	XXX	Open Elective	2	0	0	2
Total			22	0	2	25
Open Elective Courses (For Other Departments)						
OEC038	Business Ethics	Open Elective	2	0	0	2

Semester: IV						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
BBA411	Business Law	Core	4	0	0	4
BBA412	Financial Management	Core	4	0	0	4
BBA418	Training and Development for Managerial Effectiveness	Skill Based	3	0	0	3
BBA413	Advertisement and Promotional Tactics	Skill Based	4	0	0	4
BBA421	Business Sustainability & Growth	MD	3	0	0	3
Discipline Elective-VII (Any one of the following)						
BBA414	Corporate Strategy	Discipline Elective-VII	3	0	0	3
BBA415	Global Human Resource Management					
Discipline Elective-VIII (Any one of the following)						
BBA420	Indian Public finance	Discipline Elective-VIII	3	0	0	3
BBA417	Performance Appraisal and Management					
Total			24	0	0	24

Semester: V						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
BBA508	Project Management	Core	4	0	0	4
BBA512	Human Resource Management	Core	4	0	0	4
BBA504	Internship (4 Weeks)	Training	0	0	0	4
BBA510	Stock Market and Banking Operations	Skill Based	4	0	0	4
BBA511	Strategic Leadership	Skill Based	2	0	0	2
BBA513	Stress Management	VAC	2	0	0	2
BBA599	XXX	MOOC	-	-	-	2
Total						22

Semester: VI						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
BBA610	Operation Research	Core	4	0	0	4
BBA604	Business Environment	Core	4	0	0	4
BBA605	Entrepreneurship Development	Ability Enhancement	1	0	0	1
BBA606	Information Technology	Skill Based	0	0	4	2
BBA607	Emotional Intelligence in Businesses	Skill Based	3	0	0	3
BBA611	Digital Marketing	Elective Foundation	3	0	0	3
BBA609	Major Project	Practical	0	0	8	4
BBA612	Economic Policies and Reforms	MD	3	0	0	3
Total						24
Grand Total						146

Note: Students will undergo a summer internship for 4 weeks during summer vacations after 4th semester.

EVALUATION CRITERIA FOR THEORY COURSES

- A. Continuous Assessment: [25 Marks]
 - i. CA1: Surprise Test (Two best out of three) (10 Marks)
 - ii. CA2: Assignment(s) (10 Marks)
 - iii. CA3: Portfolio (5 Marks)
- B. Attendance: [5 marks]
- C. Mid Semester Test: [30 Marks]
- D. End-Term Exam: [40 Marks]

Semester-I**Course Title: Principles of Management****Course Code: BBA101**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Analyze the theories, principles, concepts and essentials of management.
2. Evaluate managerial actions such as planning, organizing and controlling for effective results.
3. Acquire the managerial professional attributes to be capable of decision making by applying the knowledge of management discipline.
4. Create a new concepts of business ethics to improve goodwill of business enterprise.

Course Content**UNIT I****14 Hours**

Nature and significance of Management, Approaches of management, Contributions of Taylor, Fayol and Barnard, Functions of a Manager, Social responsibility of Managers, Values in management, Building effective Communication System Management by Exception (MBE). Decision making and its process.

UNIT II**17 Hours**

Organizing: nature, importance, process, formal & informal organizations, organization chart, organizing principles. Delegation: types on various basis. Authority: types, responsibility and accountability. Delegation: steps in delegation, obstacles to delegation and their elimination

UNIT III**16 Hours**

Staffing: manpower management, factors affecting staffing, job design. The selection process, techniques, and Performance appraisal: need and process. Communication: importance, process, barriers

UNIT IV**13 Hours**

Controlling: control process, types, barriers to control making, control techniques: budget and non-budgetary control devices. Social responsibility and business ethics, decentralization vs. centralization, determinants of effective decentralization.

Transaction Mode

Cooperative learning, Collaborative Teaching, Quiz, Open talk, Inquiry

based learning, Group discussion, Active participation

Suggested Readings

- *Koontz, Harold & Weihrich, Heinz (2018). Essentials of Management. Tata McGraw Hill Publishing, New Delhi*
- *Prasad, L.M. 2019. Principles & Practices of Management. Sultan Chand & Sons, New Delhi*
- *Robbins, S. P., & DeCenzo, A. D. (2019). Fundamentals of Management. Pearson Education, New Delhi*
- *Parkinson C. Northcote, Rustomji M. K. & Sapre S. A. (2019). Great Ideas in Management. Orient Paperbacks, India*
- *Carpenter, M. A., Bauer, T., Erdogan, B., & Short, J. (2018). Principles of management. Washington, DC: Flat World Knowledge.*

Course Title: Business Economics-I**Course Code: BBA113**

L	T	P	Cr.
3	1	0	04

Total Hours-60**Learning Outcomes**

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

1. Understand the basic concepts of managerial economics and apply the economic way of thinking to individual decisions and business decisions.
2. Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.
3. Understand and estimate production function and Law of Diminishing Marginal Utility.
4. Understand and explain four basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, and how price and quantity are determined in each mode

Course Content**UNIT I****17 Hours**

Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand and the Firm: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity. Use of elasticity for analyzing demand, Demand estimation, Demand forecasting, Demand forecasting of new product. Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

UNIT II**14 Hours**

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale; Estimation of production function.

Theory of Cost: Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function.

UNIT III**16 Hours**

Revenue Curve: Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue, Average revenue and marginal revenue, Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model.

UNIT IV**13 Hours**

Pricing: Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices.

Factor Pricing: Demand and supply of factor of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital. Measurement of profit.

Transection Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation

Suggested Readings

- K.K .Dewett, *Modern Economic Theory*, S. Chand Publication
- D.M. Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, TataMcGraw Hills
- Geetika, *Managerial Economics*, Tata McGraw Hills
- D.N. Dwivedi, *Managerial Economic*, Vikas Publications
- Froeb, *Managerial Economics*, Cengage Learning
- Koutsoyiannis, A, *Modern Micro Economics*, Palgrave Macmillan Publishers, New Delhi.
- Thomas Christopher R., and Maurice S. Charles, *Managerial Economics – Concepts and Applications*, 8th Edition.
- Mehta, P. L, *Managerial Economics – Analysis, Problems and Cases*, Sultan Chand & Sons, Delhi.
- Peterson and Lewis, *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, *Macro Economics*, Galgotia Publications.
- H. L Ahuja *Advanced Economic Analysis*, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, *Managerial Economics*, Tata McGraw Hill.

Course Title: Quantitative Techniques**Course Code: BBA114**

L	T	P	Cr.
3	1	0	04

Total Hours-60**Learning Outcomes**

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

1. Apply fundamental mathematical concepts to solve business-related problems.
2. Analyze statistical data to make informed business decisions.
3. Use mathematical models for optimization and decision-making in business scenarios.
4. Interpret and apply statistical methods for business forecasting and analysis.

Course Content:**UNIT I****14 Hours**

Fundamentals of Business mathematics, Set theory, Complex numbers and algebra of complex numbers, Permutations and combinations.

UNIT II**15 Hours**

Matrices, types of matrices, operation on matrices, transpose of matrices, symmetric and skew-symmetric of matrix. Determinants, Inverse of matrices Binomial theorem, Interest- simple interest, compound interest.

UNIT III**13 Hours**

Fundamentals of Business statistics, Measure of central tendency, Measure of dispersion

UNIT IV**18 Hours**

Correlation: Karl person coefficient of correlation, Rank of Correlation Regression, Probability, Probability Distribution

Transaction Mode

Lectures, tutorials, and hands-on workshops. Problem-solving sessions and case studies. Group projects and presentations. Practical application of mathematical and statistical software.

Suggested Readings

- Anderson, D. R., Williams, T. A., & Cochran, J. J. (2020). *Statistics for business & economics*. Cengage Learning.
- Levine, D. M., & Stephan, D. F. (2022). *Even You Can Learn Statistics and Analytics: An Easy to Understand Guide*. Addison-Wesley Professional.

- *Black, K. (2010). business statistics for contemporary decision making 6th edition.*
- *Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2000). Business research methods (Vol. 6). Fort Worth, TX: Dryden Press.*

Course Title: Introduction to Computer Applications
Course Code: BBA118

L	T	P	Cr.
2	0	0	02

Total Hours: 30

Learning Outcomes

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

1. Explain the role of computing and information technology (IT) in a digital world.
2. Acquire the skill about evolution of computers and different generation of computers.
3. Analyze the difference between the windows and DOS
4. Acquire skill about using hardware and software.

Course Content

UNIT I

10 Hours

Computer Fundamentals: Definition of computer, Components of a computer system, Brief history of evolution of computers and generation of computers, Internal and External Memory Storage, RAM, ROM, PROM, EPROM, commonly used Input/ Output/ Memory storage devices Punched Card, VDU, CRT, Difference between Hardware & Software, Types of software system, Software & Application software. Windows: Difference between windows and DOS. Basic Features, Using accessories such as calculator, paint brush, CD player.

UNIT II

8 Hours

CLS, DATE, TIME, MD, RD, RENAM, DEL, BACKUP, RESTORE, COPY, SCANDISK, and CHKDSK.

UNIT III

7 Hours

Windows: Difference between windows and DOS. Basic Features, Using accessories such as calculator, paint brush, CD player, etc.

UNIT IV

5 Hours

Use of Windows Explorer for moving and copying files. MS-Office: MS-Word, Power Point (Presentation software)

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentor Mentee

Suggested Readings

- *Saxena, Sanjay (2019). A first Course in Computers. Ed, Vikas Publishing House.*
- *Sinha, Pradeep k (2020). Computer Fundamental. Ed, BPB Publication*
- *Appleman, Daniel (2018). How Computer Programming Works. Ziff Davis Press*
- *Ceri, Stefano. Mandrioli, Dino & Sbattella, Licia. (2018). The Art and Craft of Computing. Addison Wesley*
- *Banahan, Mike. Brandy, Declan & Doran Mark. (2020). The Computer Book. Addison Wesley.*

Course Title Business Communication**Course Code: BBA115**

L	T	P	Cr.
2	0	0	02

Total Hours: 30**Learning Outcomes**

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

1. Analyze the fundamentals of communication and use concepts in day-to-day world
2. Develop the importance of interpersonal and organizational communication skills in personal/professional life
3. Apply the appropriate written format and usage of informative business messages
4. Acquire the Competence skills in oral, written and nonverbal communication.

Course Content**UNIT I****6 Hours**

Business Communication-Barriers to effective communication, basic model & communication. Theories of Interpersonal and Organizational Communication.

UNIT II**7 Hours**

Interpersonal Communication, Analyzing Transactions: The Units of Communication. The Language of Persuasion: Communicating in a Diverse Work Environment, Crisis Communication Strategies

UNIT III**9 Hours**

The Writing Strategy- for business (e.g., applying for a loan, salary advance, refund etc.), leave application, Different styles of writing. Press Reports, drafting a CV, writing a job application and other applications, interviews,

UNIT IV**8 Hours**

Importance of non-verbal communication – positive gestures, symbols and signs. physical appearance & the art of self-presentation & conduct, developing reading, listening and speaking skills, group discussions, extempore speaking.

Transaction Mode

Inquiry based learning, Group discussion, Active participation, Case Analysis, Mentor Mentee, Brain storming, Demonstration, Project based learning, Team Teaching

Suggested Readings

- *Koneru, Arun. (2008). Professional Communication. Tata McGraw Hill, New Delhi*
- *Monippally, M.M. (2001). Business Communication Strategies. Tata McGraw Hill, New Delhi*
- *Das, Baswajit & Satpathy Ipseeta. (2007). Business Communication and Personality Development, ExcelBooks, New Delhi*
- *McGrath, E.H. (2011). Basic Managerial Skills for All. Prentice Hall of India, New Delhi*
- *Rai, Urmila & S.M Rai. (2011). Business Communication. Himalaya Publishing House, Mumbai 1976, TataMcGraw Hill, New Delhi.*

Course Title: Sectoral Aspects of the Indian Economy**Course Code: BBA119**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze the role of sectors in economic development and identifying issues in agricultural productivity and rural development
2. Analyze the industrial policies, reforms, and challenges in the manufacturing sector, along with understanding the overview and challenges of the service sector
3. Evaluate the policies and reforms for infrastructure development and analyzing challenges in the social sector
4. Investigate the emerging sectors, their potential impact, and addressing problems of the Indian economy, such as poverty and unemployment

Course Content**UNIT I****10 Hours**

Indian economy: Classification and importance of sectors, Role of Sectors in Economic Development. Agricultural Sector: Features, Issues in Agricultural Productivity and Rural Development, Agricultural Policies and Government Interventions, New Development in Agriculture: Contract Farming, Organic Farming, and Corporate Farming.

UNIT II**11 Hours**

Industrial Sector: Manufacturing sector in India, Small-scale and large-scale industries, Industrial Policies and Reforms, Sector challenges and competitiveness. Current Policy of the Government of India for small-scale and large-scale industries. Service Sector: Overview of the service sector, IT, and IT-enabled services, Tourism and hospitality industry, Banking and financial services, Challenges and opportunities in the service sector

UNIT III**11 Hours**

Infrastructure Sector: Transportation and logistics, Energy sector: Power generation and distribution, Telecommunications and information technology infrastructure, Urban infrastructure development, Policies and reforms for infrastructure development. Social Sectors: The education sector in India, Healthcare and pharmaceutical industry, social welfare schemes and programs, Challenges in social sector development, Government Interventions and Reforms in Social Sector.

