



वसुधैव कुटुम्बकम्
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તા:- ૧૭/૦૮/૨૦૨૩

નં.એકે./ ૮૩૪૮૫ /૨૦૨૩

બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા

પરિપત્ર:-

સૌરાષ્ટ્ર યુનિવર્સિટીની બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા હેઠળનો સ્નાતક કક્ષાના B.B.A. અભ્યાસક્રમ ચલાવતી સર્વે સંલગ્ન કોલેજના આચાર્યશ્રીઓને આથી જાણ કરવામાં આવે છે કે, NEP-2020 અંતર્ગતના રાજ્ય સરકારશ્રીના તા.૧૧/૦૭/૨૦૨૩નો ઠરાવ, ત્યારબાદ તા.૨૭/૦૭/૨૦૨૩ના રોજ પ્રકાશિત થયેલ સ્ટાન્ડર્ડ ઓપરેટિંગ પ્રોસિજર (SOP) તેમજ ત્યારબાદ તેને આનુસંગિક તા.૨૮/૦૭/૨૦૨૩ના રોજ આવેલ સુધારા મુજબના અભ્યાસક્રમો ચેરમેનશ્રીઓ ફાયનાન્સ મેનેજમેન્ટ, માર્કેટિંગ મેનેજમેન્ટ, હ્યુમન રિસોર્સ મેનેજમેન્ટ વિષયોની અભ્યાસ સમિતિઓ દ્વારા રજુ કરાયેલ B.B.A. સેમેસ્ટર - ૦૧ અને ૦૨ના અભ્યાસક્રમો આગામી શૈક્ષણિક સત્ર જુન-૨૦૨૩થી અમલમાં આવે તે રીતે ફાયનાન્સ મેનેજમેન્ટ, માર્કેટિંગ મેનેજમેન્ટ, હ્યુમન રિસોર્સ મેનેજમેન્ટ વિષયોની અભ્યાસ સમિતિ, બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા, એકેડેમિક કાઉન્સિલ તથા સિલ્લિકેટની બહાલીની અપેક્ષાએ મંજૂર કરવા માન.કુલપતિશ્રીને ભલામણ કરેલ છે. જે માન.કુલપતિશ્રીએ મંજૂર કરેલ છે. જેથી સંબંધિત તમામે તે મુજબ તેની યુસ્તપણે અમલવારી કરવી.

(મુસદ્દો કુલસચિવશ્રીએ મંજૂર કરેલ છે.)

બિડાણ:- ઉક્ત અભ્યાસક્રમ (સોફ્ટ કોપી)

પ્રતિ,

- (૧) B.B.A. વિષયો ચલાવતી સ્નાતક કક્ષાની સર્વે સંલગ્ન કોલેજના આચાર્યશ્રીઓ તરફ
- (૨) બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા હેઠળની ફાયનાન્સ મેનેજમેન્ટ, માર્કેટિંગ મેનેજમેન્ટ, હ્યુમન રિસોર્સ મેનેજમેન્ટ વિષયોની અભ્યાસ સમિતિના સર્વે સભ્યશ્રીઓ નકલ જાણ અર્થે રવાના:-

માન.કુલપતિશ્રી/કુલસચિવશ્રીના અંગત સચિવ

નકલ રવાના:- (જરૂરી કાર્યવાહી અર્થે)

૧. ડીનશ્રી, બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા
૨. જોડાણ વિભાગ
૩. પી.જી.ટી.આર.વિભાગ
૪. પરીક્ષા વિભાગ

સહી/-

(ડૉ.એચ.પી.રૂપારેલીઆ)

કુલસચિવ

રવાના કર્યું

એકેડેમિક ઓફિસર



SAURASHTRA UNIVERSITY

RAJKOT

(Accredited Grade B by NAAC)



Faculty of Business Management
Curriculum and Credit Framework
for
Bachelor of Business Administration (B.B.A.)
As Per National Education Policy - 2020
Effective From
August – 2023 (As Per SOP)



Saurashtra University, Rajkot
Faculty of Business Management
BBA Curriculum as Per NEP - 2020

B.B.A. Semester - I

Sr. No	Course Category	Course Title	Credit	Theory	Practical	IM	EM	Total
1	Major/Core	Principles of Management	4	4		50	50	100
2	Major/Core	Business Organization and Structure	4	4		50	50	100
3	Minor	Fundamentals of Financial Accounting	4	4		50	50	100
4	VAC	Indian Knowledge System	2	2		25	25	50
5	MDC	Business Mathematics	4	4		50	50	100
6	AEC	Foundation course in English	2	2		25	25	50
7	SEC	Select Any One 1. IT for Business-I 2. E-commerce & Digital Solution for Business	2	1	2	25	25	50
			22			275	275	550

B.B.A. Semester - II

Sr. No	Course Category	Course Title	Credit	Theory	Practical	IM	EM	Total
1	Major/Core	Human Values & Professional Ethics	4	4		50	50	100
2	Major/Core	Management Principles and Practices	4	4		50	50	100
3	Minor	Micro & Macro Economics	4	4		50	50	100
4	VAC	Select Any One 1. Stock Market Practices 2. Health, Wellness & Yoga		1	2			
		3. Earth & Environmental Science	2	2		25	25	50
5	MDC	Business Statistics	4	4		50	50	100
6	AEC	Communicative English	2	2		25	25	50
7	SEC	Select Any One 1. IT for Business-II 2. AI For Business		1	2	25	25	50
		3. Stress Management	2	2				
			22			275	275	550



Bachelor of Business Administration (B.B.A.)			Semester - I
Course Title: Principles of Management		Course Code:	Type of Course: Major/Core
Credit: 04	Theory: 04 Hours	Practical: Nil	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks -100	External Exam Time: 2½ Hours

COURSE OUTCOMES:

- On successful completion of the course, the students will be able to ·
- Understand concepts of business management, principles and functions of management
 - Explain and execute the process of planning
 - Create organization structures based on authority, task and responsibilities
 - Explain the basics of directing and its tools
 - Understand the requirement of a good control system in managing an organization

Pedagogy:
Classrooms lecture, tutorials, Group discussions, seminars, Case studies & fieldwork etc.

COURSE CONTENT

Unit - 1	Introduction to Business Management	Hours: 12
	Meaning, Features/Nature, Significance, Process/ Functions, Management Art and Science, Professionalization of Management, Mintzberg’s Managerial Roles	
Unit – 2	School of Management Thoughts	Hours: 12
	Classical School of Thoughts – Scientific Management, Fayol’s Administrative approach, Weber’s <u>Bureaucracy</u> Neo-Classical School – Hawthorne Experiments, Human Relations Approach Modern School – System School, Fiddler’s contingency thought, Quantitative Approach.	
Unit - 3	Planning	Hours: 12
	Meaning, Features, Process, Importance, Limitations, Types of Plans (Components of Planning), Planning Premises, Forecasting (Meaning and Process)	
Unit – 4	Organizing and Staffing	Hours: 12
	Meaning, Features, process, Importance, Limitation, Types of Organization – Line, Staff, Line and Staff, Committee, Project, Matrix, Network and Virtual. Staffing- Meaning, Importance, Functions/ Process	
Unit – 5	Directing and Controlling	Hours: 12
	Directing – Meaning, Principles, Features, Importance (Concept and Features of Leadership, Motivation, Communication, Coordination and Supervision) Controlling – Meaning, Features, Process, Importance and limitations	

Skill Development Activities: Seminar, Presentation, Role Play, Management Games, Discussion of corporate stories, Assignments



REFERENCES

1. Management: Task, Responsibilities and Practices – Peter F Drucker,
2. Modern Business Organization by S. A. Sherlekar, Himalaya Publication
3. Industrial Organization Management: Sherlekar, Patil, Paranjpe, Chitale
4. Business Organization and Management By Jallo, Tata McGraw Hill
5. Industrial Organization and Management By Dr. C. B. Gupta, Sultan Chand & Co. Delhi
6. Business Organization and Management By Dr. C. B. Gupta, Sultan Chand & Co. Delhi
7. Principles and Practices of Management – L.M. Prasad, Sultan Chand & Co. Delhi



Bachelor of Business Administration (B.B.A.)		Semester - I	
Course Title: Business Organization & Structure		Course Code:	Type of Course: Major/Core
Credit:04	Theory: 04 Hours	Practical: Nil	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2½ Hours

COURSE OUTCOMES:

- To make students familiar with the basic concepts of business, trade and commerce.
 - To expose students to the modern business world.
 - To them familiar with different forms of business organizations, their formation and management.
- **Pedagogy:** Interactive lectures, electronic media, PowerPoint presentations, problem-solving-based learning, case study method, project-based learning, performance-related tasks etc.

Unit - 1	Nature, Purpose and Scope of Business	Hours: 12
	Business: Meaning and Definition, Characteristics, Objectives, Risk Involved in Business, Profession: Meaning and Definition, Characteristics Forms of Business Organization. Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives, Non-Profit Organization.	
Unit – 2	Sole Proprietorship and Partnership	Hours: 12
	Sole Proprietorship: Meaning, Characteristics, Advantages and Disadvantages. Partnership: Meaning, Characteristics, Advantages and Disadvantages, Types of Partners, Partnership Deed, Difference between Partnership and Sole Proprietorship. LLP: Meaning, Features, Advantages and Disadvantages. Hindu Undivided Family: Meaning, Features, Advantages and Disadvantages.	
Unit - 3	Joint Stock Companies - & Co-operatives Society	Hours: 12
	Joint Stock Company: Meaning and Definition, Features, Types of Companies, Difference between private and public company. Co-operative Society: Meaning, Characteristics, Advantages and Limitation, Difference between Company and Co-operative Society. Non-Profit Organization: Meaning, Characteristics, Advantages and Disadvantages,	
Unit – 4	Business Combination	Hours: 12
	Business Combination Meaning Causes, Objectives, Types. Forms of combinations: Mergers, Takeovers and Acquisitions – Merits & Demerits	
Unit – 5	Social Responsibility of Business	Hours: 12
	Social Responsibility of Business: Concept and Definition. Social Responsibility of Business towards Customers, Owners and Investors, Employees, Suppliers and Creditors, Society and Government.	

Skill Development Activities: Industry Exposure.

REFERENCES

- Fundamental of Business Organization by Y.K.Bhushan – S.Chand and Sons.
- Business Organization and Management by Jallo – Tata Mc GrawHill
- Business Organization and Management by Dr. C.B.Gupta



Bachelor of Business Administration (B.B.A.)			Semester - I
Course Title: Fundamentals of Financial Accounting		Course Code:	Type of Course: Minor
Credit: 04	Theory:04 Hours	Practical: - Nil	Teaching Hours:60
Internal Marks: 50	External Marks: 50	Total Marks:100	External Exam Time: 2½ Hours

COURSE OUTCOMES:

1. Acquire knowledge of accounting concepts, principles and practices.
2. Apply financial concepts in business administration to manage and be effective in decision-making in functional areas like finance and accounting transactions.
3. Provide wide knowledge about final accounts.
4. Inculcate basic depreciation accounting concepts.
5. To acquire knowledge of basic account standards at domestic and international levels.
6. To inculcate concepts of inventory valuation.

Pedagogy: Theory and Practical Session

COURSE CONTENT

Unit - 1	Accounting	Hours:12
	Definition - Nature of Accounting – Generally Accepted Accounting Principles, Concepts and Conventions -Double Entry Vs Single Entry - Books of Accounts: Journal - Ledger - Subsidiary Books: Cashbook -Purchase book - Sales book - Sales return book - Purchase return book. Brief Overview of Accounting Standards and IFRS	
Unit – 2	Three-column Cash Book and Rectification of Errors	Hours:12
	Meaning and features of cash Book, Objective of cash Book, Types of cash Book, Cash Book with Discount Cash and Bank Column, Rectification of Errors: Trial Balance - Errors - Verifications of Errors - Preparation of Suspense account	
Unit – 3	Capital and Revenue Account & Final Accounts	Hours:12
	Classification of Income, Classification of Expenditure, Classification of Receipts Final Accounts: Preparation of Trading & Profit and Loss Account and Balance Sheet with simple adjustments.	
Unit - 4	Depreciation	Hours:12
	Depreciation: Meaning – Causes – Methods of Depreciation: Straight Line Method - Written Down Value Method - Annuity Method.	
Unit – 5	Inventory Valuation	Hours:12
	Meaning of Inventory, Objectives of Inventory Valuation, Methods of Valuation of Inventory (LIFO, FIFO, Weightage Average Method).	

Skill Development Activities: Practical Calculations

REFERENCES

1. S.P. Jain & K.L. Narang, Advanced Accountancy, Kalyani Publishers, 2014
2. M.C. Shukla, T.S. Grewal & S.C. Gupta, Advanced Accountancy, S. Chand & Sons, 2016
3. R.L. Gupta & Radhasamy, Advanced Accountancy, S. Chand & Sons, 2014
4. P.C. Tulsian, Financial Accounting, S. Chand Publications, 2016



Bachelor of Business Administration (B.B.A.)			Semester - I
Course Title: Indian Knowledge System		Course Code:	Type of Course: VAC/IKS
Credit: 02	Theory: 02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks: 50	External Exam Time: 2 Hours

COURSE OUTCOMES:

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

1. Identify the concept of Traditional knowledge and its importance;
2. Explain the need for and importance of protecting traditional knowledge;
3. Know the history of Indian economic thoughts and Chanakya Niti and Kautilya’s Economic thoughts; Interpret the concepts of the Indian business model.

Pedagogy: Theory, Exercise

Unit - 1	INTRODUCTION TO INDIAN KNOWLEDGE SYSTEM	Hours: 10
	Introduction, Definition, Concept of Indian Knowledge System (IKS), A broad overview of disciplines included in the IKS, and historical developments, Scope of IKS, IKS in ancient India and in modern India	
Unit – 2	INDIAN BUSINESS MODEL	Hours: 10
	Introduction, Family Base, High Level of Savings, Self-Employment, Highly Entrepreneurial Nature, Non-corporate Sector as the Core of the Economy, Community Orientation and Higher Social Capital, Faith and Relationship in Economic Affairs, A Society-driven Economy, Driven by Norms and Values	
Unit - 3	INDIAN ECONOMY THOUGHTS AND MODEL	Hours: 10
	History of Indian Economy Thoughts: Context from Dharmashastras, Shukra niti, Mahabharata, Chanakya Niti and Arthashastra; Kautilya’s Economic thoughts in specific India and Global GDP: Ancient India.	