UNIT IV**13 Hours**

Emerging Sectors and Future Trends: Digital economy and e-commerce, Start-ups, and entrepreneurship, Sustainable development and green sectors, Emerging sectors and their potential impact, Role of Government, Public and Private Sector. Problems of Indian Economy: Poverty, Unemployment, Inflation, Unequal distribution of Income and Wealth, Inter-State disparities in the Pattern of Development.

Transaction Mode

Problem-solving learning, Case Analysis, Cooperative Teaching, Inquiry-based learning, Visualization, Group discussion, Active participation

Suggested Readings

- Ahluwalia, M. S., & Little, I. M. D. *India's Economic Reforms and Development: Essays for Manmohan Singh*. New York, NY: Oxford University Press.
- Nagaraj, R., & Kannan, K. P. *Handbook of the Indian Economy in the 21st Century: Understanding the Inherent Dynamics*. New Delhi, India: Oxford University Press.
- Panagariya, A. *India: The Emerging Giant*. New York, NY: Oxford University Press.
- Bhandari, L., & Pillai, M. R. *India's Services Sector: Growth, Employment, and Trade Implications*. New Delhi, India: Springer.
- Singh, N. *India's Power Sector: Electricity, Energy Efficiency, and Renewable Energy*. New Delhi, India: Springer.
- Dhingra, I. *India's Agriculture Sector: Policies, Performance, and Prospects*. New Delhi, India: Cambridge University Press.
- Bhahmananda, P.R. And Panchmukhi, V.R.(eds.) 1987 – *Development Process of Indian Economy*, Himalaya Publishing House, Bombay.
- Puri, V.K. and Misra, S.K.: *Indian Economy, Latest Edition*, Himalaya Publishing House
- Datt and Mahajan: *Indian Economy*, S. Chand and Company

Course Title: Financial Services and Markets**Course Code: BBA116**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Develop a comprehensive understanding of the structure, participants, and functions of the financial services industry, including banks, investment firms, and insurance companies.
2. Analyze financial markets, including stock markets, bond markets, and foreign exchange markets.
3. Apply the concepts of code of conduct and self-regulation in entrepreneurial business of merchant banking.
4. Evaluate the regulatory environment of financial services.

Course Content**UNIT I****14 Hours**

Financial Services Nature & types; Regulatory Environment of Financial Services; Marketing of Financial Services. Merchant Banking: Role, Services provided by merchant banks, SEBI Regulations, Recent Developments, Code of Conduct, Self-regulation (AMBI) by merchant banks. An overview of Financial Markets in India. Money Market: Indian Money Market's composition and structure; Acceptance Houses, Discount Houses, and Call Money Market; Recent trends in India Money Market.

UNIT II**10 Hours**

Underwriting: Concept, Registration, SEBI guidelines, Recent Developments. Credit Rating: Significance, Types, Rating Methodology, Drawbacks, and SEBI regulations for credit rating, Credit Rating Agencies in India: CRISIL, ICRA & CARE lease financing: Types and basis, present scenario in India. Capital Market: Security Market (a) New issue market, (b) Secondary market; Functions and role of Stock Exchange; Listing procedure and legal requirements. Stock Exchange- National Stock Exchange and Bombay Stock Exchange.

UNIT III**12 Hours**

Mutual Funds: types, Risks involved in Mutual Funds, Registration of Mutual Funds, Trustees, Asset Management. Housing Finance: types, procedure for loan disbursement, housing finance market in India, Companies and custodian, Regulation of Mutual Funds: SEBI guidelines, Recent Developments, Marketing of Mutual Funds in India. Venture Capital: Characteristics, SEBI Guidelines, Venture Capital Funds in India; factoring: characteristics & forms.

UNIT IV**9 Hours**

Factoring in India, forfeiting: Concept, sequence of operations in forfeiting, in India, Consumer Finance: growth & present scenario in India. Call money market: participation, location, volume of call loans, call rates, recent developments. Treasury bill market, Commercial Bill market - bills of exchange. Depository: Concept, depository participants, functioning of depository systems, Demat, Remat, process of switching over to depository systems, benefits, depository systems in India.

Transaction Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation, Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming, Mentor Mentee, Quiz, Open talk

Suggested Readings

- Eugene F. Brigham, Michael C. Ehrhardt (2015) *Financial Management: Theory & Practice (15th Edition)*. Cengage Publications. New Dehli
- Saunders Anthony & Cornett Marcia Million. (2019). *Financial Markets and Institution 3rd Edition* s. Tata McGraw-Hill Education Private Limited.
- Bhole L.M. (2019). *Financial Institutions and Markets*. Tata McGraw-Hill Publishing Company Limited.
- Srivastava R.M. 2018. *Management of Indian Financial Institutions*. Himalaya Publishing House. Mumbai.
- Khan M.Y. 2017. *Indian Financial System. 5th Edition*. Tata McGraw-Hill Publishing Company Limited, New Delhi.

Course Title: Retail Management**Course Code: BBA111**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Examine insights into all functional areas of retailing
2. Study the buying behavior, the consuming pattern, the needs and wants of the retail consumer
3. Analyze the challenges and opportunities in retail marketing.
4. Evaluate strategic and operational decision-making processes in the organized retail.

Course Content**UNIT I****13 Hours**

Retailing: What is retailing, retailing structure and distribution, Opportunities in retailing. Types of retailer: Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits & Challenges of retail channels.

UNIT II**12 Hours**

Retail buying behavior: The buying process, Types of buying decisions. Retailing strategy: Retail market strategy, Target market and retail formats, Growth strategies. Financial strategy and retail locations: Financial objectives and goals, Analysis of financial strength, Types of locations, Location and retail strategy,

UNIT III**10 Hours**

Merchandise management: Merchandise management overview, forecasting sales, developing an assortment plan, setting inventory and product availability levels, establishing a control system for managing inventory, allocating merchandise to stores.

UNIT IV**10 Hours**

Retail pricing: Pricing strategies, Consideration in setting retail prices, Legal and ethical pricing issues. Store Management: Store management responsibilities, Recruiting and selecting employees, Motivating and managing store employees, Compensating and rewarding store employees, Store design objectives, Store design elements, Visual merchandising, merchandising.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Panel Discussions, Mentor Mentee, Quiz, Open talk, Question

Suggested Readings

- *Bhatia, S. C. (2008). Retail management. Atlantic Publishers & Dist.*
- *Suja Nair. (2018). Retail Management. Himalaya Publishing House, Mumbai, 2008.*
- *Swapna Pradhan (2019). Retail Management. Tata McGraw Hill Publishing, New Delhi.*
- *Berman, B., Evans, J. R., & Chatterjee, P. (2018). Retail management: a strategic approach. Pearson Education Limited*
- *Barry, B. (2003). Retail management: a strategic approach. Pearson Education India.*

Course Title: Production & Operations Management**Course Code: BBA117**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze various production processes to identify inefficiencies and opportunities for improvement.
2. Evaluate capacity planning, inventory management and factors in decision making.
3. Examine supply chain dynamics and their impact on production and operations.
4. Evaluate and mitigate operational risks, including supply chain disruptions and resource shortages.

Course Content**UNIT I****13 Hours**

Production and operations management; its functions and relationship with other functional areas. Facility location decision, layout decision, product and process layout.

UNIT II**10 Hours**

Capacity planning. Production planning and control: Planning, scheduling, routing etc. Assembly line balancing. Work Study: Method study and time study, Work simplification.

UNIT III**10 Hours**

Inventory Management: ABC analysis and basic model of EOQ (carrying, ordering and shortage costs). Supply Chain Management.

UNIT IV**12 Hours**

Basic concepts of maintenance management and preventive management. Statistical quality control and acceptance sampling. Latest Concepts: JIT, computer aided manufacturing, TQM and ISO quality systems. Emerging concepts of operational management: flow charts, PERT, CPM, Location, Layout

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project-based learning, Team Teaching, Mentor Mentee, Quiz, Open talk, Question, One minute

Suggested Readings

- Chase, R. B., Aquilano, N. J., & Jacobs, F. R. (2018). *Production and operations management: Manufacturing and services*. McGraw Hill Education
- Bhat Aswathappa. (2019). *Production and Operation Management*. Himalaya Publishing House
- Adam, E. Everett & Ebert, J. Ronald. (2018). *Production and Operations Management*. Prentice Hall India
- Stevenson, J. William. (2018). *Operation Management*. McGraw Hill Education
- Chary, S. N. (2018). *Production and operations management*. McGraw Hill Education.

Course Title: Banking and Insurance Law**Course Code: BBA112**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Examine the legal framework and regulatory environment for the banking and insurance industries.
2. Analyze the legal rights and obligations of banks, insurers, and their customers.
3. Explain the role of law in mitigating risks and ensuring compliance within the banking and insurance sectors.
4. Evaluate the impact of consumer protection laws and regulations on banking and insurance practices.

Course Content**UNIT I****12 Hours**

Banking and Insurance Law: Overview of the banking and insurance industries, Role of law and regulation in banking and insurance. Legal Framework for Banking: Banking laws and regulations, Regulatory authorities and their powers, Bank licensing and supervision, Bank customer relationships and duties, Payment systems and electronic banking.

UNIT II**12 Hours**

Legal Framework for Insurance: Insurance laws and regulations, Types of insurance and their legal requirements. Insurance contracts and policy provisions, Insurable interest and utmost good faith, Insurance claims and settlement

UNIT III**11 Hours**

Consumer Protection in Banking and Insurance: Consumer protection laws and regulations, Disclosure requirements and transparency, Unfair and deceptive practices, Dispute resolution mechanisms. Risk Management and Prudential Regulations: Risk management in banking and insurance, Capital adequacy and solvency requirements

UNIT IV**10 Hours**

Emerging Issues in Banking and Insurance Law, Regulatory Compliance and Enforcement, Case Studies and Legal Analysis, Application of legal principles to real-world scenarios. Emerging Trends and Future Developments

Transaction Mode

Class Discussions, Seminars, Cooperative learning, Inquiry based learning, Group discussion, Active participation, Open talk, Panel Discussions

Suggested Readings

- Jackson, H. E., & Carnell, R. S. (2019). *Banking Law and Regulation*. Wolters Kluwer.
- Abraham, K. (2017). *Insurance Law and Regulation: Cases and Materials*. Wolters Kluwer.
- Lovett, W. A. (2018). *Banking and Financial Institutions Law in a Nutshell*. West Academic Publishing.
- Martinez, L. P., & Abraham, J. L. (2020). *Insurance Law: Cases and Materials*. Foundation Press.
- Malloy, M. P. (2019). *Banking and Financial Services Law: Cases, Materials, and Problems*. LexisNexis.

Semester-II**Course Title: Business Economics-II****Course Code: BBA218**

L	T	P	Cr.
3	1	0	04

Total Hours: 60**Learning Outcomes**

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

1. Explain the concept of national income and its measurement using different approaches.
2. Describe the underlying theories of demand and supply of money in an economy.
3. Make use of employment and national income statistics students will be able to describe and analyze the economy in quantitative terms.
4. Interpret macroeconomic issues like money, inflation and unemployment.

Course Content**Unit I****17 Hours**

National Income: Measuring National Income. Problems in the measurement of National Income. Theories of Money: Nature and functions of money – Types of money: Near money, inside money and outside money. Theories of demand for money – defining demand for money – Classical theories of demand for money – Friedman's re-statement of Quantity Theory of Money; Liquidity preference theory and Keynesian Liquidity Trap. Theories of Supply of money; Defining supply of money; Measuring supply of money.

Unit II**15 Hours**

Theories of Inflation and Unemployment: Meaning, Types and Theories of Inflation. – Cost of inflation and sacrifice ratio. – Measurement of Inflation in India – Policies to control inflation Meaning and types of unemployment. – Cost of unemployment and Oakun's Law Measurement of unemployment in India. – Concept of Stagflation – Concept of Philips Curve.

Unit III**15 Hours**

Business cycle: Meaning, types and phases. Monetary, Fiscal and Income policy – Meaning and instruments. Multiplier: Concept, Features and Leakages. Foreign trade multiplier.

Unit IV**13 Hours**

Macro-economic Framework in Indian Economy–Public Finance–Tax system in India–Financial Administration: Finance Commission.

Transection Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation

Suggested Readings

- *Ahuja, H.L. (2015) Macroeconomics-Theory and Policy. New Delhi: Sultan Chand.*
- *Jhingan, M.L. (2016) Macro Economic Theory. Delhi: Vrinda Publications Pvt. Ltd*
- *Dwivedi, D.N. (2017) Macroeconomics: Theory and Practice: Theory & Practice. New Delhi: McGraw Hill.*
- *Jain, T.R., Khanna, O.P. (2014) Managerial Economics: V.K. Publications*
- *Dewett, K.K., Navalur, M.H., (2006) Modern Economic Theory: New Delhi: Sultan Chand.*

Course Title: Financial Accounting for Managers**Course Code: BBA219**

L	T	P	Cr.
3	1	0	04

Total Hours: 60**Learning Outcomes**

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

1. Evaluate the operations of organizations through management accounting techniques
2. Analyze the costing systems, cost management systems, budgeting systems and performance measurement systems
3. Create balance between financial and non-financial information in decision making, control and performance evaluation applications of management accounting
4. Determine the costs and benefits of different conventional and contemporary costing systems

Course Content**UNIT I****16 Hours**

Financial Accounting- concept, significance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods). Preparation of final accounts Trading Account, Profit & Loss Account, Balance Sheet with adjustments.