Skill Development Activities: Practical Applications in Life.

REFERENCES

1. An Introduction to Indian Knowledge Systems: Concepts and Applications, B Mahadevan, V R Bhat, and Nagendra Pavana R N; 2022 (Prentice Hall of India).
2. Indian Knowledge Systems: Vol I and II, Kapil Kapoor and A K Singh; 2005 (D.K. Print World Ltd).
3. Kanagasabapathi; “Indian Models of Economy, Business and Management”, Third Edition,
4. Prentice Hall India Ltd., Delhi.
5. Lotus and Stones; Garuda Prakashan (31 October 2020); Garuda Prakashan Pvt. Ltd.
6. Dwivedi D.N., Essentials of Business Economics, Vikas Publications, Latest Edition.
7. Economic Sutras by Prof. Satish Y. Deodhar, IIMA Books series
8. Black Money Tax Heaven by R Vaidyanathan, Westland Ltd. Publication



Bachelor of Business Administration (B.B.A.)			Semester - I
Course Title: Business Mathematics	Course Code:		Type of Course: MDC
Credit: 04	Theory: 04 Hours	Practical: Nil	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2½ Hours

COURSE OUTCOMES:
<ul style="list-style-type: none"> To sharpen mathematical abilities in making Business Decisions Improve logical and reasoning abilities
Pedagogy: Theory, Exercise

COURSE CONTENT

Unit - 1	Permutation and Combination	Hours: 09
	Meaning and Definition of Permutations Permutations of different things Permutations of Similar things Restricted Permutation Meaning and Definition of Combinations Combinations of things taken some or all at a time Some Restricted Combinations Examples	
Unit – 2	Arithmetic and Geometric Progression	Hours: 09
	Arithmetic Progression (A.P.) Definition of Arithmetic Progression n^{th} term and Sum of n terms of A.P. (With Proof) Geometric Progression (G.P.) Definition of Geometric Progression n^{th} term and Sum of n terms of G.P. (With Proof) Examples	
Unit - 3	Binomial Theorem	Hours: 09
	Introduction of Binomial Theorem (Without Proof) Characteristics of Binomial Theorem Expansion of Binomial Position of Terms and Middle Terms Binomial Coefficient Examples	
Unit – 4	Mathematical Induction	Hours: 09
	Introductions of the Principle of Mathematical Induction Meaning of Sequence and Series Sigma Notation $\sum n, \sum n^2, \sum n^3$ (with proof) Examples	



Unit – 5	Exponents and Surds	Hours: 09
	Exponents or index notation Exponent or Index Laws Zero and Negative Indices Surds Properties of Surds Multiplication and Division of Surds Examples	
Skill Development Activities: Practical Applications.		

REFERENCES

- Business Mathematics by Sancheti & Kapoor- **Sultan & Chand**
- Fundamental of Mathematics and Statistics by V .K. Kapoor and S. C. Gupta: **Sultan & Chand**
- Numerical Analysis by V. N. Vedmurthi



Bachelor of Business Administration (B.B.A.)			Semester I
Course Title: Foundation Course in English	Course Code:		Type of Course: AEC
Credit:02	Theory:02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks:25	External Marks:25	Total Marks: 50	External Exam Time: 2 Hours

COURSE OUTCOMES:

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

Unit 1: Revision of the Basics of the English Language – Parts of Speech (6 hours)

1. Identify different parts of speech and understand their functions within the context.
2. Use parts of speech effectively in constructing meaningful sentences.
3. Analyze words that can function as different parts of speech based on the given context.

Unit 2: Grammar, Idioms & Phrasal Verbs, Common Prepositions (12 hours)

1. Demonstrate a comprehensive understanding of the present tense in both active and passive forms.
2. Apply appropriate grammar rules to construct grammatically correct sentences in the present tense.
3. Recognize and use commonly used idioms in appropriate contexts.
4. Understand and correctly use common prepositions in written and spoken English.

Unit 3: Verbal and Nonverbal Communications, Listening Skills (12 hours)

1. Develop effective verbal communication skills, including clarity, coherence, and appropriate language use.
2. Enhance nonverbal communication skills, such as body language, facial expressions, and gestures.
3. Improve listening skills to comprehend and respond appropriately in various conversational situations.

Pedagogy: The Foundation Course in English will adopt a learner-centered approach, emphasizing active student participation and engagement. The following pedagogical methods will be employed:

1. **Interactive Lectures:** Engaging lectures will be delivered to introduce concepts, clarify doubts, and provide examples. Students will be encouraged to participate through discussions and question-answer sessions.
2. **Group Activities:** Collaborative activities, such as group discussions, role-plays, and language games, will be organized to promote effective communication, critical thinking, and teamwork.
3. **Real-life Scenarios:** Authentic materials, such as audio and video clips, news articles, and real-life conversations, will be integrated into the course to expose students to English in real-world contexts and foster cultural understanding.
4. **Assessments:** Continuous assessment will be carried out through assignments, presentations, and tests, ensuring students' progress and providing timely feedback. Additionally, students will be encouraged to self-assess and reflect on their language learning journey.



COURSE CONTENT

Unit-1	Revision of the Basics of the English Language – Parts of Speech	Hours:06
	<ul style="list-style-type: none"> ○ Identification and understanding of different parts of speech (nouns, pronouns, verbs, adjectives, adverbs, prepositions, conjunctions, interjections) ○ Functions of each part of speech in sentence construction ○ Application of parts of speech in sentences to convey meaning and grammatical accuracy ○ Analysis of words that can function as different parts of speech in different contexts 	
Unit – 2	Tense, Voice, Idioms, Phrasal Verbs, and Prepositions	Hours:12
	<ul style="list-style-type: none"> ● Tense and Voice (Present Tense) <ul style="list-style-type: none"> ○ Present Tense: Usage and forms (simple present, present continuous, present perfect, present perfect continuous) ○ Active and Passive Voice in the present tense: Formation and transformation of sentences ● Commonly Used Idioms (From the given annexure) <ul style="list-style-type: none"> ○ Understanding the meaning and usage of commonly used idiomatic expressions ○ Incorporating idioms appropriately in spoken and written communication ● Common Prepositions <ul style="list-style-type: none"> ○ Comprehensive study of common prepositions and their usage in different contexts ○ Understanding prepositions of place, time, direction, and manne ○ Correct application of prepositions in sentences to convey accurate meaning 	
Unit – 3	Verbal and Nonverbal Communications; Listening Skills	Hours:12
	<ol style="list-style-type: none"> 1. Verbal Communication Skills <ul style="list-style-type: none"> ● Effective verbal communication strategies and techniques ● Articulation, pronunciation, and intonation for clear communication ● Active listening and responding skills ● Developing vocabulary and using appropriate language registers 2. Nonverbal Communication <ul style="list-style-type: none"> ● Understanding the role of body language, facial expressions, gestures, and eye contact in communication ● Interpreting and conveying emotions and attitudes nonverbally ● Cultural variations in nonverbal communication 3. Listening Skills <ul style="list-style-type: none"> ● Importance of active listening in effective communication ● Techniques for improving listening comprehension ● Identifying main ideas, details, and implicit information in spoken discourse ● Note-taking and summarizing skills during listening activities 	

Skill Development Activities: Practical Application



REFERENCES

1. Making Sense of English – MA Yaduguri
2. English Grammar and Composition – Wren and Martin
3. Spoken English: A Foundation Course – Kamlesh Sadanand and Susheela Punitha [part 1&2]
4. Communication Skills – Nageshwar Rao and Rajendra P. Das
5. Business Communication – Urmila Rai and SM Rai

Annexure (Idioms)

1. Apple of one's eye
2. Black sheep
3. Bolt from the Blue
4. Burn one's own finger
5. Burning question
6. By hook or by crook
7. (Build) Castles in the air
8. Child's play
9. Close-fisted
10. Close shave
11. Crocodile tears
12. Cry over spilt milk
13. An eye for an eye
14. A fish out of water
15. From hand to mouth
16. To have a finger in every pie
17. Herculean task
18. Hobson's choice
19. To hold one's tongue
20. In one's good book
21. (show) (in) one's true colours
22. In the nick of time
23. Jack of all trades (master none)
24. To kick up a row
25. The last straw
26. A laughing Stock
27. To let the cat out of the bag
28. A lion's share
29. A maiden speech
30. To make up one's mind
31. Nip in the bud
32. (hold out/ offer)Olive branch
33. Once in a blue moon
34. Out of the frying pan into the fire
35. To put one's best foot forward
36. To stick to the point
37. To take advantage of
38. A turning point
39. Up to the mark
40. A white lie:



Bachelor of Business Administration (B.B.A.)			Semester - I
Course Title: IT for Business - I	Course Code:		Type of Course: SEC
Credit: 02	Theory: 01 Hour	Practical: 02 Hours	Lab Hours: 30
Internal Marks: 25	External Lab Exam Marks: 25	Total Marks: 50	Lab Exam Time: --

COURSE OUTCOMES:

- Students should be able to use and navigate software applications such as Microsoft Word and Microsoft Power Point.
- Students should be able to create and edit documents using a word processing application.
- Students should be able to create and deliver effective presentations using presentation software such as Microsoft Power-point.

- Pedagogy:**
- The instructor should demonstrate how to use various software applications and tools to the students, providing step-by-step guidance.
 - Students can work on exercises that require them to use the software in realistic scenarios.
 - Should be designed to reflect practical applications in real-world scenarios.

COURSE CONTENT

Unit – 1	Working with Microsoft Word	Hours: 15
	<p>Create and Navigate Through Document</p> <ul style="list-style-type: none"> ▪ Create a blank document ▪ Create a blank document using a template ▪ Insert hyperlinks ▪ Create bookmarks ▪ Move a specific location or object in a document <p>Format a Document</p> <ul style="list-style-type: none"> ▪ Modify page setup ▪ Apply document themes ▪ Apply document style sets ▪ Insert headers and footers ▪ Insert page numbers ▪ Format page background elements ▪ Use of Bullets and Numbers ▪ Spelling and Grammar Checker <p>Insert and Format Text and Paragraphs</p> <ul style="list-style-type: none"> ▪ Find and replace text ▪ Cut, Copy and Paste text ▪ Apply font formatting ▪ Apply formatting by using format pointer ▪ Set line spacing and indentation ▪ Insert shape, graphics, Watermark <p>Create Table</p> <ul style="list-style-type: none"> ▪ Create a Table 	



	<ul style="list-style-type: none"> ▪ Convert text to tables and tables to text ▪ Create a table by specifying rows and columns ▪ Apply table styles <p>Mail Merge</p> <ul style="list-style-type: none"> ▪ Create a Mail Merge ▪ Manage recipient list ▪ Insert merge fields ▪ Preview merge result
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Unit – 2	Working with Power-point - I	Hours: 15
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	<p>Create and Navigate Through Power-point</p> <ul style="list-style-type: none"> ▪ Create a blank presentation ▪ Create a blank presentation using a template ▪ Adding, Deleting and rearranging slides <p>Create Themes and Use of Transitions, Animation</p> <ul style="list-style-type: none"> ▪ Create a theme for presentation ▪ Use specific theme for presentation ▪ Using transitions, Setting up slide timing ▪ Use of animation and apply to slide / presentation <p>Different Presentation Views</p> <ul style="list-style-type: none"> ▪ Setting up and using presenter view ▪ Use of Outline view ▪ Usage of Slide sorter and notes pages ▪ Use of slide narration ▪ Setup slide show of presentation (From Beginning and From Current slide) <p>Formatting Presentation</p> <ul style="list-style-type: none"> ▪ Use of Header-Footer ▪ Use of WordArt ▪ Adding SmartArt to presentation ▪ Inserting Tables to presentation ▪ Inserting pictures, clip-arts, shapes to presentation ▪ Insert movies or sounds to play automatically / on mouse click ▪ Insert, edit, remove a hyperlink
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Unit – 3	Working with Power-point - II
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	<p>Managing Presentations</p> <ul style="list-style-type: none"> ▪ Custom Shows <ul style="list-style-type: none"> - Create, show a named custom slide show ▪ Slide show settings <ul style="list-style-type: none"> - Copy, edit, delete a custom slide show - Apply timing to, remove timings from slide transitions - Apply settings to a slide show so that it loops continuously when played / does not loop continuously when played. - Apply settings so that slides advance manually, advance using timings if present
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|--|--|
| | <ul style="list-style-type: none">- Apply settings so that slide show is presented with animation, without animation<ul style="list-style-type: none">▪ Slide show control- Add, erase pen annotations during a slide show <p>Display black, white screen during a slide show. Pause, restart, end a slide show</p> |
|--|--|

Skill Development Activities: Practical Application

REFERENCES

- Office 2019 All-in-One for Dummies by Peter Weverka
- Microsoft Word 2019 Step By Step – By Joan Lambert and Joyce Cox
- PowerPoint 2019 for Dummies by Doug Lowe



Bachelor of Business Administration (B.B.A.)			Semester - I
Course Title: E-commerce & Digital Solutions for Business	Course Code:	Type of Course: SEC	
Credit: 02	Theory: 1 Hour	Practical: 2 Hours	Teaching Hours: 30
Internal Marks: 25	External Lab Exam Marks: 25	Total Marks: 50	Lab Exam Time: --

COURSE OUTCOMES:
<ul style="list-style-type: none"> • To aware and understand the students about <ul style="list-style-type: none"> - Basic E-commerce concepts - Digital Marketing and its techniques. - Digital Payment and security issues involved in the business.
Pedagogy: Lectures, case studies, Seminars, field studies, etc.

COURSE CONTENT

Unit - 1	Introduction to E-Commerce	Hours: 5
	<ul style="list-style-type: none"> • Concept, meaning and features of E-commerce • History and development of e-commerce with special reference to India • Difference between traditional commerce and e-commerce • Merits and demerits of e-commerce • Types / Models of E-commerce 	
Unit – 2	Digital Marketing	Hours:10
	<ul style="list-style-type: none"> • Concept of marketing and digital - marketing • Challenges before traditional marketing • Merits and demerits of digital marketing • Various methods/techniques of digital marketing 	
Unit - 3	Digital Payments and Security Issues	Hours: 15
	Digital Payments <ul style="list-style-type: none"> • Credit/Debit Card • NEFT and RTGS • UPI • E-Wallet • Concept of Payment Banks • e-RUPI Security Issues <ul style="list-style-type: none"> • Essentials of Good Cyberspace security • Kinds of Threats and Crimes taking place on digital space • Internet Security options • Networks: Concept and Types 	
Skill Development Activities: Practical Exposure		
<ul style="list-style-type: none"> - Paper presentation, Chart and models on E commerce topics 		
Audio visual learning and practices related with digital payment system.		



REFERENCES

- E- Commerce and E business : - Dr.C.S. Raydu - Himalaya Publishing House
- Introduction to Banking – Vijayraghavanly Engar- Excel Publication



Bachelor of Business Administration (B.B.A.)			Semester - II	
Course Title: Human Values & Professional Ethics		Course Code:	Type of Course: Major/Core	
Credit: 4	Theory: 4 Hours	Practical: Nil	Teaching Hours: 60	
Internal Marks: 50	External Marks: 50	Total Marks 100	External Exam Time: 2½ Hours	

COURSE OUTCOMES:

- Identify and analyze an ethical issue in the subject matter under investigation or in a relevant field
- Identify the multiple ethical interests at stake in a real-world situation or practice
- Articulate what makes a particular course of action ethically defensible
- Assess their own ethical values and the social context of problems

Pedagogy: Lectures, case discussions, videos and presentations

COURSE CONTENT

Unit – 1	Introduction to Business Ethics and Moral Values	Hours: 10
	Meaning, Nature of business ethics, Importance of business ethics, Factors influencing business ethics, Arguments for and against business ethics Values: Meaning, Types of values, Employer and employee’s responsibilities, Profit maximization vs. Social responsibility.	
Unit – 2	Organisational Ethics	Hours: 10
	Introduction, Ethical Corporate Behaviour, Development of Ethical Corporate Behaviour, Ethical Leadership, Ethical Decision Making, Ethical Dilemmas in Organisation.	
Unit – 3	Workplace Ethics	Hours: 15
	Introduction, Factors Influencing Ethical Behavior at Work Ethical Issue: Business Relationships, Conflicts of Interest, Fairness and Honesty, Communications, Discrimination, Harassment, Importance of Ethical Behavior at Workplace.	
Unit – 4	Ethical Decision Making	Hours: 15
	Meaning, Nature of ethical decision making, Process, Factors influencing ethical decision making- Individual influences, Situational influences.	
Unit – 5	Corporate Social Responsibility	Hours: 10
	Meaning of Corporate Social Responsibility, Need, Nature, Responsibility towards customers, Suppliers, Investors, government, and society as a whole.	

- Skill Development Activities:**
1. Role-playing: This activity involves creating scenarios where individuals must make ethical decisions and then act them out.
 2. Ethical debates: This activity involves discussing ethical dilemmas and debating the pros and cons of various solutions.
 3. Case studies: This activity analyses real-life ethical cases and discusses the best course of action.
 4. Reflective writing: This activity involves writing about personal ethical challenges and reflecting on how to handle them in the future.

Skill Development Activities: Practical Application



REFERENCES

- “Business Ethics”: A.C. Fernando. Person.
- Principles of Management: T Ramasamy. Himalaya Publishing House.
- “Business Laws, Ethics and Communication” Vol. I, The Institute of Chartered Accountants of India, New Delhi.
- S.K.Chakroborty :Values and Ethics in Organisation, UP
- Kitson Alan – Ethical Organisation, Palgrave
- L.T.Hosmer: The ethics of Management, Universal Book



Bachelor of Business Administration (B.B.A.)			Semester - II
Course Title: Management Principles and Practices	Course Code:		Type of Course: Major/Core
Credit: 04	Theory: 04 Hours	Practical: -Nil	Teaching Hours: 60
Internal Marks:50	External Marks: 50	Total Marks -100	External Exam Time: 2½ Hours

COURSE OUTCOMES:

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

- Understand concepts and techniques of Leadership and Motivation.
- Understand the process of change and change management. ·
- Understand the emerging trends in management.
- Explain the basic Practices useful for managers in managing Organization. ·
- Understand the requirement of solving cases in management.

Pedagogy:
Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & fieldwork etc.

COURSE CONTENT

Unit - 1	Leadership and Motivation Techniques for Managers	Hours: 12
	<ul style="list-style-type: none"> • Leadership – styles / Techniques (Autocratic, Democratic and Free rein), qualities required for successful leaders, Trait Theory, Grid theory. • Motivation – types (Financial /Non-Financial), Maslow’s theory, McGregor’s theory and Hertzberg’s two factor theory 	
Unit – 2	Management of Change	Hours: 12
	<ul style="list-style-type: none"> • Change – Meaning, types, Importance, Process of Planned Change, • Resistance to change – meaning, causes and remedies • Change Agent – meaning, types and roles 	
Unit - 3	Management in Practice	Hours: 12
	<ul style="list-style-type: none"> • Decision Making – Concept, Process and Importance • Management By Objective – Concept, Process and Importance • Work Life balance – Concept, components, positive effects and Managerial Actions 	
Unit – 4	Recent Trends in Management	Hours: 12
	<ul style="list-style-type: none"> • Management Information System – concept, Process/ components, Importance and Limitation • Total Quality Management – Concept, Tools, Importance and Managerial Implications • Knowledge management – Meaning, merits and demerits 	
Unit – 5	Case study	Hours: 12
	<p>Concept, Types, Process to attempt case study, Importance and Limitations – class room discussion of three practical cases minimum.</p> <p>Note: -In exam Practical cases can be asked on business management concepts in the option of theory</p>	

Skill Development Activities: Seminar, Presentation, Role Play, Management Games, Discussion of corporate stories, Assignments



REFERENCES

1. Management: Task, Responsibilities and Practices – Peter F Drucker ,
2. Modern Business Organization by S. A. Sherlekar, Himalaya Publication
3. Industrial Organization Management: Sherlekar, Patil, Paranjpe, Chitale
4. Business Organization and Management By Jallo, Tata McGraw Hill
5. Industrial Organization and Management By Dr. C. B. Gupta, Sultan Chand & Co. Delhi
6. Business Organization and Management By Dr. C. B. Gupta, Sultan Chand & Co. Delhi
7. Principles and Practices of Management – L.M. Prasad, Sultan Chand & Co. Delhi



Bachelor of Business Administration (B.B.A.)			Semester - II
Course Title: Micro & Macro Economics		Course Code:	Type of Course: Minor
Credit: 04	Theory: 04 Hours	Practical: Nil	Teaching Hours: 60 Hours
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2½ Hours

COURSE OUTCOMES:	
<ul style="list-style-type: none"> To provide basic Knowledge of principles, concept and tools of economics To provide basic knowledge of the Indian Economy. To make enable students for understanding the application of economic theories and practices To develop abilities in students for applying the principles, concepts and tools of economics 	
Pedagogy:	
<ul style="list-style-type: none"> Interactive lectures, electronic media, PowerPoint presentations, problem-solving-based learning, case study method, project-based learning, performance-related task etc. 	

COURSE CONTENT		
Unit - 1	Utility Analysis & Consumer Surplus	Hours: 12
	<ul style="list-style-type: none"> Concept and Meaning of Utility Concept of Cardinal and Ordinal Utility Total and Marginal Utility Law of Diminishing Marginal Utility Law of Equi-Marginal Utility Concept of Consumer Surplus 	
Unit – 2	Theory of Demand and Supply	Hours: 12
	<p>a) Theory of Demand</p> <ul style="list-style-type: none"> Meaning of Demand & Demand Function Law of Demand. demand curve and demand schedule Determinants (factors) of Demand Exceptions/Limitations of Law of Demand <p>b) Theory of Supply</p> <ul style="list-style-type: none"> Law of Supply, supply curve Determinants (factors) of Supply 	
Unit - 3	Elasticity of Demand	Hours: 12
	<ul style="list-style-type: none"> Meaning and concept of Elasticity of Demand Types of Elasticity of Demand Types of Price Elasticity of Demand Factors affecting the price elasticity of demand Meaning and Types of Income Elasticity of Demand Meaning and Types of Cross Elasticity of Demand Measuring Methods of Price Elasticity of demand Practical Significance of Price Elasticity of Demand 	
Unit – 4	Introduction to Indian Economy	Hours: 12
	<ul style="list-style-type: none"> India as a developing economy Share of Agricultural Sector in India’s GDP & its Importance in Indian Economy 	



	<ul style="list-style-type: none">• Share of Industrial Sector in India's GDP & its Importance in Indian Economy• Share of Service Sector in India's GDP & its Importance in Indian Economy
Unit-5	Demographic Issues Hours: 12
	<ul style="list-style-type: none">• Relationship between size of population and economic development• Concepts of birth rate, death rate, life expectancy at birth and density of population.• Recent demographic trends in India• Causes of large size of the population, its effects on economic development and current population policy.
Skill Development Activities: Practical Applications of Economics in day-to-day life.	

REFERENCES

References:

- Principles of Economics by D.M. Mithani – Himalaya Publishing House.
- Micro Economics by H.L. Ahuja – S.Chand and Co.
- Micro Economics by M. John Kennedy – Himalaya Publishing House.
- Micro Economics by M.M.Verma and R.K.Agarwal – King Books.
- The Indian Economy, Environment & Policy by Ishwar C Dhingra-S. Chand & Sons
- Indian Economy by Ruddar Datt & K.P.M. Sundaram-S. Chand & Company Ltd.
- Indian Economy by V.K.Puri & S.K. Misra-Himalaya Publishing House



Bachelor of Business Administration (B.B.A.)			Semester - II
Course Title: Stock Market Practices	Course Code:		Type of Course: VAC
Credit: 2	Theory: 1 Hour	Practical: 2 Hours	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks - 50	External Exam Time: 2 Hours

COURSE OUTCOMES:

- To help the students understand the types of stock exchanges and various investment options.
- To give hands-on experience in opening and trading through demat accounts and knowledge of depository participants and brokers
- To uprise students with the various terminologies used in routine share market and share market publications.

Pedagogy: Lectures, seminars, Case studies, Role Play, field studies, etc..

COURSE CONTENT

Unit - 1	Introduction to Capital Market	Hours:5
	<ul style="list-style-type: none"> • Introduction to Different Market Platforms-Primary & Secondary Market • IPO, FPO, Bonus & Buy Back of Shares • Trading mechanism in the secondary market (Trading, Clearing and Settlement) • Types of orders - Mutual Fund Investment-SIP, ETFs - BSE, NSE • Regulation of securities market by SEBI 	
Unit – 2	Procedure of Opening De-mat Account	Hours:15
	<ul style="list-style-type: none"> • Depository Participant’s- CDSL, NSDL • Part Time Brokers, Full Time Brokers • Meaning Of De-mat Account & Trading Account • Procedure to open De-mat Account 	
Unit - 3	Basic Terminology	Hours:10
	<ul style="list-style-type: none"> • Nifty or SENSEX - Bull Market - Bear Market – Systematic Risk - Return - Delivery - Intraday - Long Buy - Short Selling - Stop Loss - Portfolio - Tick Size - Averaging - Booking Profit or Loss - Right Issue - Stock bonus - Stock Split 	

Skill Development Activities:
 Visit To nearest Banks, understand the opening of accounts, loan application, FD, Cheque clearance, RTGS, NEFT and working of ATM and online banking system, Visit the nearest stock exchange or DP Brokers office, understand about working, demat account system, stock trading, etc,

REFERENCES

- Banking Law, Theory and Practice – Sundaram and Varshney – Sultan Chand Co.,
- Banking and Financial Systems – B. Santhanam (Margham Publishers)
- Banking Law Theory and Paractice – Sherlaker & Sherlaker.
- Electronic Banking and Information Technology – IIB
- Information Technology in Indian Commercial Banks NIBM Pune – Naidu C.A.S
- Technology and Banks NIBM Pune – Revell J.R.S
- Investment Management &Portfolio Management–V.K.BHALLA, S.Chand &Co.
- Security Analysis – PREETI SINGH, Himalaya Publishing House.



Bachelor of Business Administration (B.B.A.)			Semester - II
Course Title: Health, wellness and Yoga	Course Code:	Type of Course: VAC	
Credit: 02	Theory: 1 Hour	Practical: 2 Hours	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks -50	External Practical Exam -

COURSE OUTCOMES:
<ul style="list-style-type: none"> • Understand the basic concepts, determinants and dimensions of Health and wellness. • Classify Yoga and the role of Yoga for physical and mental fitness with personality development • Practice different Yogic practices • Understand the concept of sports and fitness
Pedagogy: Lectures, Practices and Asana, Ground activities and sports

COURSE CONTENT		
Unit - 1	Sports for Fitness	Hours: 10
	Concept of sports and fitness, dimensions and determinants of Health and fitness, Nutrition's and balanced diet, Globalization and Its Impact on fitness, BMI (Body Mass Index) for all age groups.	
Unit – 2	Introduction to Yoga	Hours: 15
	Meaning, Characteristics, misconceptions, aims and objectives, needs and Importance of Yoga, origin and history of Yoga in Indian Context, Classification of Yoga –Raj Yoga (Ashtong Yoga), Hath Yoga, Sankhya Yoga, Bhakti Yoga, Mantra Yoga, Yoga and Health, Yoga for stress Management	
Unit - 3	Fitness and Wellness Programs in India	Hours: 5
	Khelo India, Fit India Movement, Traditional Sports of Gujarat viz– Hockey, Khokho, Kabaddi, Cricket and football. Sports and wellness for personality development.	

Skill Development Activities:
 Yogic Practices, Asans, Kriyas, Mudras Bandhas, Dhyana, Surya Namaskar, Contemporary Practices of Yoga, Participation in atleast one Individual Sports (among the list of IOA, AIU, SGFI), practicing General and specific warm up, Aerobics and ZUMBA workout, Practicing Cardio Respiratory Fitness, Treadmill Argo meter, Run test, 9 minutes' walk, Skipping and running.