UNIT II**14 Hours**

Financial Analysis- Concepts and objectives, Limitation of Financial Analysis. Tools of Financial Analysis: trend analysis, common size statements, comparative statements

UNIT III**14 Hours**

Ratio analysis, fund flow and cash flow statements, Applications of ratio analysis. (With additional information). Financial Statement, significance and Limitations of Financial Statement.

UNIT IV**16 Hours**

Responsibility Accounting; Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentor Mentee, Quiz, Open talk, Question, One minute

Suggested Readings

- *Jain, S.P & Narang, K.I (2002). Financial Accounting. Kalyani Publisher, New Delhi*
- *Maheshwari S.N., Maheshwari CA Sharad K & Maheshwari Dr. Sunil K (2018). An Introduction to Accountancy. Vikas Publishing House*
- *Mukherjee & Hanif (2019). Fundamentals of Accounting. Tata McGraw Hill, New Delhi*
- *Bragg, M. Steven (2006). Accounting control best practices. John Wiley & Sons Publishing*

Course Title: Environmental Studies**Course Code: BBA212**

L	T	P	Cr.
2	0	0	02

Total Hours: 30**Learning Outcomes**

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

1. Demonstrate a solid understanding of key environmental concepts, including ecosystems, biodiversity, sustainability, and human impact on the environment.
2. Explain skills to environmental problems including energy, water, and air issues and the use of statistical methods in data analysis and argumentation.
3. Analyze the complexities of the natural environment and its relationship with ecological system.
4. Evaluate the science and policy ramifications of diverse energy portfolios on air and water quality, climate, weapons proliferation and societal stability

Course Content**UNIT I****6 Hours**

The Multidisciplinary nature of environmental studies, Natural Resources: Renewable and non-renewable resources. Energy resources, Land resources, Role of an individual in conservation of natural resources, equitable use of resources for sustainable lifestyles.

UNIT II**8 Hours**

Ecosystems, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Threats to biodiversity, Conservation of biodiversity: In-situ conservation of biodiversity.

UNIT III**9 Hours**

Environmental Pollution, Solid waste Management, Disaster management, Social Issues and the Environment, Environmental ethics, Wasteland reclamation, Consumerism and waste products, Environment Protection Act, Features of the act Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act, Issues involved in enforcement of environmental legislation, public awareness.

UNIT IV**7 Hours**

Human Population and the Environment, Family Welfare Program. Environment and human health. Human Rights. Value Education. HIV / AIDS, Women and Child Welfare. Role of Information Technology in

Environment and human health, Case Studies. Field work: Visit to a local area to document environmental and river forest grassland Hill Mountain. Visit to a local polluted site – Urban / Rural / Industrial / Agricultural, Study of common plants, insects, birds, Study of simple ecosystems-pond, river, hill slopes, etc.

Transaction Mode

Seminar, Cooperative learning, Collaborative Teaching, Quiz, Open talk, Inquiry based learning, Group discussion, Active participation

Suggested Readings

- Misra, S. K., & Puri, V. K. (2019). *Indian economy* (p. 174). Himalaya Publishing House.
- Kapila, U. (2019). *Understanding the problems of Indian Economy*. Academic Foundation.
- Malik, P. L. (2018). *The Industrial Law*. Easter Book.
- Schiffer, M., & Weder, B. (2018). *Firm size and the business environment: Worldwide survey results* (Vol. 43). World Bank Publications.
- Mehta, S. C., Mehta, S. S., & Aun, B. L. (2018). *The evaluation of business text books: An international perspective*. *Journal of Professional Services Marketing*, 19(2), 141-149

Course Title: Management Information System**Course Code: BBA220**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze the current issues of information technology and relate those issues to the firm.
2. Investigate an impact of information technology on firms.
3. Examine the role of information technology and information system in business.
4. Create a working knowledge of concepts and terminology related to information technology.

Course Content**UNIT I****12 Hours**

Significance, Evolution, MIS Support for Programmed and Non-Programmed Decision Making, Model of Decision Making. MIS- need and concepts, factors influencing MIS and characteristics of MIS, Technology of MIS, Structure of MIS, Decision Making and role of MIS, Data communication, Basic H/W required Channel features and concept of Distributed database.

UNIT II**11 Hours**

Data bases Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, Group decision support system. Organization & Information Systems: Relationship, Salient Feature of Organization, Effect of organization on Information Systems and Vice Versa. Advanced Information Systems: Knowledge Work Systems, Executive Support Systems, and Expert Systems.

UNIT III**10 Hours**

Artificial intelligence: Uses of Artificial Intelligence technologies in business: neural network, fuzzy logic, virtual reality; Applications of AI in MIS. Executive information system. System implementation Strategies and process; System Evaluation and Maintenance

UNIT IV**12 Hours**

Applications: cross –functional MIWS; ERP; CRM; SCM; Transaction Processing system; Business intelligence, supply chain management, Business Process management. Information system for strategic advantage, strategic role for information system, breaking business barriers, Business process reengineering, improving business qualities.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentor Mentee.

Suggested Readings

- Goyal, D. P. (2021). *Management Information Systems: Managerial Perspectives*. Vikas Publishing House.
- Davis, G. B., & Olson, M. H. (2019). *Management information systems: Conceptual foundations, structure, and development*. McGraw-Hill, Inc.
- O'brien, J. A., & Marakas, G. M. (2016). *Management information systems (Vol. 6)*. McGraw-Hill Irwin.
- Ein-Dor, P., & Segev, E. (2018). *Managing management information systems*. Toronto: Lexington Book.
- Laudon, K. C. (2017). *Management information systems: Managing the digital firm*. Pearson Education India

Course Title: Management Information System**Course Code: BBA214**

L	T	P	Cr.
0	0	4	02

Total Hours: 60**Learning Outcomes**

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

1. Demonstrate proficiency in basic computer operations, including turning the computer on/off, using peripherals, and navigating the desktop interface.
2. Understand and use common features and functions of an operating system.
3. Explain word processing software (e.g., Microsoft Word or Google Docs) to create, format, and edit documents
4. Create and deliver effective presentations using software like Microsoft PowerPoint or Google Slides.

Course Content**UNIT I****16 hours**

MS Windows: Familiarizing with windows operating system; using built-in accessories; managing files and folders using windows explorer; working with control panel; installing hardware and software, Installation of MS Office.

UNIT II**14 hours**

MS Word: Using word to create Resume Features to be covered: - Formatting Fonts in word, Drop Cap in word, Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Using Date and Time option in Word.

UNIT III**14 hours**

MS Excel: Creating a Scheduler Features to be Covered: - Gridlines, Format Cells, Summation, auto fill, Formatting Text. Calculations Features to be covered: - Cell Referencing, Formulae in excel – average, std. deviation, Charts, Renaming and Inserting worksheets, Hyper linking, Count function, LOOKUP/VLOOKUP.

UNIT IV**16 hours**

MS Power Point: Salient features of Power-point, File, Edit, View, Insert, Format, Tools, and Slide Show. Topics covered includes: Hyperlinks, Inserting –Images, Clip Art, Audio, Video, Objects, Tables and Charts
Internet: Navigating with Internet Explorer; surfing the net, using search engines; using email.

Evaluation Criteria:

- A. First Practical (Unit-I): 20 Marks
- B. Second Practical (UNIT II): 20 Marks
- C. Third Practical (UNIT III): 20 Marks
- D. Fourth Practical (UNIT IV): 20 Marks
- E. Final Practical at end of the semester (Comprehensive practical): 20 Marks

Course Title: Fundamentals of Banking & Insurance**Course Code: BBA214**

L	T	P	Cr.
2	0	0	02

Total Hours: 60**Learning Outcomes**

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

1. To expose the student to the theory and overview of the banks and its Management
2. To impart knowledge regarding insurance companies and its significance
3. To familiarize students with latest Acts, technology and trends in banking and insurance.
4. To enable the students to acquire knowledge about basics of Banking and Insurance.

Course Contents:**UNIT I****7 Hours**

Meaning and definition of Banking - Origin and development of banking
Customer of a bank - Structure of banking in India - Banks and economic development - Functions of commercial banks (conventional and innovative functions) - Central bank - RBI – Functions - Emerging trends in banking.

UNIT II**6 Hours**

Types and Functions of Banks. Commercial Banks, Cooperative Banks, Regional Rural Banks, Agriculture and Rural Development Banks, Development Banks, Universal Banking ADRs and GDRs, EXIM Bank and their Functions.

UNIT III**8 Hours**

Commercial Banking Operations: Payment and settlement system-New age clearing and New age payment, RTGS, SWIFT, NTGS, KYC Norms and Anti-Money Laundering, FEMA.

Negotiable Instruments: An overview of -Endorsements, Cheques: Payment and collection, Bills of Exchange and Promissory Notes. Loans and Advances, Priority sector lending. Innovations in Banking: E-banking, Mobile banking.

UNIT IV**9 Hours**

Insurance: Definition & nature, its scope and significance, Indian Insurance Industry, Salient features of IRDA Act, Life insurance: Annuities, Measurement of risk and Morality Table. Need of insurance-insurance as a

social security tool - Insurance and economic development-principles of insurance.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentor Mentee, Quiz, Open talk, Question, One minute

Suggested Readings:

- Principles and Practices of Banking, Indian Institute of Banking and Finance, Macmillan India Ltd.
- Mishra M.N., Life Insurance Corporation of India, Vol. I, II, III – Raj Books, Jaipur.
- Legal and Regulatory Aspects of Banking, Indian Institute of Banking and Finance, Macmillan India Ltd.
- MC Gaeg, K.P.Singh, Insurance: Fundamentals, Environment & Procedures Bodla, Published by Deep & Publications Pvt.Ltd. New Delhi.
- On-line resources to be used if available as reference material <http://egazette.nic.in/WriteReadData/2020/222114.pdf>
- On-line Resources <https://www.irdai.gov.in/>

Course Title: Management Accounting**Course Code: BBA215**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Acquire knowledge and understanding of nature, purpose and scope of managerial information.
2. Analyze and provide recommendations to improve the operations of organizations through the application of management accounting techniques
3. Examine the need for a balance between financial and non- financial information in decision making, control and performance evaluation applications of management accounting
4. Apply management accounting tools for the purposes like budgetary control; pricing; cost allocation; performance evaluation.

Course Content**UNIT I****12 Hours**

Management Accounting: Nature, Objectives, Scope and Functions of Management Accounting, Utility of Management Accounting, Role of Management Accounting in decision making; Management Accounting Tools; Advantages and Limitations of Management Accounting.

UNIT II**10 Hours**

Financial Statements: Concept, Nature, Objectives, Types, Limitations of Financial Statements; Analysis and Interpretation of Financial Statements. Methods of Financial Statements Analysis- Fund Flow Analysis: Concept, Sources and Uses of Funds

UNIT III**12 Hours**

Funds Flow Statement, Applications and Managerial uses of Funds Flow Analysis, Statement of Changes in working Capital, Funds Flow Statements. Cash Flow Analysis: Indian Accounting Standard – 3, Cash Flow Statement. Comparative Statements, Common size statements, and Trend analysis

UNIT IV**11 Hours**

Ratio analysis: Classification of Ratios, Profitability ratios, Turnover ratios, Liquidity ratios, Solvency ratios; applications of ratio analysis. Calculation and interpretation of the ratios; Advantage of Ratio Analysis; Limitations of Accounting Ratios.

Transaction Mode

E- Monitoring, flipped teaching, Gamification, Role Play, Case based Teaching, Case Analysis, Dialogue, Panel Discussions, Group Discussions

Suggested Readings

- Drury, C. (2018). *Cost and management accounting*. Cengage Learning.
- Fleischman, R., & McLean, T. (2020). *Management accounting: Theory and practice*. Routledge.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, M. S. K. (2021). *Principles of Management Accounting*. Sultan Chand & Sons

Course Title:Industrial Relations**Course Code: BBA208**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Examine the role of trade unions in the industrial setup.
2. Analyze the important causes & impact of industrial disputes.
3. Elaborate industrial dispute settlement procedures.
4. Summarize the important provisions of Social Security Legislations and provisions of Wage Legislations.

Course Content**UNIT I****10 Hours**

Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno- economic profile. Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations. Worker participation in Management- forms and level

UNIT II**12 Hours**

ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Role and objectives of ILO. Prevention and settlement of disputes. Trade union finances and funds. Privileges of registered trade union.

UNIT III**13 Hours**

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations. Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management.