REFERENCES
<ul style="list-style-type: none"> • Ajith “Yoga Pravesha” Rashtrontana Paruhad Bangalore • B.C. Rai Health, Education and Hygenic, Published by Prakashan Kendra, Lucknow • Puri, K Chandra, S.S.(2005) Health and physical education, New Delhi: Surjit Publication



Bachelor of Business Administration (B.B.A.)			Semester - I
Course Title: Earth & Environmental Science	Course Code:	Type of Course: VAC	
Credit: 02	Theory: 02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks 50	External Exam Time: 2 Hours

COURSE OUTCOMES:

- To aware and understand the students about
 - Basic environmental concepts
 - Ecosystem and ecology
 - Environment degradation and its implications
 - Sustainable development and global warming
 - Disaster management.

Pedagogy: Lectures, case studies, Seminars, field studies etc.

COURSE CONTENT

Unit - 1	Unit – 1 Introduction to Environment Science	Hours: 5
	<ul style="list-style-type: none"> • Concept and definition of environment and environment science • Principles and Scope • Environmental awareness programmes • Concept of ecology and ecosystem 	
Unit – 2	Environmental Degradation and Management	Hours:10
	<ul style="list-style-type: none"> • Concept and meaning of environmental degradation • Causes of environmental degradation • Environmental linkages • Environmental concerns in India • Global warming – Basic concept and Implications • Sustainable development – concept and need 	
Unit - 3	Environmental Management System and Disaster Management	Hours: 15
	<ul style="list-style-type: none"> • Concept, meaning and features of EMS • ISO – 14001 • Environmental audit • Eco-friendly products and green industry • Carbon credit – basic concept only • Disaster Management: concept & meaning, types of disaster and need & planning with reference to various types of disasters. 	

Skill Development Activities: Save Nature Activities in various areas of society

- Paper presentation, Chart and models on environmental topics,
- Role play - classroom discussion on present environmental issues, etc.

REFERENCES

- Environment Management: - N.K. Oboroi -Excel Publication
- Environment Management: - G N Pandey: - Vikas Publishing house
- Textbook of Environment: - K M Agaraval – Macmilan
- Environmental Impact assessment: - L W Canter –Mc graw hill



Bachelor of Business Administration (B.B.A.)			Semester - II
Course Title: Business Statistics	Course Code:		Type of Course: MDC
Credit: 04	Theory: 04 Hours	Practical: Nil	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2½ Hours

COURSE OUTCOMES:

- To collect data in terms of experimental designs and statistical surveys.
- Organizing and summarizing the data.
- Analyzing the data and drawing conclusions from it
- To provide knowledge regarding the practical application of statistical tools in business

Pedagogy: Theory, Exercise

COURSE OUTCOMES		
Unit - 1	LINEAR CORRELATION	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Definition • Types of correlation • Methods for correlation • Scatter Diagram method • Karl Pearson's method • Spearman's Rank method • Probable Error and standard error of coefficient of correlation • coefficient of correlation Bivariate frequency distribution • Examples 	
Unit – 2	LINEAR REGRESSION:	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Definition of Regression • Properties Of Regression Co-efficient • Relation Between Correlation and Regression Co-Efficient • Two Lines of Regressions • Regression Coefficients from Bivariate Frequency Distribution • Examples 	
Unit - 3	PROBABILITY	Hours: 12
	<ul style="list-style-type: none"> • Concept of probability • Mathematical and statistical definition of probability • Definition of different terms (Random Experiment, sample space, types of events, independent events etc.) • Addition Law and Multiplication Law for two events with proof • Examples 	
Unit – 4	MATHEMATICAL EXPECTATION AND BINOMINAL DISTRIBUTION	Hours: 12
	<ul style="list-style-type: none"> • Definition and meaning • Mean and variance • Properties of Mean and Variance • Characteristics • Constants • Importance of Distribution 	



	<ul style="list-style-type: none">• Examples	
Unit – 5	POISSON DISTRIBUTION	Hours: 12
	<ul style="list-style-type: none">• Characteristics• Constants• Importance of Distribution• Fitting• Examples	
Skill Development Activities: Practical Applications.		

REFERENCES

Advance Practical Statistics: S. P.Gupta.
Fundamental of Statistics: V.K. Kapoor and S.C. Gupta
Fundamental of Mathematics and Statistics: V.K. Kapoor and S.C. Gupta
Fundamental of Statistics : D .N Elhance



Bachelor of Business Administration (B.B.A.)			Semester II
Course Title: Communicative English	Course Code:		Type of Course: AEC
Credit:02	Theory:02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks:25	External Marks:25	Total Marks: 50	External Exam Time: 2 Hours

COURSE OUTCOMES:

Upon completion of this course, students will be able to:

Unit 1: Communication Fundamentals

1. Understand the meaning and significance of communication.
2. Identify and explain the elements of the communication process.
3. Differentiate between various types of communication (verbal, non-verbal, written, etc.).
4. Recognize barriers to effective communication and propose strategies to overcome them.
5. Apply techniques for improving their own communication skills.

Unit 2: Language and Grammar

1. Demonstrate a clear understanding of past tense and its usage.
2. Identify and correctly use regular and irregular verbs in the past tense.
3. Formulate grammatically correct affirmative, negative, and interrogative sentences in the past tense.
4. Differentiate between active and passive voice in the past tense.
5. Convert sentences between active and passive voice in different sentence types.
6. Identify and effectively use a variety of conjunctions in sentence construction.

Unit 3: Communication Skills in Professional Context

1. Prepare effectively for job interviews, considering verbal and non-verbal communication.
2. Demonstrate effective verbal and non-verbal communication skills during interviews.
3. Respond confidently and appropriately to common interview questions.
4. Create an impressive resume/CV that highlights relevant skills, experiences, and achievements.
5. Format and organize information in a clear and professional manner in resumes/CVs.
6. Tailor resumes/CVs to meet the requirements of specific job applications.
7. Engage in telephonic conversations professionally, handle calls, and provide information.
8. Develop interpersonal skills, active listening, and empathy in face-to-face conversations.
9. Apply effective techniques for resolving customer complaints and providing satisfactory solutions.
10. Manage difficult customers and handle challenging situations professionally.

COURSE CONTENT

Unit – 1	Communication Fundamentals	Hours:06
	Communication: Meaning, Importance, and Process Definition and significance of communication Elements of the communication process Barriers to effective communication	
Unit – 2	Language and Grammar	Hours:12
	<ol style="list-style-type: none"> 1. Grammar: Past Tense <ul style="list-style-type: none"> • Introduction to past tense and its usage • Regular and irregular verbs in the past tense • Formation of affirmative, negative, and interrogative sentences in the past tense 2. Active and Passive Voice (limited to past tense only) 	



	<ul style="list-style-type: none"> • Understanding active and passive voice • Formation of passive sentences in the past tense • Active and passive voice conversion in different sentence types <p>3. Conjunctions</p> <ul style="list-style-type: none"> • Introduction to conjunctions and their role in sentence construction • Exploring various conjunctions • Usage and placement of conjunctions in sentences
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Unit – 3	Communication Skills in Professional Context	Hours:12
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	<ol style="list-style-type: none"> 1. Interview Skills <ul style="list-style-type: none"> • Preparing for job interviews • Effective verbal and non-verbal communication in interviews • Responding to common interview questions • Techniques for showcasing skills and experiences 2. Resume and CV Writing <ul style="list-style-type: none"> • Understanding the purpose and structure of a resume/CV • Highlighting relevant skills, experiences, and achievements • Formatting and organizing information effectively • Tailoring resumes/CVs for specific job applications 3. Conversations in Various Situations <ul style="list-style-type: none"> • Telephonic Conversations: Handling phone calls professionally, taking messages, providing information, etc. • Face-to-Face Conversations: Developing interpersonal skills, active listening, empathy, etc. 4. Resolving Customer Complaints as a Call Center Representative <ul style="list-style-type: none"> • Understanding customer needs and expectations • Active listening and empathy in customer interactions • Techniques for resolving complaints and providing satisfactory solutions • Managing difficult customers and handling challenging situations
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Skill Development Activities: Practical Application

REFERENCES

1. Making Sense of English – MA Yaduguri
2. English Grammar and Composition – Wren and Martin
3. Spoken English: A Foundation Course – Kamlesh Sadanand and Susheela Punitha [part 1&2]
4. Communication Skills – Nageshwar Rao and Rajendra P. Das
5. Business Communication – Urmila Rai and SM Rai



Bachelor of Business Administration (B.B.A.)		Semester - II	
Course Title: Information Technology for Business II		Course Code:	Type of Course: SEC
Credit: 02	Theory: 1 Hour	Practical: 02 Hours	Teaching / Lab Hours: 30
Internal Marks: 25	External Lab Exam Marks: 25	Total Marks: 50	Lab Exam Time: --

COURSE OUTCOMES:

- Students should be able to navigate the Excel interface, enter data and use basic formatting tools.
- Students should be able to create, edit, and format spreadsheets using various tools, techniques, functions, charts, pivot tables, etc.

Pedagogy:

- Excel is commonly used in business and finance, so using real-world examples and case studies can help students understand the use of Excel.
- Excel is a software program that requires practice to master.
- Excel has a wide range of capabilities and functions.

COURSE CONTENT

Unit – 1	Basics of Excel	Hours: 5
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	<p>Create and navigate through Excel Workbook and Worksheet</p> <ul style="list-style-type: none"> ▪ Create Workbook ▪ Inserting Worksheet in Workbook ▪ Setup Page Layout for Excel ▪ Identifying Row, Column, Cell, Cell Address ▪ Input data and use data with Cell Address <p>Format a Worksheet</p> <ul style="list-style-type: none"> ▪ Apply formatting (font, font style, color, background, border and etc.) ▪ Set header and footer for worksheet ▪ Change background and name of worksheet title 	
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Unit – 2	Advance Excel	Hours: 15
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	<p>Working with functions</p> <ul style="list-style-type: none"> ▪ Basic Functions: <ul style="list-style-type: none"> - SUM, AVERAGE, MAX, MIN, COUNT, IF, AND, NOT, OR, ROUND, ROUNDUP, ROUNDDOWN, TODAY, NOW, CONCATENATE ▪ Data Analysis: <ul style="list-style-type: none"> - VLOOKUP, HLOOKUP, INDEX, MATCH, SUMIF, COUNTIF, AVERAGEIF, PMT, FV, PV, RAND, RANDBETWEEN - Nested VlookUp with Exact Match, - VlookUP with tables, dynamic ranges ▪ Data Validations <ul style="list-style-type: none"> - Specifying a valid range of values for a cell - Specifying a list of valid values for a cell - Specifying custom validations based on formula for a cell ▪ More Functions <ul style="list-style-type: none"> - Date and time functions - Text functions - Database functions - Power functions (countif, countifs, sumif, sumifs) ▪ Conditional Formatting – Formatting of Cells based on specific conditions 	
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	<ul style="list-style-type: none"> ▪ Sorting and Filtering Data <ul style="list-style-type: none"> - Sorting Tables - Using Multiple-level sorting - Using custom sorting - Filtering data for selected view (AutoFilter) - Using advanced filter options
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Unit – 3	Use of Chart, PivotTable and Data Sorting. Filtering and protecting	Hours: 10
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	<p>Use of Chart</p> <ul style="list-style-type: none"> ▪ Create Chart ▪ Types of Chart (Column, Line, Pie, Bar) ▪ Formatting Charts ▪ Using 3D Graphs ▪ Using Bar and Line Chart together ▪ Using Secondary Axis in Graphs ▪ Sharing Charts with Power Point / MS Word, Dynamically <p>Create PivotTable for data analysis</p> <ul style="list-style-type: none"> ▪ Formatting and customizing Pivot tables ▪ Using advanced options of Pivot tables ▪ Pivot Charts ▪ Consolidating data from multiple sheets and files using Pivot tables ▪ Using external data sources ▪ Using data consolidation feature to consolidate data ▪ Show Value As (% of Row, % of Column, Running Total, Compare with Specific Field) ▪ Viewing subtotal under Pivot <p>Whatif Analysis</p> <ul style="list-style-type: none"> ▪ Goal Seek ▪ Data Tables ▪ Scenario Manager <p>Protecting Workbook Protecting Sheet with all options</p>
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Skill Development Activities: Practical Application

REFERENCES

- Microsoft Excel 2019 Formulas and Functions (Business Skills), Microsoft Press Publications – By Paul McFedries
- Microsoft Excel 2019 Bible, the Comprehensive Tutorial Resource, Wiley Publishers – By Richard Kusleika

LIST OF EXERCISES:

- Use of Excel for making simple table creation like time-table, employee salary sheet, student marksheet etc.
- Data Sorting and Filtering
- Creating different types of charts for selected data
- Advance Conditional Formatting
- Advance data validation
- Use of functions



- Pivot table dash board using time line
- What-if analysis
- Preparation of employee pay roll
- Tax Calculation
- Preparation of PGVCL Bill Generation Sheet



Bachelor of Business Administration (B.B.A.)			Semester - II
Course Title: Artificial Intelligence for Business		Course Code:	Course Title: SEC
Credit:02	Theory: 1 Hour	Practical: 02 Hours	Teaching / Lab Hours: 30
Internal Marks: 25	External Lab Exam Marks: 25	Total Marks: 50	Lab Exam Time: --

COURSE OUTCOMES:

- Understand the fundamental concepts of AI and its applications in the business context.
- Learn how to identify business problems that can be addressed using AI techniques.
- Learn how to design and implement AI solutions for business problems.

Pedagogy:

- Lectures can provide a foundation for understanding the basic concepts and principles of AI for business.
- Group discussion can provide an opportunity for students to share their insights and perspectives on AI and its implications for business.