UNIT IV**10 Hours**

Importance and Features: The Trade unions Act, 1926 {with amendments}, The Industrial Disputes Act, 1947 {with amendments}, Factories Act {with amendments}. Objective and scope of Acts: Mines Act 1952, Plantation labour Act 1951. Importance and Features: Workmen Compensation Act 1923, Payment of Wages Act 1936 and Payment of Bonus Act 1956.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active

participation, Mentor Mentee, Quiz, Open talk, Panel Discussions

Suggested Readings

- Sharma, R. C. (2016). *Industrial relations and labour legislation*. PHI Learning Pvt. Ltd.
- Suri, R. K., & Chhabra, T. N. (2009). *Managing Human Resource: Techniques and Practices*. Pentagon Press.
- Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.
- Venkataratnam, C. S., & Verma, A. (Eds.). (1997). *Challenge of change: Industrial relations in Indian industry*. Allied Publishers.
- Venkataratnam, C.S. *Industrial Relations*. Oxford University Press, New Delhi
- Dutta, S.K. *Guide to Disciplinary Action*. Tata McGraw Hill, New Delhi

Course Title: Marketing Ethics**Course Code: BBA216**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze the fundamental principles of marketing ethics and their importance in the business environment.
2. Analyze the ethical issues and dilemmas in marketing practices.
3. Apply ethical frameworks and decision-making models to resolve ethical dilemmas in marketing.
4. Evaluate the impact of marketing practices on consumer behavior and society.

Course Content**UNIT I****10 Hours**

Marketing ethics, relevant theories to examine ethical questions, code of conducts and ethical guidelines, a stepwise ethical marketing decision process, Ethics in relation to marketing decisions: market research, segmentation, marketing communications and international marketing.

UNIT II**13 Hours**

Consumer rights and protection, Product safety and labeling, Pricing and fair competition, Advertising and promotion ethics. Ethics and Consumer Behavior: The influence of marketing on consumer behavior, Consumer privacy and data protection, Deceptive marketing practices

UNIT III**12 Hours**

Stakeholder Relationships and Social Responsibility: Building ethical relationships with stakeholders, Employee rights and fair labor practices, Ethical Challenges in Digital Marketing: Privacy and data collection in digital marketing, social media ethics and influencer marketing, Managing online reputation and reviews

UNIT IV**10 Hours**

Legal and Regulatory Aspects of Marketing Ethics: Laws and regulations governing marketing practices, Intellectual property rights and copyright issues, Ethical leadership and its role in marketing ethics, Application of ethical principles in marketing strategies. Analysis of real-world marketing ethics cases

Transaction Mode

Cooperative learning, Blended Learning, Inquiry based learning, Group discussion, Active participation, Mentor Mentee, Quiz, Open talk, Panel

Discussions

Suggested Readings

- Murphy, P. E., & Laczniak, G. R. (2014). *Marketing ethics*. *Wiley Encyclopedia of Management*, 1-4. doi:10.1002/9781118785317.weom070106
- Laczniak, G. R., & Murphy, P. E. (2019). *Marketing Ethics: Cases and Readings*. Taylor & Francis.
- Brenkert, G. G., & Beauchamp, T. L. (2008). *Marketing ethics: A comparative perspective*. *Business Ethics Quarterly*, 18(1), 183-187. doi:10.5840/beq200818110
- Murphy, P. E., Laczniak, G. R., & Toffel, L. M. K. (2011). *Ethics in Marketing: International Cases and Perspectives*. Routledge.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2018). *Business Ethics: Ethical Decision Making & Cases (12th ed.)*. Cengage Learning. (Chapter on Marketing Ethics)

Course Title: Derivatives and Risk Management Course**Course Code: BBA217**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze the concept of derivatives and their role in financial markets.
2. Evaluate the different types of derivatives, including futures, options, swaps, and other structured products.
3. Estimate the risks associated with derivatives and understand the importance of risk management in financial institutions.
4. Assess the use of derivatives for hedging, speculation, and arbitrage purposes.

Course Content**UNIT I****10 Hours**

Derivatives and Risk Management: Overview of derivatives and their role in financial markets, risk management concepts and techniques. Types of Derivatives: Futures contracts, Options contracts, Swaps: interest rate swaps, currency swaps, and credit default swaps, Structured products: collateralize debt obligations, mortgage-backed securities, etc.

UNIT II**13 Hours**

Risk Identification and Measurement, Market risk, Credit risk, Operational risk. Valuation of Derivatives, Hedging and Risk Management Strategies

UNIT III**12 Hours**

Regulation of Derivatives Markets, Overview of regulatory frameworks for derivatives trading, Role of regulatory bodies and agencies, Impact of regulations on risk management practices

UNIT IV**10 Hours**

Emerging Trends and Challenges, Derivatives innovation and new product development. Case Studies in Derivatives and Risk Management, Analyzing real-world examples of derivative use and risk management

Transaction Mode

Cooperative learning, Blended Learning, Inquiry based learning, Group discussion, Active participation, Mentor Mentee, Quiz, Open talk, Panel Discussions

Suggested Readings

- *Chance, D. M., & Brooks, R. (2018). Introduction to Derivatives and Risk Management. Cengage Learning.*
- *McDonald, R. L. (2013). Derivatives Markets (3rd ed.). Pearson.*
- *Hull, J. C. (2018). Options, Futures, and Other Derivatives (10th ed.). Pearson.*
- *Kolb, R. W. (2015). Futures, Options, and Swaps (6th ed.). Wiley.*
- *Gup, B. E. (2014). Derivatives Essentials: An Introduction to Forwards, Futures, Options, and Swaps. Wiley.*
- *Choudhry, M. (2011). Fixed Income Securities and Derivatives Handbook: Analysis and Valuation (2nd ed.). Wiley.*

Semester-III**Course Title: Marketing Management****Course Code: BBA319**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Evaluate the analytical frameworks and tools used in marketing mix.
2. Analyze the information of a firm's market segmentation to formulate segmentation strategies.
3. Evaluate new product development process, product mix and product line decisions, branding and packaging decisions, pricing strategies and programs tools of product differentiation.
4. Analyze the role of marketing channels and identifying major channel alternatives.

Course Content**UNIT I****18 Hours**

Marketing: Concepts - production, product, selling, marketing & societal marketing. Marketing environment –marketing management and its environment. Marketing Communications, The Marketing Communication Process, The Promotion Mix, Factors Guiding The Selection Of Promotion Mix, Advertising And Its Objectives, Developing The Advertising Campaign; Sales Promotion And Its Objectives, Tools Of Sales Promotion, Public Relations And Major Tools; Events And Experiences. Personal Selling: Nature And Process, Direct Marketing Emerging Trends And Issues In Marketing: Rural Marketing, Societal Marketing, Ethics in Marketing, Direct and Online Marketing, Green Marketing, Retail Marketing.

UNIT II**14 Hours**

Consumer buying behavior: consumer decision making process (five step model), factors affecting buying behavior. Market segmentation: need, concept, mass marketing vs. Segmentation. Marketing mix: 4ps of products & 7ps of services, components & factors affecting

UNIT III**15 Hours**

Product decisions: new product development process, and product life cycle. Positioning, branding, packaging & labeling decisions pricing decisions: importance, objectives & strategies

UNIT IV**13 Hours**

Product promotion: promotion mix and factors affecting. Distribution: channel decisions, types & factors, physical distribution system & its

components.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentor Mentee, Quiz, Open talk, Panel Discussions

Suggested Readings

- *Kotler, Philips, Armstrong, Gary & Agnihotri Prafula. (2018). Principles of Marketing. Pearson Education*
- *Ramaswamy, V.S & Namakumari, S. (2019). Marketing Management. Om Books*
- *Stanton, J. William. (2018). Fundamentals of Marketing. McGraw Hill Education*
- *Gandhi, J.C. (2018). Marketing A Managerial Introduction. McGraw Hill Education*
- *Baker, Michael J. (2018). Companion Encyclopedia of Marketing. Cengage Learning Emea*

Course Title: Organizational Behaviour**Course Code: BBA311**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Analyze the different forms of organizations, their features and relevance in a business context
2. Develop the professional skills to handle the business effectively and efficiently.
3. Build the intellectual level to take decisions through techniques such as brain storming and decision tree analysis.
4. Improve the leadership skills and motivational spirit for teamwork.

Course Content**UNIT I****16 Hours**

Organizational behavior: OB and its relevance in today's business environment. Individual behavior in organization: understanding self; perception – nature and importance, perceptual selectivity, stereotyping, halo effect.

UNIT II**18 Hours**

Learning and its theories, behavior modification, attitudes, personality; self-concept, self-esteem, major determinants of personality. Motivation; types of motivation, theories - Maslow, Herzberg, McGregor, Vroom and Porter – Lawler.

UNIT III**12 Hours**

Group behavior in organization: group dynamics, types of groups, group norms and roles, group cohesiveness, group development and facilitation. Johari window.

UNIT IV**14 Hours**

Dynamics of managerial leadership: leadership styles, trait approach, behavioral approaches, and managerial grid. Inter- personal behavior in organization: Transactional analysis, Management conflict, Stress management.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentor Mentee, Quiz, Open talk, Question, One minute

Suggested Readings

- *Robbins P. Stephen. (2016). Organisation Behaviour. Pearson Education*
- *Luthans, Fred. (1992). Organizational Behaviour. McGraw Hill Publication*
- *Prasad, L.M. (2019). Organizational Behaviour. Sultan Chand & Sons*
- *Robbins, S. P, Judge & T. A, Sanghi. (2009). Organizational Behavior. Pearson Education*
- *Aswathappa, K. (2016). Organisational Behaviour. Himalaya Publishing House*

Course Title: Service Management**Course Code: BBA320**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Understand various attributes of Effective Management of Services Marketing,
2. Develop Service Blueprint for mapping variety of real life service processes.
3. Implement processes for delivering services, including online services and new service development.
4. Evaluate service encounters and implement strategies to enhance service quality and customer loyalty.

Course Content:**Unit I****15 Hours**

Understanding Services: The Service Economy, Service Definitions, Facilitating Role of Services in an Economy, Nature of the Service Sector, The Experience Economy, Consumer Service Experience, Business Service Experience, Distinctive Characteristics of Services - Customer Participation, Simultaneity. Perishability, Intangibility, Heterogeneity, Non-transferrable Ownership.

Unit II**17 Hours**

Services Marketing Triangle, External versus Internal Orientation of Service Strategy, Positioning the Service Offering, Important Vs. Determinant attributes, Positioning and Brand Creation, Positioning Maps, Designing and Managing Service as a Process, Balancing Demand and Capacity (7+2) Service Leadership and Excellence: Concept of Service Leadership, Principles of Service Leadership, Integrating People and Process for Service Leadership.

Unit III**13 Hours**

New Service Design and Development, Taxonomy for Service Process Design, Type of Customer Contact, Generic Approaches to Service System Design, Production-Line Approach, Customer as Co-producer, Customer Contact Approach, Service Blueprint, Customer Value Equation, Technology & Automation in Services, Information Empowerment, AI's Role In Customer Service.

Unit IV**15 Hours**

Concept of the Service Encounter, Role of Technology, The Emergence of Self-Service, The Service Encounter Triad, Encounter Dominated by the

Service Organization, Contact Personnel-Dominated Encounter, Customer-Dominated Encounter, The Service Organization, Culture, Empowerment, Control Systems, Customer Relationship Management, Contact Personnel - Selection and Training, Creating an Ethical Climate. The Customer Expectations and Attitudes.

Transaction Mode

Lectures, discussions, and case studies. Group projects and presentations. Guest lectures by industry practitioners.

Suggested Readings

- *Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill*
- *Services Sector Management An Indian Perspective, C. Bhattacharjee*
- *Services Business Management, Dr. Abhay Kulkarni, Himalaya Publication.*
- *Services Marketing: Global Edition by Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition*
- *Successful Service Operations Management, Metter, King-Metters, Pulliman& Walton, Thomson India*
- *Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press*

Course Title: Seminar on Business Writing Skills**Course Code: BBA313**

L	T	P	Cr.
0	0	2	01

Total Hours: 30**Learning Outcomes**

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

1. Analyze the principles and importance of effective business writing in professional contexts.
2. Apply techniques for clarity, conciseness, coherence, and professionalism in business writing.
3. Create well-structured and organized reports that present data and findings in a clear and persuasive manner.
4. Develop a professional and appropriate tone and style for different types of business communications, such as emails, memos, reports, and proposals.

Course Content

Business Writing, Principles of Clear and Concise Writing, Planning and Drafting Business Documents, Writing Professional Emails and Memos, Writing Reports and Proposals, Adapting Writing Style for Different Audiences, Grammar, Punctuation, and Mechanics in Business Writing, Feedback and Revision, Effective Business Presentations.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentor Mentee, Quiz, Open talk, Panel Discussions

Evaluation Criteria:

- A. First Practical with Report (Unit-I): 20 Marks
- B. Second Practical with Report (UNIT II): 20 Marks
- C. Third Practical with Report (UNIT III): 20 Marks
- D. Fourth Practical with Report (UNIT IV): 20 Marks
- E. Final Practical at end of the semester (Comprehensive practical): 20 Marks

Course Title: Critical Thinking**Course Code: BBA321**

L	T	P	Cr.
2	0	0	02

Total Hours: 30**Learning Outcomes**

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

1. Apply critical thinking skills to analyze and evaluate complex issues and arguments.
2. Identify logical fallacies and biases in reasoning.
3. Formulate well-reasoned arguments supported by evidence.
4. Synthesize information from multiple sources to make informed decisions.