COURSE CONTENT

Unit – 1	Intro to AI and its applications in Business Management	Hours: 10
	<ul style="list-style-type: none"> ▪ Definition of AI and its applications in Business Management ▪ Types of AI: Supervised, Unsupervised, and Reinforcement Learning ▪ AI Ethics and Bias ▪ Business use cases of AI 	
Unit – 2	Business Applications of AI	Hours: 10
	<ul style="list-style-type: none"> ▪ AI for Customer Service ▪ AI for Marketing and Advertising ▪ AI for Operations and Management ▪ AI for Financial Services ▪ AI for Healthcare ▪ Use case analysis 	
Unit – 3	Future of AI and Business Management	Hours: 10
	<ul style="list-style-type: none"> ▪ Emerging trends in AI for Business Management ▪ Ethics, Governance and Regulation of AI ▪ Opportunities and Challenges of AI for Business Management 	

Skill Development Activities: Practical Application

REFERENCES

- Artificial Intelligence for Business by Niraj Kumar
- Artificial Intelligence Strategy for Business – By Niraj Kumar



Bachelor of Business Administration (B.B.A.)		Semester - II	
Course Title: Stress Management	Course Code:		Type of Course: SEC
Credit: 02	Theory: 02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks: 25	External Exam Time: 2 Hours

COURSE OUTCOMES:

- To understand the nature and causes of stress in organizations
- To familiarize the learners with the stress prevention mechanism
- To understand the strategies that help cope with stress
- To be able to apply stress management principles to achieve high levels of performance
- To enable learners to adopt effective strategies, plans and techniques to deal with

Pedagogy: Theory, Exercise

UNIT WISE SYLLABUS:

Unit - 1	Understanding Stress	Hours:10
	<ul style="list-style-type: none"> • Stress- Concept, Features, types of stress • Relation between Stressors and Stress • Potential Sources of stress- Individual, Organisational, Environmental • Consequences of stress-Physiological, Psychological and Behavioural Symptoms • Stress at the workplace- Meaning and Reasons • Impact of stress on performance • Burnout- Concept, Stress v/s Burnout 	
Unit - 2	Managing Stress	Hours:10
	<ul style="list-style-type: none"> • Pre- requisites of stress-free life • Anxiety- Meaning, Mechanisms to cope up with anxiety • Relaxation- Concept and techniques • Time Management - Meaning, Importance and approaches • Stress Management - Concept and beliefs • Managing stress at individual level • Stress Management Techniques- Organisational Level 	
Unit - 3	Stress Management Leading to Success	Hours:10
	<ul style="list-style-type: none"> • Eustress- Concept, factors affecting Eustress • Stress Management Therapy - Concept and benefits • Stress Counselling - concept and importance • Stress and New Technology • Assessment of stress- Tools and Techniques • Future of stress Management 	

Skill Development Activities: Stress Removal Exercise



REFERENCES

- Stress management by Susan R. Gregson
- Stress Management by Heena T. Bhagtani, Himalaya Publishing House, Mumbai
- Stress management: Leading to Success by B Hiriyappa
- Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper
- Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton
- Stress Management by A. K. Rai
- Organizational Stress Management: A Strategic Approach by A. Weinberg, V. Sutherland, C. Cooper
- Stress Management by Dr. Nivedita



સૌરાષ્ટ્ર યુનિવર્સિટી

એકેડેમિક વિભાગ

યુનિવર્સિટી કેમ્પસ, યુનિવર્સિટી રોડ, રાજકોટ - ૩૬૦ ૦૦૫

ફોન નં.(૦૨૮૧)૨૫૭૮૫૦૧ એક્સટે. નં. ૨૦૨, ૩૦૪, ફેક્સ નં.(૦૨૮૧)૨૫૭૬૩૪૭ E-mail Id: academic@sauuni.ac.in

નં.એકે./ બિઝનેશ મેનેજમેન્ટ/૨૫૦૫૦૬૭ /૨૦૨૪

તા:- ૨૩/૦૫/૨૦૨૪

બિઝનેશ મેનેજમેન્ટ

પરિપત્ર:-

આથી સૌરાષ્ટ્ર યુનિવર્સિટીની બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા હેઠળ સ્નાતક કક્ષાના અભ્યાસક્રમ ચલાવતી સર્વે સંલગ્ન કોલેજોના આચાર્યશ્રીઓને સવિનય જણાવવાનું કે, NEP- 2020 અંતર્ગતનો SOP મુજબ B.B.A.નો સેમેસ્ટર '૩' અને '૪'નો અભ્યાસક્રમ ચેરમેનશ્રી દ્વારા બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા હેઠળની વિવિધ વિષયની અભ્યાસ સમિતિઓ, બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા, એકેડેમિક કાઉન્સિલ તથા બોર્ડ ઓફ મેનેજમેન્ટની બહાલીની અપેક્ષાએ મંજૂર કરવા માન.કુલપતિશ્રીને ભલામણ કરેલ જે માન.કુલપતિશ્રીએ મંજૂર કરેલ છે. જેથી સર્વે સંબંધિતોએ તેનો તે મુજબ અમલ કરવાનો રહેશે.

(મુસદ્દો કુલસચિવશ્રીએ મંજૂર કરેલ છે.)

બિડાણ:- ઉક્ત અભ્યાસક્રમ (સોફ્ટ કોપી)

પ્રતિ,

૧. બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા હેઠળ સ્નાતક કક્ષાના અભ્યાસક્રમો ચલાવતી સર્વે સંલગ્ન કોલેજોના આચાર્યશ્રીઓ તરફ રવાના...
૨. બિઝનેશ મેનેજમેન્ટ વિદ્યાશાખા હેઠળની વિવિધ વિષયની અભ્યાસ સમિતિના સભ્યશ્રીઓ તરફ...

નકલ જાણ અર્થે રવાના:-

માન.કુલપતિશ્રી/કુલસચિવશ્રીના અંગત સચિવશ્રી

નકલ રવાના:- (જરૂરી કાર્યવાહી અર્થે)

૧. પરીક્ષા નિયામકશ્રી,
૨. ડાયરેક્ટશ્રી, કોમ્પ્યુટર સેન્ટર(વેબસાઈટ ઉપર પ્રસિદ્ધ કરવા અર્થે)

સહી/-

(ડૉ.આર.જી.પરમાર)

I/c.કુલસચિવ

રવાના કર્યું


૨૩/૦૫/૨૪
એકેડેમિક ઓફિસર



SAURASHTRA UNIVERSITY

RAJKOT

(Accredited Grade B by NAAC)



**Faculty of Business Management
Curriculum and Credit Framework**

Semester – III & IV

for

Bachelor of Business Administration (B.B.A.)

As Per National Education Policy - 2020

Effective From

June – 2024 (As Per SOP)



Saurashtra University, Rajkot
Faculty of Business Management

BBA Curriculum as Per NEP - 2020

B.B.A. Semester - III

Sr. No	Course Category	Course Title	Credit	Theory	Practical	IM	EM	Total
1	Major/Core	Financial Management	4	4	-	50	50	100
2	Major/Core	Human Resource Management	4	4	-	50	50	100
3	Major/Core	Marketing Management	4	4	-	50	50	100
4	SEC	Select Any One			-			
		1. Business Startup and Innovation	2	2	-			
		2. Tally ERP		1	2			
		3. Creative Writing		2	-	25	25	50
5	IKS (University Basket) *	Indian Entrepreneurs & Industrial Management	2	2	-	25	25	50
6	MDC	Statistics for Business Decisions	4	4	-	50	50	100
7	AEC	Select Any One			-			
		1. Personality Development and Corporate Skills 2. Public Speaking	2	2		25	25	50
			22			275	275	550

* University Letter No. AK/7251/2023 Dated 14.09.2023

B.B.A. Semester - IV

Sr. No	Course Category	Course Title	Credit	Theory	Practical	IM	EM	Total
1	Major/Core	Advertising & Brand Management	4	4	-	50	50	100
2	Major/Core	Banking and Finance	4	4	-	50	50	100
3	Major/Core	Organizational Behaviour	4	4	-	50	50	100
4	Minor	Economics for Decision Making	4	4	-	50	50	100
5	SEC	Entrepreneurship Development	2	2	-	25	25	50
6	AEC	Select Any One						
		1. Managerial Communication 2. French 3. Life Skill	2	2		25	25	50
		1. Sports & Fitness	2	1	2			
7	VAC	2. Ayurveda & Nutrition	2	2	0			
		3. NSS (As per University Basket)	2	-	-			
		4. NCC (As per University Basket)	2	-	-	25	25	50
			22	-	-	275	275	550

Note: Internal Evaluation as per SOP Guidelines of Saurashtra University, Rajkot Letter No. AK/90882/2023 Dated: 10.10.2023



CURRICULUM

For

B.B.A.

Semester – 3

(With effective from June - 2024)



Bachelor of Business Administration (B.B.A.)			Semester - III
Course Title: Financial Management	Course Code:	Type of Course: Core	
Credit: 04	Theory: 04 Hours	Practical: Nil	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2 hours

COURSE OUTCOMES:

After studying this course, students will be able to

- Conceptualize Financial Management and identify objectives of Financial Management
- Apply techniques of compounding and discounting for taking financial decisions
- Understand the dynamics of changing role of Finance manager
- Use capital budgeting methods to evaluate long term investment projects
- Estimate working capital requirements of a business firm
- Compare and contrast different sources of fund based on cost of capital
- Measure cost of different sources of fund and understand their implications
- To design optimum capital structure using EBIT and EPS analysis

Pedagogy: classroom lectures, problem solving exercises, case studies

Unit - 1	Introduction to Financial Management	Hours: 12
	Meaning, Definitions, Functions/Scope (Traditional v/s Modern approach), Objectives of Financial Management- Profit Maximization and Wealth Maximization, Emerging role of Finance Manager, Time Value of Money: Concept; Compounding and discounting techniques; concepts of annuity and perpetuity	
Unit – 2	Long Term Investment Decisions	Hours: 12
	Meaning, significance and process of Capital Budgeting Evaluation Techniques – Average Rate of Return Method, Pay Back Method, Net Present Value Method, Internal Rate of Return Method, Terminal Value Method, Profitability Index Method (including merits, demerits and practical problems)	
Unit - 3	Working Capital Management	Hours: 12
	Meaning and concepts of working capital, need for working capital (including operating cycle concept), Factors determining working capital, Estimation of working capital; Financing of working capital, A brief idea on Inventory Management, Cash Management and Inventory Management (only concept and objectives/ significance)	
Unit – 4	Sources of Finance and Cost of Capital	Hours: 12
	Sources of Finance: Equity Shares, Preference Shares, Debenture, Term Loans, Retained earnings. Bridge finance, Venture Capital Financing – Lease Finance; comparative analysis of sources of finance Cost of Capital: Meaning and concepts, Measurement of cost of capital – cost of debt, cost of preference shares, cost of equity shares, cost of retained earnings, overall cost of capital (WACC)	
Unit – 5	Capital Structure and Leverage	Hours: 12
	Concept of financial structure and capital structure, types/patterns, ideal capital structure, determinants of capital structure	



Leverage: Concept of leverage, Operating Leverage, Financial Leverage (Simple problems should be asked)

Skill Development Activities: seminars, group discussions, projects, group exercises on practical applications of the concepts of Finance

REFERENCES

- Financial Management: Khan & Jain, Tata McGraw Hill Publishing Co.
- Financial Management: I M Pandey, Vikas Publishing House, New Delhi.
- Fundamentals of Financial Management: Prasanna Chandra, Tata Mc Graw Hills
- Financial Management: S N Maheshwari, Sultan Chand & Sons, New Delhi
- Financial Management: Ravi Kishor, Taxmann's Allied Services Pvt. Ltd. Delhi
- Financial Management: Pratapsinh Chauhan, Shanti Prakashan, Ahmedabad
- Financial Management: S. Bhatt, Excel Books
- Basic Financial Management: Saha, Tapas Rajan, World Press.
- Fundamentals of Financial Management: Bhabatosh Banerjee, Prentice Hall
- Essentials of Financial Management: George E Picha, Haper & Row
- Financial Management and Policy: James Van Horne, Prentice Hall of India



Bachelor of Business Administration (B.B.A.)		Semester – III	
Course Title: Human Resource Management	Course Code:	Type of Course: Major	
Credit: 04	Theory: 04 Hours	Practical: NIL	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2 Hours

COURSE OUTCOMES:

- Understand the basic concepts of Human Resource Management.
- Be aware of the emerging issues in the field of Human Resource Management
- Plan manpower requirements based on job analysis
- Prepare job descriptions
- Identify training needs
- Design training programmes
- Evaluate jobs and price them
- Understand concept and design various methods of performance appraisal
- Identify a suitable method of performance appraisal

Pedagogy: Theory, Exercise

Unit - 1	Introduction to HRM	Hours: 12
	Introduction to HRM and HRD, Functions of HRM, Characteristics & Importance/ Significance of HRM. HR Policy, HR Accounting Changing environment of HRM	
Unit – 2	Acquiring the human resources	Hours: 12
	HR Planning –Concept, Process, and Importance. Job Analysis – Concept, Job Description, Job Specification, Job design. Recruiting Employees-Developing Job Descriptions, Advertising Job Openings, Establishing Hiring Criteria Hiring Employees-Reviewing Resumes, Preparing Interview Questions, Testing Job Applicants Placement & Induction	
Unit - 3	Training & Development	Hours: 12
	Concept, scope, importance, objectives and assessment of training., Process of Training– Steps in Training, Identification of Job Competencies, Career development– Career development cycle, Succession planning.	
Unit – 4	Compensation	Hours: 12
	Concept of Wage and Salary, Factors affecting it, job evaluation –concept and methods types of compensation plans	
Unit – 5	Performance Appraisal	Hours: 12
	Meaning and Concept, Importance, Traditional and Modern Methods of Appraisal, ethical approaches in performance appraisal, online appraisals	

Skill Development Activities: Practical Applications.

- Case studies from Human Resource Management (Text & Cases) latest edition (or 8th Edition) Tata McGraw Hill.
- Case studies from Personnel Management (Text & Cases) latest edition, Himalaya Publication House.



REFERENCES

- A Handbook of Human Resource Management, Micheal Armstrong, Kogan Page India
- Essentials of Human Resource Management and Industrial Relations, Text, Cases and Games, P. Subba Rao, Himalaya Publishing House
- Human Resource Management (Text & Cases) latest edition (or 8th Edition) Tata McGraw Hill.
- Human Resource Management, John M. Ivancevich, Sp. Indian Ed, The Mac Graw Hill Company
- Human Resource Management, L.M. Prasad, Sultanchand and Sons
- Human Resource Management, P.Subba Rao, Himalaya Publishing House
- Human Resource Management, Shashi.K. Gupta and Rosy Doshi, Kalyani Publishers
- Human Resource Managemen text and cases, V.S.P rao, 3rd ed; Excel Books
- Personnel Management (Text & Cases) latest edition, Himalaya Publication House.



Bachelor of Business Administration (B.B.A.)			Semester - III
Course Title: Marketing Management	Course Code:		Type of Course: Major
Credit: 04	Theory: 04 Hours	Practical: NIL	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2 Hours

COURSE OUTCOMES:

- Understand the fundamental concepts and principles of marketing and the contribution of marketing to the business enterprise.
- Describe major bases for segmenting consumer markets; define and be able to apply market segmentation, target marketing and market positioning.
- Describe the major types of consumers buying behaviour, the stages in the buyer decision process. Understand how firms' marketing strategies evolve and adapt to match consumer behaviour and perceptions.
- Illustrate how the trade system, economic, political-legal and cultural environments affect a company's marketing decisions.
- Product (e.g., classification of products and services), the stage in the product life cycle and the competitive environment; Describe the steps in the new-product development (NPD) process.
- Identify the costs and benefits of marketing channels; discuss the firms and the functions involved in typical channels. And the types of channel members involved and their functions.
- Understand the various costs involved in pricing products and study the factors involved in the process of forming pricing strategies.
- Identify the roles of advertising, sales promotion, public relations, personal selling and direct marketing in the promotion mix.
- The topics in the course should be discussed in relations to real marketing practices within and outside India.

Pedagogy: Lectures, Case Studies, Student Discussions and interactions

Unit - 1	Unit 1: Introduction to Marketing Management	Hours: 12
	Concept, meaning, nature and Importance of marketing management. Core concepts of Modern Marketing, Concepts of marketing Exchange, product, production, selling, marketing and societal marketing concepts. Difference between marketing-selling- societal marketing concept, Brief idea of Marketing Mix.	
Unit – 2	Unit 2: STP – Segmentation, targeting and positioning.	Hours: 12
	Market segmentation – Concept, significance and bases for segmenting consumer market (consumer characteristics and product characteristics approach). Market targeting – concept and strategies of targeting. Positioning – concept, process.	
Unit - 3	Unit 3: Consumer Behaviour and Marketing Environment	Hours: 12
	Consumer Behaviour: Concept, Importance, Factors affecting consumer behaviour (Cultural, Social, personal and psychological factors), Buying decision process – meaning, stages Marketing Environment – Concept, Internal and External factors	
Unit – 4	Unit 4: Product and Distribution Decisions	Hours: 12
	Product – concept, Product Mix –product line, New Product development – Concept, Process, Product Life cycle – concept and strategies Physical distribution – concept and importance, Channel of distribution – concept, types and factors, Middlemen – types and services provided by middlemen.	



Unit – 5	Unit 5: Pricing and Promotion Decisions	Hours: 12
	Pricing – Concept of pricing, objectives and factors affecting pricing, price setting methods Promotion – concept, factors affecting promotion decision, Brief idea of Advertising, Personal selling, Sales Promotion, Publicity and Public Relation. (Concept and Features)	
Skill Development Activities: Case Studies, Role Plays, Analyzing Company Strategies, Expert Talks, Seeing Videos on Recent Developments.		

REFERENCES

1. R. B. Rudani, Basics of Marketing Management, S. Chand & Company, New Delhi, 2015
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and MithileshwarJha, Marketing Management, 14th edition, Person education, New Delhi, 2012
3. S.A. Sherlekar, Marketing Management, Himalaya Publishing House, Mumbai, India, 2009
4. V. S. Ramaswamy and S. Namakumari, Marketing Management, Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd, New Delhi, 2010
5. John Quelch, and Kasturi Rangan, Marketing Management: Text and Cases, Tata McGraw-Hill, New Delhi, 2005
6. Internet Sources
7. R. Shrinivasan, Case studies in Marketing, The Indian Context, PHI Learning, Private Limited, New Delhi, 2012



Bachelor of Business Administration (B.B.A.)			Semester - III
Course Title: Statistics for Business Decision Making	Course Code:		Type of Course: MDC
Credit: 04	Theory: 04 Hours	Practical: Nil	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2 Hours

COURSE OBJECTIVE:

- To clear the Fundamental of Statistics
- Improve Logical Abilities
- To develop Research Aptitude

COURSE CONTENT:

		No. of Lectures
UNIT 1	Statistical Decision Theory	12
	<ul style="list-style-type: none"> · Introduction, meaning and scope · Essential steps for Decision making · Components of decision theory · Decision Making without probabilities <ul style="list-style-type: none"> - Maximax , Minimax, Hurwicz, Laplace, Maximin Regret Criteria · Decision Making with probability <ul style="list-style-type: none"> - EMV, EOL, EVPI · Examples 	
UNIT 2	Statistical Quality Control - 1	12
	<ul style="list-style-type: none"> · Introduction · Advantages of SQC · Causes of Variations in Quality Control · Types of Variations · Control Charts <ul style="list-style-type: none"> - Variable Charts (Mean and Range) · Examples 	
UNIT 3	Statistical Quality Control – 2	12
	<ul style="list-style-type: none"> · Introduction for Charts for Attributes · Charts for Attributes <ul style="list-style-type: none"> · p – Charts · np – Charts · C – Charts · Examples 	
UNIT 4	Business Forecasting	12
	<ul style="list-style-type: none"> · Introduction · Methods for forecasting <ol style="list-style-type: none"> 1. Moving Average Method 2. Least Square method <ul style="list-style-type: none"> - Linear Equation - Second degree parabola · Examples 	
UNIT 5	Sampling Theory	12
	<ul style="list-style-type: none"> · Introduction · Population survey and Sample Survey · Characteristic of a good sample · Advantages of Sampling 	



	<ul style="list-style-type: none">· Methods of Sampling1. Simple Random Sampling2. Stratified Random Sampling3. Systematic Random Sampling	
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REFERENCES

1. Fundamental of Mathematics and Statistics by V.K. Kapoor and S.C. Gupta – Sultan & Chand
2. Fundamentals of Statistics by S. P. Gupta - Sultan & Chand
3. Elements of Statistics by Elhance



Bachelor of Business Administration (B.B.A.)			Semester - III
Course Title: Business Start -up & Innovation	Course Code:		Type of Course: SEC
Credit: 02	Theory: 02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks: 50	External Exam Time: 01 Hour

COURSE OUTCOMES:

- Develop a start-up Enterprise with Big Idea Generation.
- Analyze start-up capital requirement by analyzing legal factors.
- Interpret feasibility Analysis towards funding issues.
- Access growth stages in new venture and reasons for scaling ventures.
- Evaluate financial stability and decide on expansion possibilities

Pedagogy: Theory, Exercise

SYLLABUS

Unit - 1	Start-up opportunities & Startup Capital Requirements	Hours: 12
	Meaning of Start-Up-Generate Ideas with Brainstorming- Business Start-up – Venture Choices - The Six Forces of Change- Identifying Startup capital Resource requirements -Positioning the venture in the value chain	
Unit – 2	Start-up Survival & Growth	Hours: 12
	Feasibility Analysis – Funding: Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances. Stages of growth in a new venture- Growing with the market - Growing within the industry-Reasons for new venture failures.	
Unit - 3	Business Innovation	Hours: 06
	Meaning, Types of innovations, features, and need. Latest innovations in manufacturing and service sectors.	

Skill Development Activities: Project on Business Start-up

REFERENCES:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009



Bachelor of Business Administration (B.B.A.)			Semester - III
Course Title: Tally ERP	Course Code:		Type of Course: SEC
Credit: 02	Theory: 01 Hours	Practical: 02 Hours	Teaching Hours: 45 (15+30)
25 Marks Internal including practical	25 Marks External Exam	Total Marks: 50	Exam Time: 01 hour

COURSE OUTCOMES:

- To understand accounting System
- To understand installation of ERP
- Inventory Monitoring and Control

Pedagogy:

- The instructor should demonstrate how to use various software applications and tools to the students, providing step-by-step guidance.
- Students can work on exercises that require them to use the software in realistic scenarios.
- Should be designed to reflect practical applications in real-world scenarios.

Unit - 1	BASICS OF ACCOUNTING AND TALLY ERP 9	Hours: 12
	<ul style="list-style-type: none"> • Introduction • Types of Accounts • Accounting Principles • Mode of Accounting • Rules of Accounting • Double – entry system of bookkeeping • Installation of Tally ERP 9 • Creation of Company in Tally ERP 9 • Company Features • Configuration 	
Unit – 2	ACCOUNTING MASTERS & INVENTORY MASTERS IN TALLY ERP 9	Hours: 12
	<ul style="list-style-type: none"> • Ledger & Multiple Ledgers • Stock Groups • Stock Categories & Stock Items • Godown creation • Units of Measurement • Practical Examples 	
Unit - 3	ACCOUNTING AND INVENTORY VOUCHERS IN TALLY ERP 9	Hours: 6
	<ul style="list-style-type: none"> • Accounting Voucher Types (Purchase, Sales, Receipt, Payment, Contra, Debit Note, Credit Note, Journal) • Inventory Voucher Types (Stock Journal, Physical Stock, Material In, Material Out, Rejection In, Rejection Out) • Generation of Reports (Profit and Loss Account, Balance Sheet, Stock Summary, Day Book) 	

Skill Development Activities: Practical Applications.

REFERENCES

TDS Reference Manual of Tally 9



Bachelor of Business Administration (B.B.A.)			Semester- III
Course Title: Creative Writing	Course Code:		Type of Course: SEC
Credit:02	Theory:02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks:25	ExternalMarks:25	TotalMarks:50	External ExamTime: 1 Hour

COURSE OUTCOMES:

The Learning Outcomes of this course are as follows:

- After studying this course, students will be able to be sensitive to the texture of literary language.
- After studying this course, students will be able to develop craft in creative writing.
- After studying this course, students will be able to develop sense of expressing themselves through poetry/short story/biography.
- After studying this course, students will be able to induce an understanding of the relationship between an individual and society.
- After studying this course, students will be able to get into different fields and pursue versatile career opportunities.
- After studying this course, students will be able to develop an understanding of theatre and performance through drama will also help them to develop observatory and behavioural skills.
- After studying this course, students will be able to develop a critical thought process and a knack in putting it in words. Students may also utilize the learnings or proofreading and editing for their academic and professional growth.
- After studying this course, students will be able to go for publishing their own work,
- After studying this course, students will be able to write to write a book and submit to professional bodies & academic organisations.

SYLLABUS

Unit - 1	Introduction to Creative Writing	Hours: 12
	<ul style="list-style-type: none"> • Introduction to Creative Writing – Meaning, Importance • Imagination & Writing – Peer-interaction, Activities on Imagination. • Tropes, Motifs and Figures – Learning tropes, motifs and figures through videos, Discussion on the findings • Craft of Writing – Figure of Speech, Word Play, Character Creation • Character Creation – Dialogue Enaction, Learning Characters through discussion on famous writings, Character Analysis, writing activities on creating different types of characters (gender/social background/ethnicity etc.) 	
Unit – 2	Close Reading	Hours: 6
	<ul style="list-style-type: none"> • Close Reading • Analysis and Interpretation – Reading different works in Literature, Discussion in small groups, Practice Writing Session • Proofreading & Editing – Practice sessions on Proofreading & Editing of different types of writing 	
Unit - 3	Creative Writing Types, etc..	Hours: 12
	<ul style="list-style-type: none"> • Steps of Creative Writing – Pre-Writing, Post Writing/Final Draft • Types of Creative Writing – Poetry, Fiction, Non-Fiction (Life Narratives), Drama • Creative Writing & Media – Film Review, Book Review, Other Writings in Media Submission, Publication 	



- | | |
|--|--|
| | <ul style="list-style-type: none">• Learning to write Poetry – Reading & understanding Poetry; Practicing tone, rhyme, metre, verses; Writing sessions• Learning to write Fiction – Reading & Understanding Fiction; Practicing different elements of fiction (Short story, Novella, Novel); Writing sessions• Learning to write Non-Fiction – Reading & understanding Non-Fiction (Biographies & Autobiographies); Practicing different elements of non – fiction; Writing session• Learning to write Drama – Reading & understanding Drama; Practicing different elements (plot, character, climax, verbal & non – verbal cues) of Drama; Writing sessions• Submission & Publication (in Print & Digital) – Discussion over how & where to submit and publish (online/offline), Hand – on – activities |
|--|--|

Practical application of creative writing in business and industry.