Course Content**UNIT I****9 Hours**

Critical Thinking - concept, importance and scope. Characteristics of effective critical thinkers, critical thinking process.

Reasoning and Argumentation: Types of reasoning, Logic & reasoning, Elements of Reasoning.

UNIT II**6 Hours**

Assumptions and Argumentation - Identifying and analyzing assumptions, evidence and arguments.

Creative thinking: concept, principles, tools. Thinking styles

UNIT III**8 Hours**

Problem-Solving and Decision-Making - Problem identification and definition
Information and Data: Synthesizing information, data sources, Analyzing and interpreting data, Evaluation and selection; decision-making and its dimensions.

UNIT IV**7 Hours**

Logical fallacies - Concepts and types. Design thinking: concept, process; Brainstorming and analyzing.

Transaction Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation.

Suggested Readings

- Paul, R., & Elder, L. (2006). *Critical thinking: The nature of critical and creative thought. Journal of developmental education*, 30(2), 34.
- Nosich, G. M. (2012). *Learning to think things through: A guide to critical thinking across the curriculum*.

- *Heard, J., Scoular, C., Duckworth, D., Ramalingam, D., & Teo, I. (2020). Critical thinking: Skill development framework.*
- *Ruggiero, V. R. (2004). The art of thinking: A guide to critical and creative thought.*
- *Paul, R., & Elder, L. (2006). Critical thinking: Learn the tools the best thinkers use.*

Course Title: Total Quality Management**Course Code: BBA314**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze the principles and concepts of Total Quality Management.
2. Examine and apply TQM tools and techniques
3. Develop skills for quality leadership and teamwork
4. Apply TQM principles in organizational contexts

Course Contents**Unit I****12 Hours**

Quality concepts and stakeholder concerns for building and construction; Evolution of modern concept of Quality management process approach; Quality assurance & control. Quality management system and ISO 9000:2000 requirements; Need for ISO 9000 – ISO 9001-2008

Unit II**11 Hours**

Quality System – Elements, Documentation, Quality Circles. Quality Auditing – QS 9000 – ISO 14000 – Concepts, Requirements and Benefits – Introduction - Definition of quality - Need for quality - Evolution of quality - Dimensions of product and service quality - Definition of TQM concepts of TQM – Principles of TQM - TQM Framework Barriers to TQM – Benefits of TQM – Cost of Quality. TQM Implementation in manufacturing and service sectors and ISO 22000. Quality system standards for construction elements; Inspections & tests; Quality management tools; Practical aspects of quality control of building projects. Good practices and managerial responsibilities.

Unit III**10 Hours**

New quality management tools – Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA – Stages, Types. Quality Councils – Employee involvement – Motivation, Empowerment, Team and Teamwork

Unit IV**12 Hours**

Quality circles Recognition and Reward, Performance appraisal – Continuous process improvement – PDCA cycle, 5S, Kaizen – Supplier partnership – Partnering, Supplier selection, Supplier Rating. TQM Framework – Contributions of Deming, Juran and Crosby, Barriers to TQM

Transactional Mode:

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Quiz, Open talk, Question, Brain storming

Suggested Readings

- Kapferer, J. N. (2018). *The new strategic brand management: Creating and sustaining brand equity long term*. Kogan Page Publishers.
- Kapferer, J. N. (2019). *Strategic brand management: new approaches to creating and evaluating brand equity*. Simon and Schuster.
- Heding, T., Knudtzen, C. F., & Bjerre, M. (2020). *Brand Management: Mastering Research, Theory and Practice*. Routledge.
- Varley, R. (2017). *Retail product management: buying and merchandising*. Routledge.
- Majumdar, R. (2017). *Product management in India*. PHI Learning Pvt. Ltd.

Course Title: Export-Import Documentation**Course Code: BBA322**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Acquire an understanding of policy, procedures and documentation relating to foreign trade operations.
2. Apply the current custom clearance phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
3. Evaluate concept in custom clearance concepts with functioning of global trade.
4. Analyze diversity and multicultural perspectives when making business decisions.

Course Content**UNIT I****13 Hours**

Documentation Framework, Exim Documentation. International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement. Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP). Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities.

UNIT II**12 Hours**

Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures. Role of Clearing and Forward Agents; Excise Clearance of cargo. Custom Clearing and Forward Agents; Excise Clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo. Custom Clearance of Import Cargo; Negotiations of Documents with Banks.

UNIT III**10 Hours**

Procedures and documentation for availing export incentives- Duty drawbacks, Import Licensing and other incentives. Processing of an Export Order. World Shipping: Structure, Liners, and Tramps, Conference System, Freight, and Structure.

UNIT IV**10 Hours**

Containerization and other developments, International Agreements and Conferences on Sea Transport. Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerization. Machinery for Consultation. Air Transport: International setup, Freight structure.

Transaction Mode

Cooperative learning, Inquiry based learning, Panel Discussions, Group Discussions, Brain storming, Active participation, Mentee Meter, Quiz, Open talk, Question

Suggested Readings

- *Johnson, T. E., & Bade, D. (2021). Export/import procedures and documentation. Amacom.*
- *Bade, D. (2015). Export/import procedures and documentation. Amacom.*
- *Weiss, K. D. (2017). Building an import/export business. John Wiley & Sons.*

Course Title: Auditing**Course Code: BBA316**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze the role and importance of Auditing in ensuring transparency, reliability, and integrity of financial reporting.
2. Explain the professional standards, ethics, and regulations governing the practice of auditing.
3. Apply the fundamental concepts and principles of auditing to assess and evaluate internal controls and financial statements.
4. Develop skills in risk assessment and apply appropriate audit procedures to identify and address areas of potential risk.

Course Content**UNIT I****13 Hours**

Auditing: Role and objectives of auditing, Regulatory and professional frameworks for auditing, Professional ethics and auditor independence, Auditing Standards and Practices, Generally Accepted Auditing Standards (GAAS), International Standards on Auditing (ISAs), Auditing guidelines and procedures.

UNIT II**12 Hours**

Audit Planning and Risk Assessment, Understanding the audit engagement process, Assessing audit risk and materiality. Audit planning and documentation, Internal Control Evaluation and Testing, assessing control risk and designing tests of controls, Evaluating the effectiveness of internal controls

UNIT III**10 Hours**

Audit Evidence and Sampling Techniques, Nature and types of audit evidence, Sampling methods and techniques. Professional Judgment and Ethical Considerations

UNIT IV**10 Hours**

Emerging Trends and Challenges in Corporate Auditing, auditing in a global and digital environment, Auditing in the era of big data and data analytics. Current issues in corporate governance and audit regulation, Case Studies and Practical Exercises

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Panel Discussions, Mentor Mentee, Quiz, Open talk, Question

Suggested Readings

- Arens, A. A., Elder, R. J., Beasley, M. S., & Splettstoesser-Hoeterp, I. (2018). *Auditing: The Art and Science of Assurance Engagements (15th ed.)*. Pearson.
- Louwers, T. J., Ramsay, R. J., Sinason, D. H., Strawser, J. R., & Thibodeau, J. C. (2018). *Auditing & Assurance Services: A Systematic Approach (11th ed.)*. McGraw-Hill.
- Cascarino, R. (2016). *Internal Audit: Efficiency Through Automation (2nd ed.)*. Wiley.
- Turley, S., & Zaman, M. (2007). *Corporate Governance: A Synthesis of Theory, Research, and Practice*. Wiley.

Course Title: Cost Accounting**Course Code: BBA317**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Examine the several cost concepts involved in business
2. Acquire conceptual knowledge of cost accounting and elements of cost.
3. Analyze the importance of material issues and its pricing
4. Apply the methods implicated in cost for a better industrial performance.

Course Content**UNIT I****13 Hours**

Nature and Scope of Cost Accounting, Installation of Costing System, Difference between Cost and Financial Accounting, Classification of Costs. Material: Purchase, Storage and Control of Material, Stock Levels, Inventory, Control Techniques. Methods of Pricing Material Issues.

UNIT II**11 Hours**

Labour: Components of Labour Cost. Concept, Accounting and Control of Idle time and Overtime. Methods of Wage Payment and Incentive Plans, Labour Turnover.

UNIT III**10 Hours**

Overheads: Collection, Classification, Allocation, Apportionment and Absorption of Overheads (Primary and Secondary Distribution), Machine Hour Rate.

UNIT IV**11 Hours**

Preparation of Cost Sheet, Operation Costing, Service Costing. Cost Ledger Accounting, Reconciliation of Cost and Financial Accounts. Activity-based costing – steps in designing an activity-based costing (ABC) system

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Panel Discussions, Mentor Mentee, Quiz, Open talk, Question

Suggested Readings

- Drury, C. M. (2013). *Management and cost accounting*. Springer.
- Maher, M., & Deakin, E. B. (1994). *Cost accounting*. Boston: Irwin.
- Horngren, C. T., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (2009). *Cost accounting: a managerial emphasis*. Pearson Education India.
- Vanderbeck, E. J. (2012). *Principles of cost accounting*. Cengage Learning.

Course Title: Business Ethics**Course Code: OEC038**

L	T	P	Cr.
2	0	0	02

Total Hours: 30**Learning Outcomes**

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

1. Analyze the importance of ethics and corporate governance in the day-to-day working of organizations
2. Evaluate the need for ethics in business and identify the issues involved in Business Ethics
3. Examine the importance of the ethical dimension in workplace decision making
4. Understand various ethical philosophies to explain how they contribute to current management practices.

Course Content**UNIT I****7 Hours**

Characteristics of Ethical Organization, Theories of Business Ethics, Globalization and Business Ethics, Stakeholder's Protection. Issues involved in Business Ethics.

UNIT II**8 Hours**

Corporate Governance: Conceptual framework of Corporate Governance, Insider Trading Rating Agencies, Whistle Blowing, Corporate Governance Reforms;

UNIT III**8 Hours**

Initiatives in India including clause 49 of Listing Agreement and Kumar Mangalam Birla Committee on Corporate Governance.

UNIT IV**8 Hours**

Codes & Standards on Corporate Governance: Sir Adrian Cadbury Committee (UK), 1992, Greenbury Committee (UK), 1995, Importance and Features: Hampel Committee on Corporate Governance (UK), 1997, Blue Ribbon Committee (USA), 1999.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Panel Discussions, Mentor Mentee, Quiz, Open talk, Question

Suggested Readings

- *Murthy, K. B. (2009). Politics, Ethics and social responsibility of business. Pearson Education India.*

- *Sharma, J. P. (2013). Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt.*
- *Tricker, R. B., & Tricker, R. I. (2015). Corporate governance: Principles, policies, and practices. Oxford University Press, USA.*
- *Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. S. (Eds.). (2008). The Oxford handbook of corporate social responsibility. OUP Oxford.*

Semester-IV**Course Title: Business Laws****Course Code: BBA411**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Understand the legal frameworks that govern businesses, including contract laws and corporate laws.
2. Apply the business laws to ensure smooth functioning of the organizations.
3. Develop strategies for mitigating legal risks and ensuring compliance with relevant laws and regulations.
4. Acquire and exhibit an understanding of Law of Sale of Goods and Negotiable Instruments Act.

Course Content**UNIT I****13 Hours**

Business Law: Nature, scope, and significance of business law. Contract Law: Essential elements of a contract and its Types. Offer and Acceptance. Consideration.

UNIT II**13 Hours**

Free consent and capacity of parties. Legality of Object. Performance and discharge of contract. Remedies for breach of contract. Contract of Bailment. Concept of Agency and various types of mercantile agents.

UNIT III**17 Hours**

Law of Partnership: nature of partnership, rights and duties of a partner. Dissolution of a partnership. Law of Sale of Goods: essentials for contract of sale. Conditions and warranties. Implied warranties – Caveat Emptor. Transfer of Ownership. Rights of Unpaid seller and other remedial measures.

UNIT IV**17 Hours**

Negotiable Instruments Act: negotiable instrument. Promissory note, bill of exchange and cheques. Parties to negotiable instrument. Discharge of parties from liability. Dishonor of a negotiable Instrument – Liabilities of Banker and drawer for dishonor of a cheque. Hundis. The Consumer Protection Act 1986: Features, Grievance redressed machinery.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active

participation, Panel Discussions, Mentor Mentee, Quiz, Open talk, Question

Suggested Readings

- *Kapoor, N.D. (2019). Business Law. Sultan Chand & Sons, New Delhi*
- *Kapoor, N.D., (2018). Elements of Business Law. Sultan Chand & Sons (P) Ltd.*
- *Sharma, Mukesh. Chawla, K.C. & Sareen, V.K. (2018). Mercantile Law. Kalyani Publishers*
- *Kuchhal, M.C. & Kuchhal Vivek. (2018). Business Law. Sultan Chand & Sons (P) Ltd. India.*
- *Bulchandani, K.R. (2018). Business Law. Himalaya Publishing House, India.*
- *Chawla, Garg, and Sareen. (2019). Mercantile Law. 7th Ed. Kalyani Publisher*

Course Title: Financial Management**Course Code: BBA412**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Analyze objectives of financial management and sources of finance.
2. Understand the pattern of fund requirement and associated risk through financial planning.
3. Apply the concept of cost of capital to determine the cost of various sources of finance.
4. Evaluate various theories of dividend and capital structure to allocate funds to the most attractive investment opportunity.