REFERENCES:

- Creative Writing: A Beginners' Manual by Anjana Neira Dev et al. for The Department of English, University of Delhi (New Delhi: Pearson, 2008).
- Creative Business Writing by Ashan Hampton, Lulu Press
- Communication Skills by Meenakshi Raman and Sangeeta Sharma, Oxford Uni. Press, 2009
- Technical Communication: Principles and Practice by Meenakshi Raman and Sangeeta Sharma, Oxford Uni. Press, 2009
- Business Communication: Basic Concepts and Skills; by J. P. Parikh et. al.; Orient BlackSwan.
- Business Communication; by Rajesh Vishwanathan; Himalaya Publishers



Bachelor of Business Administration (B.B.A.)			Semester - III
Course Title: Indian Entrepreneurs & Industrial Management (IKS – University Basket) University Letter No. AK/7251/2023 Dated 14.09.2023	Course Code:		Type of Course: IKS
Credit: 02	Theory:02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks: 25	External Marks:25	Total Marks:50	External Exam Time: 1 Hour

COURSE OUTCOMES:

Objectives:

- To make the students familiar with the pioneer Indian Entrepreneurs and learn meaningful lessons from their struggle and success
- To provide significant insights for current industrial management and overcoming its challenges

Learning Outcomes:

- After completion of the course, learners will be able to:
- Gain an expansive and deep appreciation of entrepreneurship
- Understand the role of entrepreneurs in the economy
- Know history of Indian entrepreneurs in pre and post-independence era
- Know various government schemes for entrepreneurship development

SYLLABUS

Unit - 1	Fundamentals of entrepreneurship and pre independence Indian entrepreneurs	Hours: 12
	<ul style="list-style-type: none"> • Brief concept of entrepreneurship • Meaning and definition of entrepreneurs • Traits of good entrepreneurs • Types and functions of entrepreneurs <p>Struggle and success story of pre independence Indian entrepreneurs</p> <ul style="list-style-type: none"> • Shri Jamsetji Tata • Shri Ghanshyam Das Birla • Shri Ardeshir Godrej 	
Unit – 2	Growth of entrepreneurship in India and post-independence Indian entrepreneurs	Hours:12
	<ul style="list-style-type: none"> • Current and emerging scenario of entrepreneurship in India • Government schemes for women entrepreneurs <p>Struggle and success story of pre independence Indian entrepreneurs</p> <ul style="list-style-type: none"> • Shri Ratan Tata • Shri Dhirubhai Ambani • Shri Narayana Murthy <p>Eminent women entrepreneurs</p> <ul style="list-style-type: none"> • Kiran Mazumdar-Shaw • Aditi Gupta • Falguni Nayar 	
Unit - 3	Industrial Management	Hours: 6



- Idea Generation, Screening, Selection and Managing Resources
- Leading and building the team in an enterprise
- Forms of Ownership
- Managing growth, expansion and winding up of business

REFERENCES

1. Management and Entrepreneurship Development- By G.S. Sudha, Indus Valley Publication.
2. Management of Small-scale industry- By Dr. Vasant Desai, Himalayan Publishing House.
3. Dynamics of Entrepreneurial Development and Management- By Dr. Vasant Desai, Himalayan Publishing House.
4. Venture Capital-The Indian Experience- By J. M. Pandey, Prentice Hall of India Publication.
5. Fundamental of Entrepreneurship- By S. K. Mohanty, Prentice Hall of India Publication.
6. Entrepreneurial Development- By S.S. Khanna, Sultan Chanda Publication

WEBSITES

1. www.ediindia.org
2. <https://em.iith.ac.in> (Department of Entrepreneurship and management, IIT Hyderabad)
3. <https://old.mu.ac.in> (Mumbai University)
4. <https://CCSuniversity.ac.in> (Chaudhari Charan singh University, Meerut)
5. SWAYAM Portal – Entrepreneurship by Prof. C.Bhaktavastala Rao, IIT Madras
6. SWAYAM Portal – Management: Entrepreneur Development by Prof. Dr. Nilam Panchal



Bachelor of Business Administration (B.B.A.)		Semester - III	
Course Title: Personality Development and Corporate skills	Course Code:		Type of Course: AEC
Credit: 02	Theory:02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks: 25	External Marks:25	Total Marks:50	External Exam Time: 1Hour

COURSE OUTCOMES:

Upon completion of this course, students will be able to:

Unit 1: English & Soft skills

1. Understanding how to work in team and managing teamwork
2. Knowing Emotional Intelligence skills and its application
3. Understanding and improving problem solving skills

Unit 2 : Grammar, Tense, Voice

1. Demonstrate a comprehensive understanding of the future tense in both active and passive voice
2. Apply appropriate grammar rules to construct grammatically correct sentences in the future tense
3. Understanding verbal analogy

- Unit 3: The SOP is your platform to have the admissions committees gain a deeper understanding of who you are, your motivations, experiences, ambitions, and how well these align with the objectives of the academic institution

SYLLABUS

Unit - 1	TEXT: 'English and Soft skills'- By S.P Dhanavel, Publication: -Orient Black Swan ISBN:- 978-81-250-3980-8	Hours: 06
	English & Soft Skills by SP Dhanavel – Following Chapters <ul style="list-style-type: none"> • Teamwork Skills • Emotional Intelligence Skills • Problem- Solving Skills 	
Unit – 2	Tense, Voice and Verbal Analogy (Only from the given Appendix I)	Hours: 12
	Tense and Voice (Future Tense) <ul style="list-style-type: none"> • Future Tense: Usage and forms (simple future, future continuous, future perfect, future perfect continuous) • Active and Passive Voice in the future tense Appendix I	
Unit - 3	Statement of the purpose	Hours: 12

REFERENCES

- 'English and soft skills'- By S P Dhanavel, Publication: - Orient Black Swan ISBN:- 978-81-250-3980-8
- Business Communication- Pal and Suri, Sultan chand & sons, Delhi



Bachelor of Business Administration (B.B.A.)			Semester - III
Course Title: Public Speaking	Course Code:		Type of Course: AEC
Credit: 02	Theory: 02 Hours	Practical: NIL	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks: 50	External Exam Time: 1 Hour

COURSE OUTCOMES:

- This course aims at equipping the students with all the communicative skills which are useful on various business occasions like general meetings, group meetings, shareholder meetings etc. The students will get in depth knowledge of functions and objectives of public speaking.

Pedagogy: Theory, Exercise

SYLLABUS

Unit - 1	Difference between formal talk and public speaking	Hours: 12
	<ul style="list-style-type: none"> • Various objectives of public speaking • How to prepare for a public speech • Importance to know your audience • Public speaking anxiety and tricks to remove it • Etiquette and Mannerism in Public Speaking • rehearsals 	
Unit – 2	Characteristics of an effective public speech	Hours:12
	<ul style="list-style-type: none"> • Quality of content • Selection of words & Pitch and tone of voice • Repetition and stress on key aspects • Confidence • Humour • Passion and eagerness • Conciseness • Be yourself 	
Unit - 3	Addressing a business meeting	Hours: 6
	<ul style="list-style-type: none"> • Know the objectives • Courtesy • Active listening • Using body language • significance of gestures • Keep it professional 	

Skill Development Activities: Practical Applications.

REFERENCES

- The Art of Public Speaking by Dale Carnegie
- Business Communication by N.Gupta, K.Jain, P. mahajan
- Business Communication by Dr. Ramesh Kulkarni



CURRICULUM

For

B.B.A. Semester – 4

(With effective from Nov./Dec. - 2024)



Bachelor of Business Administration (B.B.A.)		Semester - IV	
Course Title: Advertising and Brand Management	Course Code:	Type of Course: Major	
Credit: 04	Theory: 04 Hours	Practical: NIL	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2 Hours

COURSE OUTCOMES:

- Demonstrate an understanding of the overall role advertising plays in the business world. Demonstrate an understanding of advertising strategies and budgets.
- Identify and understand the various advertising media.
- Demonstrate an understanding of how an advertising agency operates.
- Demonstrate knowledge of the nature and processes of branding and brand management.
- Identify brand opportunities and determine a brand strategy to best position the brand and achieve the goals.
- Describe and implement the key components in brand planning.
- Describe the process and methods of brand management, including how to establish brand identity and build brand equity.
- Understand and analyzes the Brand Portfolio of the companies.
- They will be able to map out areas where the firms need brand extension.
- Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.

Pedagogy: Lectures, Case Studies, Student Discussions and interactions

SYLLABUS

Unit - 1	Introduction to Advertising	Hours: 12
	Advertising – Concept and importance, Five ‘M’s of advertising, Ad Copy, Advertising media – types and scheduling, Types of Advertising message.	
Unit – 2	Managing Advertising Functions	Hours: 12
	Measuring advertising effectiveness – methods, Functioning of Ad Agencies – concept and functions. Advertising budget – methods and factors affecting, Social issues of Advertising.	
Unit - 3	Modern Advertising Practices	Hours: 12
	Digital Advertising – Concept and types (Social Media ads, Paid Search Ads, native Ads, Display Ads). Search Engine Optimization – Introduction to Google Ad words, techniques for creating effective digital ads. Content Blogging – Content Marketing Definition, Overview of various content types, Influencer Marketing – Understanding influencer Marketing, Role of influencer in Driving Sales growth.	
Unit – 4	Introduction to Brand Management	Hours: 12
	Branding – Definitions and concepts, challenges and opportunities, Strategic Brand Management Process, Types of Branding strategies, Concepts of Brand Hierarchy, Brand Personality.	
Unit – 5	Major Branding Decisions and Strategies	Hours: 12
	Concept of Brand Equity, Brand Value, Brand Leverage – Extension, Brand Matrix, Brand Architecture (Breadth and depth of Strategies), Brand Performance, Corporate Branding, Importance of Word of Mouth in Branding.	

Skill Development Activities: Case Studies, Role Plays, Analyzing Company Strategies, Expert Talks, Seeing Videos on Recent Developments.



REFERENCES

1. Aaker, David, "Managing Brand Equity", Prentice Hall of India, New Delhi, (2002).
2. S. H.H. Kazmi, "Advertising and sales promotion", Excel Books, New Delhi, 2010.
3. Belch, G. E. & Belch, M. A., "Advertising and Promotion", Tata McGraw Hill, (2001).
4. Chunawalla S.A., "Foundations of Advertising", Himalaya Publishing House, New Delhi, 2010.
5. Gupta S.L., "Brand Management", Himalaya Publishing House, New Delhi, 2010.
6. Keller K. L., Strategic Brand Management, 2ndEdition, Pearson Education, 2003.
7. Kumar, Ramesh "Managing Indian Brands", Vikas Publishing House, Delhi, 2004.



Bachelor of Business Administration (B.B.A.)			Semester - IV
Course Title: Banking & Finance	Course Code:	Type of Course: Core	
Credit: 04	Theory: 04 Hours	Practical: Nil	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2 Hours

COURSE OUTCOMES:

After studying this course, students will be able to

- Classify banks and explain their functions
- Understand banker customer relationship
- Differentiate retail and wholesale banking
- Elaborate the mechanism of deposits and lending by banks
- Acquire legal perspective of banking operations and transactions
- Acquaint with the use and application of technology in banking sector
- Develop a detailed understanding about retail banking sector, its contribution in the growth of economy and its future in India

Pedagogy: Class lectures, application-based exercises, demonstrations

Unit - 1	Introduction to Banking and Finance	Hours: 12
	Overview of Indian Financial System Overview of Banking – concept, types, functions Banking operations and services, banker – customer relationship, Retail and wholesale banking	
Unit - 2	Deposits and Lending	Hours: 12
	Types of bank deposits/accounts, process to open and close bank account, KYC norms, loans and advances, principles of lending, credit creation and balance sheet of a bank	
Unit - 3	Banking Regulations and Compliance	Hours: 12
	Banking Laws and Regulations – The Banking Regulation Act, 1949, Banking Ombudsman Scheme Corporate governance in banking sector Ethical Practices in Banking RBI as a regulatory body	
Unit - 4	Technology in Banking	Hours: 12
	Fintech applications in banking, Digital Banking – concept and tools, Cybersecurity in Banking	
Unit - 5	Retail Banking in India	Hours: 12
	Evolution of retail banking in India, Importance of retail banking in Indian Economy, Retail banking and financial inclusion, Latest developments in retail banking sector in India, Challenges in the field of retail banking, Future of retail banking in India, case studies on retail banking products and their suitability for different categories of customers	
Skill Development Activities: seminars, field projects, role plays, case studies		



REFERENCES

- Banking Theory and Practice by Dr. P. K. Srivastava, Himalaya Publishing House
- Banking Principles and Operations by M N Gopinath, Snow White Publishers
- Principles and Practices of Banking by IIBF, Macmillan Publications
- Banking and Financial System by B. Santhanam, Margham Publication
- Financial Technology (FinTech) and Digital Banking in India by Jaspal Singh, New Century Publications
- Retail Banking: Products and Services – A Detailed Guide by Dr. Prafulla Ranjan, Rakesh Kumar, Dr. Manoj Kumar and Santosh Chandra, Adhyyan Books



Bachelor of Business Administration (B.B.A.)			Semester - IV
Course Title: Organizational Behavior	Course Code:		Type of Course: Major
Credit: 04	Theory: 04 Hours	Practical: NIL	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2 Hours

COURSE OUTCOMES:

- Acquire basic knowledge of Organisational Behaviour (OB).
- Improves understanding, reasoning, predicting, and controlling human Behaviour.
- Resolve real-world problems and issues related to employee motivation
- Form work groups / teams and understand their behaviour
- Adopt an appropriate leadership style
- Resolve conflicts Effectively using varied techniques as per the situation
- Manage stress

Pedagogy: Theory, Exercise

Unit – 1	Introduction to OB	Hours: 12
	Meaning and Concept of OB, Characteristics, Importance, Limitations Disciplines involved in the study of OB Application of OB in Management fields Positive OB – Meaning and Components Importance of POB International OB- Meaning Importance and Challenges in IOB	
Unit – 2	Dynamics of Individual Behaviour	Hours: 12
	Components of Individual Behaviour Perception- Meaning and Process Learning – Meaning, Characteristics Attitude- Meaning, Characteristics, Types of attitudes Personality- Meaning, Determinants of Personality Types of Personality Values – Concept and Types	
Unit – 3	Group and Team Dynamics	Hours: 12
	Group: Concept, Nature, Types of Groups, Need for Group Formation Group Development: Concept, Stages Group Dynamics: Determinants of Group Behaviour Team: Concept, Nature, Types, Benefits, Group v/s Team, Team Handling Issues, Ways to make Effective Team Work. team based work(TBW)	
Unit – 4	Leadership and Motivation	Hours: 12
	Leadership: Meaning, types of leaders, Qualities of Leader. Motivational Theories: Maslow’s Hierarchy of Needs Herzberg’s two Factor theory McGregor’s theory X and Y	
Unit – 5	Stress Management	Hours: 12



Meaning, Types of Stress, Sources/Causes of Stress
Consequences of Work Stress
Conflict, Types of Conflicts, Levels of Conflict
Conflict Resolution
Organizational Development—Meaning, Need, Benefits and Limitations -Steps in OD

Skill Development Activities: Practical Applications.