Course Content**UNIT I****17 Hours**

Financial Management: Scope, Traditional Approach; Modern Approach. Objectives of Financial Management; Investment Decisions; Financing decisions. Profit Maximization vs. Wealth Maximization, Time Value of Money. Sources of Finance.

UNIT II**14 Hours**

Capital Budgeting: Meaning, importance and various techniques; Pay back methods; Post Payback period; rate of return method; Net Present value method, Internal rate of return method; Profitability index method.

UNIT III**16 Hours**

Cost of Capital: Introduction; measurement of cost of capital; cost of equity shares. Cost of preference shares; cost of debt; calculation of overall cost of capital based on historical and market rates.

UNIT IV**13 Hours**

Capital Structure: Significance and Approaches, NI approach; NOI approach; MM approach; Traditional approach. Dividend Decision: Scope, types, and Approaches.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- Pandey, IM. (2018). *Financial Management*. Vikas Publishing House.
- Chandra, Prasanna. (2019). *Financial Management*. Tata McGraw-Hill

Publishing.

- *Hampton, John J. (2020). Financial Decision-making. Prentice Hall of India Ltd., New Delhi*
- *Khan, M. Y& Jain, PK (2019). Financial Management and Policy. Tata McGraw-Hill Company Ltd, New Delhi*
- *James, Van Horn & Dhamija, Sanjay. (2018). Financial Management and Policy. Pearson Education India.*

Course Title: Training and Development for Managerial Effectiveness
Course Code: BBA418

L	T	P	Cr.
3	0	0	03

Total Hours: 45

Learning Outcomes

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

1. Analyze the benefits of training to work in the corporate world.
2. Evaluate and describe learning styles.
3. Explain the various activities and tasks associated with work specialization
4. Evaluate and apply the technicalities related to training contexts

Course Content

UNIT I 12 Hours

Training – concept, and rationale; Training process. Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping. Training Methods.

UNIT II 11 Hours

Designing the training program: process of learning in training program – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules

UNIT III 15 Hours

Training aids. Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; Inspirational techniques – brainstorming, mind mapping, creative problem solving

UNIT IV 7 Hours

Emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentor Mentee, Quiz, Open talk, Panel Discussions

Suggested Readings

- Agochiya, D. (2019). *Every trainer's handbook*. Sage Publications India.
- Sahu, R. K. (2019). *Training for development*. Excel Books India.
- Goldstein. (2017). *Training in Organization*. Thomson Learning, Bombay
- Rao, P. L. (2021). *Enriching human capital through training and development*. Excel Books India

Course Title: Advertisement and Promotional Tactics**Course Code: BBA413**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Analyze the relevant research in advertising and marketing communication.
2. Design effective visual communication for various advertising approaches that combine the use of print, online/digital, and other multimedia communication.
3. Develop advertising media buying and planning strategies.
4. Create and defend the strategy and execution of an ad campaign for a client(s).

Course Content**UNIT I****14 Hours**

Advertising: Concept Objectives, Budget; DAGMAR; AIDA; Advertising Media: Classification; Internet Advertising; Advertising Appeals; Role and Impact of Advertising on the Indian Economy;

UNIT II**16 Hours**

Advertising and Indian Art & Culture: Ads and Indian Society; Misleading and Deceptive ads. Advertising: Marketing communication models, Advertising copy.

UNIT III**17 Hours**

Advertising its place in marketing – different kinds of advertising: Advertising art & layout. Advertising effectiveness: Brand strategy & campaign planning: TV & radio commercials: Creative copy strategies: Media planning & scheduling.

UNIT IV**13 Hours**

Measurement: Measuring Effectiveness, Deceptive advertising. Advertising Ethics and Unethical Practices, Role of Ad Agencies, Legal framework of Advertising

Transaction Mode

Cooperative learning, Collaborative Teaching, Quiz, Open talk, Inquiry based learning, Group discussion, Active participation

Suggested Readings

- *Rossiter, J. R., & Percy, L. (1987). Advertising and promotion management. McGraw-Hill Book Company.*
- *Kazmi, S. H. H., & Batra, S. K. (2009). Advertising and sales Promotion. Excel Books India.*
- *Hoyt, C. W. (1929). Scientific sales management today. A&C Black.*
- *Chunawalla, S. A. (2021). Sales Management. Himalaya Publishing House Pvt. Ltd.*
- *Tyagi, C. L., & Kumar, A. (2004). Advertising management. Atlantic Publishers & Dist.*

Course Title: Business Sustainability & Growth**Course Code: BBA421**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Understand the concept of business sustainability and its significance in achieving long-term growth.
2. Analyze and assess the environmental, social, and economic dimensions of sustainability and their implications for business operations.
3. Apply sustainable principles and innovative approaches to develop business solutions that promote sustainability and growth.
4. Evaluate the sustainable performance of organizations using appropriate metrics and tools.

Course Content**UNIT I****10 Hours**

Business Sustainability: importance, Triple bottom line: environmental, social, and economic dimensions' Sustainable development goals.

Environmental Sustainability: Climate change and its impact on business, Energy efficiency, and renewable energy, Waste management and recycling, Sustainable supply chain management.

UNIT II**11 Hours**

Social Sustainability: Corporate social responsibility, Stakeholder engagement, and management, Diversity and inclusion in the workplace, Ethical considerations in business.

Economic Sustainability: Sustainable business models, Sustainable finance, and investment, Circular economy, Sustainable entrepreneurship.

UNIT III**12 Hours**

Sustainable Marketing and Communication: Green marketing and consumer behavior, Sustainable branding and storytelling, Communication strategies for sustainability.

Innovation for Sustainability: Sustainable product and service innovation, Design thinking and sustainable innovation, Technology and digitalization for sustainability

UNIT IV**12 Hours**

Measuring Sustainable Performance: Key performance indicators for sustainability, Sustainability reporting and transparency, Impact assessment and life cycle analysis, Certification, and standards for

sustainability.

Case Studies and Best Practices: Analysis of real-world examples of sustainable businesses, Lessons learned, and best practices in business sustainability.

Transaction Mode

Case Analysis, Dialogue, Panel Discussions, Group Discussions, Brainstorming, Role play Demonstration, Project-based learning, Team Teaching.

Suggested Readings

- Elkington, J. *The triple bottom line: How today's best-run companies are achieving economic, social, and environmental success - and how you can too.* Routledge.
- Epstein, M. J., & Buhovac, A. R. *Making sustainability work: best practices in managing and measuring corporate social, environmental, and economic impacts.* Berrett-Koehler Publishers.
- Hart, S. L. *Sustainable Value: How the world's leading companies are doing well by doing good.* Stanford University Press.
- Laszlo, C., & Zhexembayeva, N. *Embedded sustainability: The next big competitive advantage.* Stanford University Press.
- Schaltegger, S., & Wagner, M. *Sustainable entrepreneurship and innovation.* Routledge.
- Smith, B., & Colander, D. C. *A better planet: 40 big ideas for a sustainable future.* Yale University Press.

Course Title: Corporate Strategy**Course Code: BBA414**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Acquire the knowledge of Strategic research - identifying, gathering, and verifying
2. Improve expertise of evaluating and analyzing facts to identify opportunities and threats in the external environment and strengths and weaknesses within the organization (i.e., perform a situation/SWOT analysis).
3. Develop aptitude of recommending specific, detailed courses of action relative to stated facts exhibiting strategic management knowledge and judgment.
2. Understand the importance of ethical principles and organizational values (i.e., organizational culture) within the context of making socially responsible management choices.

Course Content**UNIT I****11 Hours**

Strategic management: introduction, nature; scope, need, strategic decision making. Mission; objectives: need for explicit mission, components of mission statement, formulation of mission; objectives and their specificity.

UNIT II**12 Hours**

Scanning the environment: external; internal environment scanning, Techniques of environment. Scanning- SWOT, ETOP, PEST, QUEST. Industry analysis: Porter's five forces model, BCG matrix, GE 9 cell matrix, Hofer's model

UNIT III**12 Hours**

Internal analysis: value chain analysis. Strategy formulation; choice: Porter's Generic strategy alternatives; Corporate level strategies-stability, expansion, retrenchment, combination. Strategy variations

UNIT IV**10 Hours**

Social responsibility of business: Implementation; Control: Behavioral aspects. Strategy evaluation; control- concept, techniques of strategic evaluation and control.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentor Mentee, Quiz, Open talk, Panel Discussions.

Suggested Readings

- Jouch & Gluick, *“Strategic Management & Business Policy”*, McGraw hill 3/e
- Wheelen & Hunger, *“Strategic Management & Business Policy”*, (Pearson education 8/e) Pearce
- & Robinson: *Strategic Management AITBS*
- Azhar Kazmi, *“Business Policy”*, Tata McGraw Hill
- *Reference Books:*
- *Business Strategy: Managing Uncertainty, Opportunity, and Enterprise* by J.C. Spender
- *“Strategic Management Concepts”* by Robert E Hoskisson and Michael A Hitt.

Course Title: Global Human Resource Management**Course Code: BBA415**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze the HR implications of organizational strategies.
2. Apply the various terms used to define strategy & its process utilize HR strategies in Indian & global perspective.
3. Evaluate and get familiar with international HR.
4. Acquire positive attitude and skills that create productive managerial leaders.

Course Contents**Unit I****12 Hours**

Global Business-Growth and Evolution, Environmental variables in global business, Human and cultural variables in Global organizations, Cross Cultural differences and managerial implications. Cross Cultural research methodologies and Hofstede's Hermes Study, Structural evolution of global organizations.

Unit II**13 Hours**

Recruitment, Selection and Training practices in various countries Indian and US legal aspects involved when deploying an employee on an International Assignment, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit III**10 Hours**

Cross Cultural communication and negotiation; Cross Cultural leadership and decision making, Sources of cross culture HR. Human Resources Management in global organizations: Ethics in international business, Western and Eastern management thoughts in the Indian context.

Unit IV**10 Hours**

Compensation: Objectives of International compensation, Key components of an international compensation program. Expatriation and Repatriation, Convergence or divergence in personnel management in developed and developing economies

Transactional Mode: Group discussion, Active participation, Cooperative

Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- Sparrow, P., Brewster, C., & Harris, H. (2020). *Globalizing human resource management*. Routledge.
- Briscoe, D., Schuler, R., & Tarique, I. (2019). *International human resource management: Policies and practices for multinational enterprises*. Routledge.
- Rao, P. L. (2018). *International human resource management: Text and cases*. Excel Books India.
- Harzing, A. W., & Pinnington, A. (Eds.). (2017). *International human resource management*. Sage.

Course Title: Indian Public Finance**Course Code: BBA420**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Gain comprehensive knowledge of the Indian finance system, including taxation, expenditure patterns, and budgetary processes.
2. Analyze the role of fiscal policy in addressing socio-economic challenges and fostering sustainable development within the Indian context.
3. Evaluate the effectiveness of government budgets and expenditure management strategies in achieving fiscal objectives and promoting economic stability.
4. Understand the dynamics of public debt in India, including Federal Finance.

Course Contents**UNIT I****10 Hours**

Public Finance; scope, Principles of maximum social advantage; Issues related to economic activities of the public sector. Instrument of public finance: concepts and role of budget; Public revenue: Revenue receipts and capital receipts.

UNIT II**13 Hours**

Objectives and instruments of fiscal policy, Tax structure in India: direct and indirect taxes, Tax administration and reforms, Non-tax revenue sources and their management: Distinction between tax and non-tax revenue, Fees and user charges: Explanation and examples (e.g., user charges for utilities, healthcare services).

UNIT III**13 Hours**

Public Debt: Meaning of public and private debt and its limitations; Public debt, economic growth and inflation. Public expenditure: Meaning and nature of public expenditure, Wagner's law of Increasing of state activities; Effects of public expenditure and economic stabilization; Public budget: Introduction, types.

UNIT IV**9 Hours**

Types and implications of public debt, Debt sustainability analysis, Debt management strategies and challenges
Federal Finance: The rationale and principles; Indian Federal Finance: Historical background, financial federalism under constitution.

Transaction Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation

Suggested Readings:

- Joseph E. Stiglitz, Economics of the Public Sector, 3rd Edition, Chapter 4.
- John Cullis and Philip Jones (1998), Public Finance and Public Choice, Chapter 3 (sections 3.1, 3.2 and 3.3)
- Harvey Rosen (2005): Public Finance, Chapter 5.
- R.A. Musgrave and P.B. Musgrave, Public Finance in Theory and Practice, 5th Edition, Chapter 14 (pp. 234-242), Chapter 15 (pp. 249-256 only part A and B).
- Houghton, E. W. (Ed.) (1988), Public Finance, Penguin, Baltimore.
- Jha, R. (1998), Modern Public Economics, Routledge, London.
- Mithani, D. M. (1998), Modern Public Finance, Himalaya Publishing House. Mumbai.
- Musgrave, R. A. and P. B. Musgrave (1976), Public Finance in Theory and Practice, McGraw Hill, Kogakusha, Tokyo

Course Title: Performance Appraisal and Management**Course Code: BBA417**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Examine the importance of performance appraisal and management in achieving organizational goals and improving employee performance.
2. Analyze and explain the key concepts, theories, and models related to performance appraisal and management.
3. Develop skills in setting SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) performance goals.
4. Apply various performance measurement techniques and metrics to assess individual and team performance.

Course Contents**Unit I****12 Hours**

Performance Appraisal and Management, Evolution of performance management practices, Legal and ethical considerations. Performance Goals and Planning, Setting SMART performance goals

Unit II**13 Hours**

Performance Measurement and Metrics: Identifying and selecting performance metrics, Key performance indicators (KPIs) and balanced scorecards, Performance dashboards and tracking systems. Feedback and Coaching: Providing constructive feedback for performance improvement, coaching techniques and skills, Developing coaching plans and strategies

Unit III**10 Hours**

Performance Evaluation Methods, Traditional methods: rating scales, ranking, and forced distribution, Modern approaches: behavioral observation scales, critical incidents, and 360-degree feedback. Self-assessment and peer evaluation

Unit IV**10 Hours**

Performance Appraisal Process, Addressing Biases and Challenges in Performance Appraisal, Performance-Based Rewards and Recognition, Evaluating and Enhancing Performance Management Systems. Emerging Trends in Performance Appraisal and Management, Technology-enabled performance management tools.

Transactional Mode: Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- *Aguinis, H. (2018). Performance Management (4th ed.). Pearson.*
- *Pulakos, E. D. (2009). Performance Management: A New Approach for Driving Business Results. Wiley.*
- *Bernardin, H. J., & Beatty, R. W. (2011). Performance Appraisal: Assessing Human Behavior at Work (9th ed.). Pearson.*
- *Coens, T., & Jenkins, M. (2000). Abolishing Performance Appraisals: Why They Backfire and What to Do Instead. Berrett-Koehler Publishers.*

Semester-V**Course Title: Project Management****Course Code: BBA508**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Understand the effective organizational leadership & skills for managing projects, teams & stakeholders.
2. Examine the personal attributes that enable best use of entrepreneurial opportunities also know the parameters to assess opportunities and constraints for new business ideas.
3. Analyze the systematic process to select and screen a business idea write a business plan.
4. Evaluate the concepts related to entrepreneurship such as entrepreneur, functions, development programs, motivation; rural and small-scale enterprise.

Course Contents**Unit I****13 Hours**

Objectives of Project Management- Importance of Project Management- Types of Projects Project Management Life Cycle- Project Selection – Feasibility study: Types of feasibility Steps in feasibility study.

Unit II**17 Hours**

Project Scope- Estimation of Project cost – Cost of Capital – Project Representation and Preliminary Manipulations - Basic Scheduling Concepts - Resource Levelling – Resource Allocation.

Unit III**14 Hours**

Setting a base line- Project management Information System – Indices to monitor progress. Importance of Contracts in projects- Teamwork in Project Management -Attributes of a good project team – Formation of effective teams – stages of team formation.

Unit IV**16 Hours**

Project evaluation- Project Auditing – Phases of project Audit- Project closure reports Guidelines for closeout reports. E-markets and their role in Project management- Risk Management Environmental Impact Assessment. Case studies in Project management.

Transactional Mode: Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- Chandra, P. (2018). *Projects: Preparation, Appraisal, Budgeting and Implementation*. Tata McGraw, New Delhi
- Desai, V. (2018). *Project Management and Entrepreneurship*. Himalaya Publishing House.
- Fyffe, D. S. (2019). *Project Feasibility Analysis*. John Wiley and Sons.

Course Title: Human Resource Management**Course Code: BBA512**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Analyze the human resource management process and its importance to organizational effectiveness.
2. Evaluate performance of workforce and further provide attractive opportunities to boost motivation of the employees
3. Evaluate and implement the employee training and development programs.
4. Estimate the research and analytical skills by using both human and technological resources.

Course Content**UNIT I****12 Hours**

Nature, scope, role and importance of HRM. HRM: New trends in HRM due to globalization deregulation and technological advancements. HRM in India.

UNIT II**15 Hours**

Job analysis: steps in analyzing job and methods of collecting job analysis information. Job description, job specification, job design, job simplification, job rotation, job enrichment and job enlargement.

UNIT III**14 Hours**

Recruitment: sources of recruitment, policies and procedure of recruitment, selection process. Placement and Induction.

Human Resource Development: Identification of training needs and techniques of training, employee development and career planning.

UNIT IV**19 Hours**

Performance Appraisal –Types, methods, limitations and problems, ethics, Potential Appraisals Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change the control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods. Wage and salary administration.

Transaction Mode

Cooperative learning, Collaborative Teaching, Quiz, Open talk, Inquiry based learning, Group discussion, Active participation

Suggested Readings

- Rao V.S.P. (2019). *Human Resource Management*. Excel Books
- Monnappa, Arun & Saiyadan S Mirza. (2018). *Personnel Management*. Tata McGraw Hill
- Dessler, Garg & Varkkey Biju (2018). *Human Resource Management*. Pearson Education
- K. Aswathappa (2019). *Human Resource Management*. Tata McGraw Hill Education
- Gupta, C.B. (2018). *Human Resource Management*. Sultan Chand & Sons.

Course Title: Internship (4 Weeks)**Course Code: BBA504**

L	T	P	Cr.
0	0	0	04

Learning Outcomes

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

1. Gain practical industry experience and apply theoretical knowledge in a real-world setting.
2. Develop professional skills and work ethic through hands-on experience and exposure to professional work environments.
3. Enhance problem-solving and decision-making abilities by tackling real-world challenges and projects.
4. Build a professional network and establish connections with industry professionals for future career opportunities.

Course Content

Student will undergo a summer internship for 4 weeks. This program aims to provide students with practical industrial training opportunities while fostering community linking and social responsibility. Students will engage in hands-on work experiences within community-focused organizations, applying their skills and knowledge to address community needs and contribute to sustainable development. Through reflection and critical analysis, students will develop a deep understanding of community linking, social impact, and ethical considerations.

Transaction Mode

Peer Demonstration, Field Visit, Role Play

Evaluation Criteria

- A. First Week Attendance and Report taken from industry where internee joins: 10 Marks
- B. Second Week Attendance and Report taken from industry where internee joins: 10 Marks
- C. Third Week Attendance and Report taken from industry where internee joins: 10 Marks
- D. Fourth Week Attendance and Report taken from industry where internee joins: 10 Marks
- E. Internship completion certificate duly stamped and signed from industry where internee joins: 10 Marks
- F. Viva Voce (Department will held it with one external expert): 20 Marks
- G. Submission of Training report: 30 Marks

Course Title: Stock Market and Banking Operations**Course Code: BBA510**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Acquire the knowledge of Indian Stock markets.
2. Develop expertise of evaluating and analyzing facts to identify opportunities and threats in the external environment and strengths and weaknesses of stock market
3. Improve mindset of investors with the context of stock market.
4. Analyze the importance of stock market and its instruments.

Course Content**UNIT I****15 Hours**

Indian Stock Markets: Evolution and Growth of Stock Markets in India. Functions of Stock Exchange, Intermediaries in the Secondary Market, Secondary Market Mechanism. An Overview of Major Stock Exchanges in India – N.S.E., B.S.E. and O.T.C.E.I.

UNIT II**18 Hours**

Stock Market Indexes: Concept, Types, Brief Overview of BSE SENSEX and S&P CNX Nifty. Legal Framework for Stock Exchanges. The Securities Exchange Board of India Act 1992- Powers and Functions of SEBINSE Rules, Regulations and Bylaws

UNIT III**14 Hours**

Trading Mechanism at N.S.E.: Market Types, Market Phases Clearing and Settlement: -Transaction Cycle, Settlement Process, Settlement Agencies, Risks in Settlement, Settlement Cycle, Dematerialization and Electronic Transfer of Securities, Investor Protection Fund.

UNIT IV**13 Hours**

Banks and NBFCs: Types of Banks & NBFCs: Central Bank, Nationalized & Co-operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs.

Transaction Mode

Problem solving learning, Case Analysis, Inquiry based learning, Visualization, Group discussion, Active participation, Panel Discussions, Group Discussions, Brain storming, Mentor Mentee, Quiz, Open talk

Suggested Readings

- Jones, C. P. (2007). *Investments: analysis and management*. John Wiley & Sons.
- Gayanilo, F. C. (2001). *Fisheries resource information system and tools (FiRST): user manual*. WorldFish.
- Deboeck, G. J. (Ed.). (1994). *Trading on the edge: neural, genetic, and fuzzy systems for chaotic financial markets (Vol. 39)*. John Wiley & Sons.
- Jones, C. P. (2007). *Investments: analysis and management*. John Wiley & Sons.
- Machiraju, H. R. (2009). *The working of stock exchanges in India*. New Age International.

Course Title: Strategic Leadership**Course Code: BBA511**

L	T	P	Cr.
2	0	0	02

Total Hours: 30**Learning Outcomes**

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

1. Analyze the concept and importance of strategic leadership in organizational success.
2. Examine and evaluate the external business environment to identify opportunities and threats.
3. Develop a compelling vision and articulate strategic goals to guide the organization.
4. Create strategic mindset and think critically in a complex and uncertain business landscape.

Course Content**UNIT I****7 Hours**

Significance of strategic leadership, Leadership styles and their impact on strategic decision-making, Ethical considerations in strategic leadership. Environmental analysis and scanning for strategic insights, SWOT analysis and strategic positioning

UNIT II**8 Hours**

Developing a Strategic Vision and Goals, Articulating a compelling vision for the organization. Setting strategic goals and objectives, Communicating the vision and goals to stakeholders

UNIT III**8 Hours**

Managing organizational change and resistance, Leading through uncertainty and ambiguity, Strategic Communication and Stakeholder Management. Managing conflicts and negotiations

UNIT IV**7 Hours**

Strategic Leadership in Practice: Case studies of strategic leaders and organizations. Simulations and role plays to apply strategic leadership concepts

Transaction Mode

Inquiry based learning, Group discussion, Active participation, Case Analysis, Mentor Mentee, Brain storming, Demonstration, Project based learning, Team Teaching

Suggested Readings

- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2019). *Strategic management: Concepts and cases: Competitiveness and globalization* (13th ed.). Cengage Learning
- Daft, R. L. (2018). *The leadership experience* (7th ed.). Cengage Learning.
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.
- Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). Sage Publications.
- Mintzberg, H. (2011). *Managing* (3rd ed.). Berrett-Koehler Publishers.

Course Title: Stress Management**Course Code: BBA513**

L	T	P	Cr.
2	0	0	02

Total Hours: 30**Learning Outcomes**

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

1. Develop an understanding of the physiological and psychological aspects of stress and its impact on mental and physical health.
2. Demonstrate the ability to identify personal stressors, triggers and coping mechanisms through self-assessment and reflection.
3. Apply stress reduction strategies in various contexts, such as academic, professional, and personal life, to enhance resilience and well-being.
4. Evaluate the effectiveness of different stress management interventions and develop personalized stress management plans for long-term stress resilience.

Course Content**UNIT I****6 Hours**

Meaning and nature of stress: Difference between eustress and distress; Frustration, conflict and pressure; Meaning of stressors; common stressors at work place: Stressors unique to age and gender.

UNIT II**8 Hours**

Behavioural aspects of Stress: Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress.

UNIT III**9 Hours**

Stress and Work performance: Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.

UNIT IV**7 Hours**

Preparing for the Future: Care of the Self: Nutrition and Other Lifestyle Issues: Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation.

Transaction Mode

Lectures, assignments, Group discussions, seminars and training programmes

Suggested Readings

- Baron .L & Feist.J (2000) Health Psychology 4th edition, USA Brooks/Cole
- Cooper,C,& Palmer,S, (2000)Conquer Your Stress, London: Institute of personal development Universities Press
- Dutta, P,K, (2010) Stress management Himalaya, Himalaya Publishing House
- Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
- Experiential Approach. 4th edition. Wadsworth Publishing.
- Taylor S.E (1998) Health Psychology 3rd edition, New York. Mc GrawHill

Semester: VI**Course Title: Operation Research****Course Code: BBA610**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Utilize operations research software tools to analyze and interpret data.
2. Develop decision-making skills using quantitative methods.
3. Analyze and optimize resource allocation, scheduling, and logistics in various operational contexts.
4. Critically evaluate the effectiveness of different operations research techniques in practical scenarios.

Course Contents:**UNIT I****Hours 14**

Basics of Operational Research: Development, Definition Characteristics, Necessity, Scope, Limitation. Linear Programming: Introduction, Application, Formulation of Linear Programming Problem, General Linear Programming Problem, Graphical Method of Solution. Theory of Simplex method.

UNIT II**Hours 16**

Transportation Model: Assumption, Formulation and Solution of transportation Models, Trans-shipment Problems, Definition of Assignment Model, Hungarian Method for solution of Assignment Problems, Travelling Salesman Problem

UNIT III**Hours 13**

Assignment Problems:- Minimization & Maximization case, traveling sales man. Decision Theory : Under Risk, Under certainty, Under uncertainty

UNIT IV**Hours 17**

PERT and CPM : Basic steps in PERT and CPM, Forward and Backward computation, Representation in Tabular form, Slack and Critical path, Difference between CPM and PERT, Float.

Game Theory: Theory of Games, Characteristics of Games, Rules – Look for a pure Strategy, Reduce Game by Dominance, Mixed Strategies (2 x 2 Games, 2 x n Games or m x 2 Games).

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project-based learning, Team Teaching, Mentor Mentee, Quiz, Open talk,

Question, One minute.

Suggested Readings:

- Gupta P.K., Hira and D.S., "Operation Research", Sultan Chand & Sons, *New Delhi*, 1994.
- Kanti Swarup, Gupta P.K. & Man Mohan, "Operation Research", Sultan Chand & sons, New Delhi, 1990.
- Mittal, K.V., "Optimization Methods in Operations Research and System Analysis", New Age International (P) Ltd., New Delhi, 1992.
- Kapoor, V.K., "Operations Research Techniques for Management", 7th Edition, Sultan Chand & Sons, New Delhi.
- Swaroop, K., Gupta, P.K. and Manmohan, "Operations Research", 2013, 18th Edition, SultanChand & Sons, New Delhi.
- Gupta, P.K. and Hira, D.S., "Operations Research", 2009, S. Chand & Co., New Delhi.

Course Title: Business Environment**Course Code: BBA604**

L	T	P	Cr.
4	0	0	04

Total Hours: 60**Learning Outcomes**

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

1. Evaluate the concept, factors of the business environment and five-year plans of India.
2. Analyze the political, social, economic, technological and other configurations that support cross-border trade.
3. Apply the micro and macro indicators for analyze the current state of affairs for the Indian Economy.
4. Examine the impact of monetary and fiscal policies and pertinent legislation for industries.

Course Content**UNIT I****15 Hours**

Components and overview of Business Environment, Micro and Macro Environment. Concept of Business Cycle, techniques of scanning the business environment.

UNIT II**13 Hours**

Political Environment: Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy, Rationale and extent of state intervention.

UNIT III**15 Hours**

Economic Environment: Concept and Salient features of various economic system, New Industrial policy and industrial licensing, new economic policies. Aspects of economic reforms and its effects on business, Emerging Economies.

UNIT IV**17 Hours**

Legal Environment: Company Regulatory Legislations in India, Intellectual Property Rights, FEMA, Latest. EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005. International environment: Balance of payments/ trade, foreign direct investment and collaboration, international economic institutions- WTO, UNCTAD, IMF, European Union (EU)

Transaction Mode

Inquiry based learning, Group discussion, Active participation, Case Analysis, Mentor Mentee, Brain storming, Demonstration, Project based

learning, Team Teaching

Suggested Readings

- *Craig, T., & Campbell, D. (2018). Organizations and the business environment. Routledge.*
- *Aswathappa, K. (2019). Essentials of business environment. Himalaya Publishing House.*
- *Palmer, A., & Hartley, B. (2018). The business environment. McGraw-Hill.*
- *Kaplan, R. S., Robert, N. P. D. K. S., Kaplan, R. S., & Norton, D. P. (2018). The strategy-focused organization: How balanced scorecard companies thrive in the new business environment. Harvard Business Press.*
- *Schiffer, M., & Weder, B. (2019). Firm size and the business environment. World Bank Publications.*

Course Title: Entrepreneurship Development**Course Code: BBA605**

L	T	P	Cr.
1	0	0	01

Total Hours: 15**Learning Outcomes**

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

1. Develop an entrepreneurial mindset and foster creativity and innovation.
2. Analyze and evaluate business opportunities by conducting market research and feasibility analysis.
3. Examine the legal and regulatory requirements for establishing and operating a business.
4. Acquire essential skills in marketing, finance, operations, and leadership for entrepreneurial success.

Course Content**UNIT I****4 Hours**

Concept and need of entrepreneurship; Characteristics and Types of; Entrepreneurship as a career; as a style of Management; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneurs.

UNIT II**4 Hours**

Influences on entrepreneurship development; entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

UNIT III**4 Hours**

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/idea; Marketing, Finance, Organization and management.

UNIT IV**3 Hours**

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programs, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentor Mentee

References:

- Khanka, S. S. (2006). *Entrepreneurial development*. S. Chand Publishing.

- Gordon, E., Natarajan, K., & Arora, A. (2009). *Entrepreneurship development*. Mumbai, India: Himalaya publishing house.
- Hodgett, R. M., & Kuratko, D. F. (2007). *Entrepreneurship: theory, process, practice*. Language, 33(757p), 28cm.

Course Title: Information Technology**Course Code: BBA606**

L	T	P	Cr.
0	0	4	02

Total Hours: 60**Learning Outcomes**

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

1. Analyze the current issues of information technology and relate those issues to the firm.
2. Assess the impact of information technology on firms
3. Evaluate the role of information technology and information system in business.
4. Apply the working knowledge of concepts and terminology related to information technology

Course Content**UNIT I****18 Hours**

Computer & Control Panel: Explorer, Drives and Installing New Hardware. Exercise on MS Word: Document Creation & Editing, Printing, Table and Mail Merge. Exercise on MS Excel: Creating Work book, Printing and Chart.

UNIT II**16 Hours**

Internet Browsing & E-mail: Internet Explorer, Browsing Site, Creating Email Address and Compose / Attachment /Signature. Web Site & Search Engine: Google.com, India Results.com and Other Important Sites. Application of Information Technology.

UNIT III**12 Hours**

MS Access: Creating database, adding, deleting and moving records. Querying: creating, saving and editing. Creating and using forms, creating and printing reports.

UNIT IV**14 Hours**

HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, and homepage. Exercise on MS PowerPoint: Crating Presentation, Animation and Slide Show. Web Designing in HTML, Internet Surfing.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- *McKeown, P. (2015). Information technology and the networked economy.*
- *Miller. (2018). Data and Network Communication. Vikas Publishing House. New Delhi*
- *Turban, E., Rainer, R. K., & Potter, R. E. (2019). Introduction to information technology (p. 550). New York, NY: John Wiley & Sons.*
- *Lucas, H. C. (2020). Information technology for management. McGraw-Hill.*

Course Title: Emotional Intelligence in Businesses**Course Code: BBA607**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyze the concept of emotional intelligence and its relevance in business settings.
2. Apply self-awareness techniques to recognize and manage personal emotions and reactions in professional situations.
3. Develop strategies for self-management, including stress management and impulse control.
4. Apply effective communication and relationship management skills to foster positive interpersonal dynamics in business environments.

Course Content**UNIT I****12 Hours**

Introduction to Emotional Intelligence. Understanding emotional intelligence and its impact on corporate success. The role of emotions in the workplace. Assessing and developing emotional intelligence.

UNIT II**13 Hours**

Self-Awareness and Self-Management. Self-awareness techniques and practices. Emotional self-regulation and impulse control. Stress management and resilience in professional settings. Developing a growth mind-set

UNIT III**10 Hours**

Social Awareness and Empathy. Developing empathy and understanding others' emotions. Nonverbal communication and emotional cues. Cultural sensitivity and diversity awareness. Ethical considerations in emotional intelligence

UNIT IV**10 Hours**

Communication and Relationship Management. Effective communication skills for building positive relationships. Conflict resolution and negotiation strategies. Collaborative teamwork and leadership skills. Emotional intelligence in organizational culture and change management

Transaction Mode

Group discussion, Experiential learning, Brain storming, Active participation, Flipped teaching

Suggested Readings

- Goleman, D. (2005). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam.
- Bradberry, T., & Greaves, J. (2009). *Emotional Intelligence 2.0*. Talent Smart.
- Mayer, J. D., Roberts, R. D., & Barsade, S. G. (2008). Human Abilities: Emotional Intelligence. *Annual Review of Psychology*, 59, 507-536.
- Cherniss, C., & Goleman, D. (Eds.). (2001). *The Emotionally Intelligent Workplace: How to Select For, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*. Jossey-Bass.
- Salovey, P., & Mayer, J. D. (1990). Emotional Intelligence. *Imagination, Cognition and Personality*, 9(3), 185-211.
- Ciarrochi, J., & Mayer, J. D. (Eds.). (2017). *Applying Emotional Intelligence: A Practitioner's Guide*. Psychology Press.

Course Title: Digital Marketing**Course Code: BBA611**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Apply the fundamentals of Content Marketing, PPC and Digital Analytics and Mastering social media.
2. Create a web-based content such as Mobile Marketing Advanced Web Analytics, Advanced Search Engine Optimization (SEO), Advanced Pay per Click (PPC) and Digital Strategy
3. Acquire skills about advanced social media and digital marketing capstone.
4. Construct something visually appealing, and generate or curate content that will appeal to a specified target audience.

Course Content**UNIT I** **11 Hours**

Digital marketing: Emerging concept and trends in market, effect of digital marketing, youth and digital approach correlation.

UNIT II **10 Hours**

Content Marketing, PPC and Digital Analytics, Mastering social media

UNIT III **13 Hours**

Mobile Marketing and Digital Strategy, Advanced Web Analytics, Advanced Search Engine Optimization (SEO), Advanced Pay per Click (PPC)

UNIT IV **11 Hours**

Certification Program, Advanced social media, Digital Marketing Capstone

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentor Mentee

Suggested Readings

- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing*. Pearson uk.
- Wind, J., & Mahajan, V. (2002). *Digital marketing*. Symphonya. *Emerging Issues in Management*, (1), 43-54.
- Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.
- Ryan, D. (2016). *Understanding digital marketing: marketing strategies for engaging the digital generation*. Kogan Page Publishers.

Course Title: Digital Marketing**Course Code: BBA609**

L	T	P	Cr.
0	0	8	4

Total Hours: 115**Learning Outcomes**

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

1. Evaluate the project on the basis of subject studied in this semester, this work helps in creating entrepreneur/employment skills.
2. Apply the knowledge/concepts acquired in the previous semesters to create/design/implement project relevant in the field of Management.
3. Acquire research abilities and effective compilation of primary and secondary data.
4. Analyze and apply the theoretical knowledge with their practical experience in given research project.

Course Content:

The Major Project course is designed to provide students with comprehensive guidance and support throughout the process of conducting independent research and writing a research project. Through this course, students will acquire advanced research skills, develop critical analysis abilities, and effectively communicate their research findings. The course will emphasize to provide extensive guidance on research methodologies, data analysis techniques, and academic writing conventions.

Transaction Mode: Peer Demonstration, Field Visit, Mock Exercise

Course Title: Economic Policies and Reforms**Course Code: BBA412**

L	T	P	Cr.
3	0	0	03

Total Hours: 45**Learning Outcomes**

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

1. Analyzing the role and objectives of planning commissions, along with understanding challenges in resource mobilization
2. Evaluating inclusive growth strategies and government budgeting, as well as understanding investment models and trends
3. Examining fiscal and monetary policies in India, including their impact on economic growth and the financial system
4. Assessing banking reforms, financial inclusion, and foreign trade policies, while understanding international organizations' roles.

Course Content**UNIT I****12 Hours**

Indian Economy and Issues Relating to Planning: Role and Objective of Planning Commission, Regulatory Role of the State Development Strategy in India's Five-Year Plan, NITI Aayog and Its Role. Reforms in Planning System. Resource Mobilization: Types of Recourses (Physical and Financial), Challenges to Resource Mobilization.

UNIT II**11 Hours**

Inclusive Growth and Issues Arising from IT: concept of Inclusion, India's experience of Inclusion, Rural economy growth, Need for Sustainable agriculture, food security and resilience for growth, Inclusive Growth Strategies. Government Budgeting: Types of budget, Benefits, Flows in Budgeting Process. Investment Models: Investment Measures, Factors, Classification, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends.

UNIT III**11 Hours**

Fiscal Policy: Fiscal Concept and Fiscal Policy in India, Government Revenues & Spending Trends, Impact of deficits on economic growth, Twin Balance Sheet syndrome, Types of Deficit.

Monetary Policy in India: Instruments of Monetary Policy,

Monetary Policy in Pre-Reform Era (1948 – 1991), Monetary Policy in Post-Reform Era (Since – 1991)

Urjit Patel Committee Report, Monetary Policy Committee, and Inflation Targeting

Financial System: Money Market and Capital Market in India, Regulatory Framework in Indian Capital Market, Primary Market Reforms in India, Secondary Market Reforms in India, Current and capital account convertibility, Risks of financial system.

UNIT IV

11 Hours

Banking: Nationalization of Banks in India, Banking Reforms in India, New Bank License Criteria, Small Finance Banks and Payment Banks Criteria, Non-Banking Financial Companies (NBFC), Financial Inclusion, Issue of NPAs.

Foreign Trade & International Organizations: Trends in International Trade

Foreign Trade Policy, Balance of Payments and Foreign Capital, Impact of Globalization on the Indian Economy, International Monetary Fund (IMF), World Trade Organization (WTO), World Bank Group AIIB and NDB

Transaction Mode

Case Studies, Group discussion, Active participation, Research Projects, Policy Analysis Exercises, Role-Playing, Field Visits or Industry Immersion, Interactive Online Platforms, Multimedia Resources

Suggested Readings

- Ahluwalia, M. S. *Economic reforms in India since 1991: Has gradualism worked?* Cambridge, MA: MIT Press.
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