- Interpersonal or group activity for understanding differences in perception
- Interpersonal activity to analyze types of personality
- Game for understanding stages of group formation
- Exercises, games and role plays to develop team and leadership skills
- Games to identify sources of stress
- Experiential activities to manage stress
- Role Play related to Conflict resolution techniques

REFERENCES

- A text book of Organisational Behaviour, Dr.C.B.Gupta, S.Chand and Company
- Essentials of Organizational Behavior by Stephen Robbins, Timothy Judge, Neharika Vora J by Pearson Education
- Management and Organisational Behaviour (Text and Cases) , by P.Subba Rao, Himalayan Books
- Organizational Behavior Book by K. Aswathappa by Publisher: Himalaya Publishing House
- Organizational Behavior by L.M. Prasad
- Organisational Behaviour: Human Behavior at Work, John W Newstorm McGRaw Hill Education
- Essentials of Organisational Behaviour, T. N. Chhabra, Sun India Publications



Bachelor of Business Administration (B.B.A.)			Semester - IV
Course Title: Economics for Business Decisions	Course Code:		Type of Course: Minor
Credit: 04	Theory: 04 Hours	Practical: NIL	Teaching Hours: 60
Internal Marks: 50	External Marks: 50	Total Marks: 100	External Exam Time: 2 Hours

COURSE OUTCOMES:

- To provide basic knowledge of principles, concepts, and tools of managerial economics.
- To understand the application of managerial economic theories, concepts, and tools in real market conditions.
- To develop abilities of student to take accurate decisions on basis of knowledge of principles, concepts, and tools of economics.

Pedagogy: Theory, Exercise

Unit - 1	Introduction to managerial economics & Demand Forecasting	Hours: 12
	Managerial Economics: Meaning, Definition, Nature & Scope of Managerial Economics Demand Forecasting: Meaning, Objectives, Factors affecting it, Methods-Survey and Statistical Methods	
Unit – 2	Production Analysis	Hours: 12
	Meaning of Production, Production function, Law of Variable Proportion, ISO-Quant Curve, Iso-Cost Curve, Optimum Input Output Combination, Economies & Diseconomies of Scale	
Unit - 3	Cost Analysis	Hours: 12
	Concept of Cost of production, Concepts of Cost Accounting and Economic Cost, Variable and Fixed Cost, Opportunity Cost, Incremental and Sunk Cost, Marginal Cost	
Unit – 4	Equilibrium of Firm & Breakeven Analysis	Hours: 12
	Equilibrium of Firm Equilibrium of firm under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition. Introduction to Breakeven Analysis, Breakeven Point, Breakeven Chart, Assumption and Uses	
Unit – 5	Pricing Policies & Price Differentiation	Hours: 12
	Pricing policies - Importance, Objectives, Factors affecting it, Methods and Strategies of Pricing-Cost plus pricing, going rate pricing, Skimming and Penetration pricing, Rate of return pricing, Multi Stage pricing and Peak load pricing Meaning of Price Differentiation, when it becomes beneficial? Types of Differentiation Distributor's Discounts, Quantitative Discounts-Postage stamp pricing, Dual Pricing	

Skill Development Activities: Practical Applications.

REFERENCES

- Managerial Economics: P. L. Mehta, Sultan Chand & Sons



- Managerial Economics: Varshney and Maheshwari, Sultan Chand & Sons,
- Managerial Economics: DM Mithani-Himalaya Publishing House
- Managerial Economics – Joel Dean



Bachelor of Business Administration (B.B.A.)			Semester - IV
Course Title: Entrepreneurship Development	Course Code:		Type of Course: SEC
Credit: 02	Theory: 02 Hours	Practical: Nil	Teaching Hours:30
Internal Marks: 25	External Marks: 25	Total Marks: 50	External Exam Time: 01 Hour

COURSE OUTCOMES:

This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies.

Pedagogy: Theory, Exercise

Unit - 1	Introduction to Entrepreneurship	Hours: 12
	Concept, Meaning and Definitions • Evolution • Features & Functions • John Kao's Model of Entrepreneurship • Franchising – Concept, Features and Types	
Unit – 2	Emergence of Entrepreneurial Class	Hours: 12
	Origin and progress of entrepreneurship in India-Causes of inadequate growth of entrepreneurship-suggestions to improve growth of entrepreneurship in India, Women Entrepreneurship.	
Unit - 3	Entrepreneurship Development Programme (EDPs)	Hours: 06
	Meaning and Objectives and Fundamental Facts • Evaluation of EDPs • Phases of EDPs • Role, relevance and achievements of EDP. • Funding support by Government	

REFERENCES

- Fundamentals of Entrepreneurship and Small Business Management, by Vasant Desai, Himalaya Publishing House.
- Entrepreneurship Development, Tata McGraw Hill Publishing Company Ltd.
- Entrepreneurial Development by Dr. S.S. Khanka, S. Chand, New Delhi
- Entrepreneurship and small business: Burns P. New Jersey: Palgrave.
- Entrepreneurship: Hisrich R and Peters M. New Delhi: Tata McGraw Hill.
- Entrepreneurship new venture creation: Hilt D H,. New Delhi: Prentice Hall of India.

Skill Development Activities:

- Be critical thinkers who are capable of identifying business opportunities by using cutting-edge analytical tools and problem-solving skills to start new businesses and implement processes to successfully operate these businesses.
- Become More Business Agile
- Ability to Recognize Opportunity
- Apply relevant financial principals to assess start-up capital needs.
- Start a successful business.



Bachelor of Business Administration (B.B.A.)			Semester - IV
Course Title: French	Course Code:		Type of Course: AEC
Credit: 02	Theory: 02 Hours	Practical: NIL	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks: 50	External Exam Time: 1 Hour

COURSE OUTCOMES:

- Basic knowledge and application of French language
 - Using articles, prepositions, gender, nouns, pronouns, interrogatives appropriately
 - Building basic Vocabulary related to Colours, numbers, family, seasons clothes etc
 - Conjugation of verbs in simple tense
 - Making short conversations for day-to-day use
- **Pedagogy:** Theory, Practical

Unit - 1	Introduction to French Language with basic Vocabulary	Hours: 12
	<ul style="list-style-type: none"> ● Alphabets and their pronunciation, accents ● Articles –definite, indefinite, masculine, feminine, neutral ● Greetings ● Numbers- 1 to 20 ● Calendar and Time ● Family ● Colours ● Clothes ● Seasons ● Face and Body Parts ● Fruits ● Vegetables ● Animals ● Emotions 	
Unit – 2	Grammar	Hours: 12
	<ul style="list-style-type: none"> ● Nouns ● Singular and Plural ● Subject Pronouns ● Interrogatives – Qui and Que and Demonstrative Pronouns Ce, Cet, Cette, Ces ● Present Simple Tense – Verb Etre, avoir and other irregular verbs, aller, venir, faire, prendre, comprendre , boire, pouvoir ● Possessive Adjectives- masculine and feminine ● Prepositions 	
Unit - 3	Sentence Formation and Short Descriptive Essays	Hours: 06
	<ul style="list-style-type: none"> ● Framing Sentences ● Translating Sentences to English and to French ● Introducing oneself ● Dialogue for placing an order at restaurant ● Dialogue at the railway station or booking ticket ● Dialogue at the college with teacher 	

**Skill Development Activities:**

- Find the missing words in the French Phrases
- Use the correct verb form
- Fill in the blanks with right preposition
- Put Sentences in the Correct Order
- Guess the Questions to the answers

REFERENCES

- French Grammar and Practice, Collins Easy learning
- Regine Meriex and Yves LoiseauConnexions- Methode de Francais, Niveau
- Sanjay.Kumar, Grammaire Francais par etapes,A1, 2022 Ed., Langers
- Viral Thakker, Plaisirs D'Ecrire – Essays , Agendas , letters



Bachelor of Business Administration (B.B.A.) Semester 4			Semester - IV
Course Title: Managerial Communication	Course Code:		Type of Course: AEC
Credit: 02	Theory: 02 Hours	Practical: NIL	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks: 50	External Exam Time: 1 Hour

COURSE DESCRIPTION

This course is designed to equip students with the essential communication skills required for effective managerial roles. Through a combination of theoretical understanding and practical application, students will explore various aspects of communication within organizational settings.

COURSE OUTCOMES

- 1. Develop Proficiency in Vocabulary Building:** Students will enhance their vocabulary by learning root words, prefixes, and suffixes, and applying vocabulary enhancement techniques to improve their communication skills.
- 2. Apply Narrative Techniques for Managerial Communication:** Students will analyze and apply narrative insights from texts like "How to Influence and Win People" by Dale Carnegie to understand effective communication strategies in managerial roles.
- 3. Master Written Communication Skills:** Students will gain proficiency in various forms of written communication such as notices, minutes, and memos. They will understand the components of effective notices, techniques for writing clear and concise minutes, and formatting guidelines for memos.
- 4. Develop Strategies for Effective Managerial Communication:** Students will explore and implement strategies for effective managerial communication, including both written and verbal communication techniques tailored to organizational settings.
- 5. Enhance Practical Application Skills:** Through practical application exercises and drafting/editing exercises, students will enhance their ability to apply theoretical concepts to real-world managerial communication scenarios, thereby preparing them for effective communication in professional environments.

Unit - 1	Unit 1: Word Power Made Easy – Part 1	Hours:06
	<ul style="list-style-type: none"> • Introduction to Vocabulary Building • Understanding Root Words, Prefixes, and Suffixes • Vocabulary Enhancement Techniques • Practical Application Exercises 	
Unit – 2	Narrative Insights into Managerial Communication	Hours:12
	Text: How to Influence and Win people by Dale Carnegie (Part 1 and Part 2 Only)	
Unit - 3	Managerial Communication Strategies: Written Communication – Notice, Minutes and Memos	Hours: 12
	<ul style="list-style-type: none"> • Understanding the Components of Effective Notices • Techniques for Writing Clear and Concise Minutes • Formatting and Content Guidelines for Memos • Drafting and Editing Exercises 	



REFERENCES

- Word Power Made Easy by Norman Lewis
- How to Influence and Win people by Dale Carnegie
- Business Communication by Urmila Rai and S.M. Rai
- Business Communication by N.Gupta, K.Jain, P. mahajan
- Business Communication by Dr. Ramesh Kulkarni



Bachelor of Business Administration (B.B.A.)			Semester - IV
Course Title: Life Skills	Course Code:		Type of Course: AEC
Credit: 02	Theory: 02 Hours	Practical: NIL	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks: 50	External Exam Time: 1 Hour

COURSE OUTCOMES:

- Awareness about basic life skills
- Develop Professional skills like resume writing, interview skills
- Develop team skills
- Develop and Improve Cognitive and Non- Cognitive skills
- Enhance social and cultural etiquette
- Besides face-to-face lectures (theory would be limited only to 20 percent of the component and the remaining 80 per cent would be practical oriented), the focus would be primarily on blended or hybrid learning. This could include a flipped classroom approach that leverages project-based learning, demonstration, group discussion, and simulations.

Unit - 1	Overview of Basic Life Skills	Hours: 06
	Introduction to Basic Life Skills, Meaning & Concept of Life Skills, Importance of Basic Life skills for Youth, Conceptual awareness of Basic Life Skills for Youth Prescribed by WHO 1. Self - Awareness, 2. Interpersonal Skills, 3. Thinking Skills	
Unit – 2	Professional Skills- (Career Skills)	Hours:12
	1. Résumé Skills: Preparation and Presentation (5 Hours) <ul style="list-style-type: none"> • Introduction of résumé and its importance • Difference between a CV, résumé and biodata • Essential components of a good résumé 2. Interview Skills: Preparation and Presentation (5 Hours) <ul style="list-style-type: none"> • Meaning and types of interviews (F2F, telephonic, video, etc.) • Dress code, background research, do's and don'ts. • Situation, task, action, and response (STAR concept) for facing an interview. • Interview procedure (opening, listening skills, and closure). • Important questions generally asked at a job interview (open- and close-ended questions). 	
Unit 3	Team Skills	Hours: 12
	1. Cognitive and Non-cognitive Skills (4 Hours) <ul style="list-style-type: none"> • Cognitive Skills: <ul style="list-style-type: none"> Meaning, Types of Cognitive Skills, Strategies to Develop Cognitive Skills i. Critical Thinking Skills ii. Problem-solving skill iii. Ability to Learn • Non-cognitive Skills: Meaning and Types of Non-cognitive Skills, Strategies to Develop Non-cognitive Skills (i. Empathy, ii. Creativity, iii. Teamwork, iv. Collaboration, v. Resilience, vi. Interpersonal Skills, vii. Perseverance, viii. Social Control, ix. Social Skill) 2. Listening as a Team Skill (3 Hours) <ul style="list-style-type: none"> • Advantages of Effective Listening • Listening as a Team Member and Team Leader. Use of active listening strategies to encourage sharing of ideas (full and undivided attention, no interruptions, no prethink, use empathy, listen to tone and voice modulation, recapitulate points.). 3. Social and Cultural Etiquette (3 Hours) <ul style="list-style-type: none"> • Need for Etiquette (impression, image, earn respect, appreciation) 	



- Aspects of Social and Cultural/Corporate Etiquette in Promoting Teamwork
- Importance of Time, Place, Propriety and Adaptability to Diverse Cultures

Skill Development Activities: Practical Applications.

REFERENCES

- Life Skills Education [Paperback] Dr. K. Ravikanth Rao and Dr. P. Dinakar Paperback – 1 January 2016
- The Resume Handbook: The Definitive Guide on How to Write the Resume of a Lifetime Kindle Edition



Bachelor of Business Administration (B.B.A.)			Semester - IV
Course Title: Ayurveda and Nutrition	Course Code:	Type of Course: VAC	
Credit: 02	Theory: 02 Hours	Practical: Nil	Teaching Hours: 30
Internal Marks: 25	External Marks: 25	Total Marks: 50	External Exam Time: 1 Hour

COURSE OUTCOMES:

- Awareness of traditional food cultures of India
- Identify changing food patterns and lifestyle over the years
- Identify basic principles of traditional diets and healthy recipes.
- Prevent health problems through diet and meal planning

Pedagogy: Theory, Practical

Unit - 1	Introduction to a Ayurvedic Nutrition	Hours: 6
	<ul style="list-style-type: none"> • Ayurveda and Indian Food Cultures • Nutrition and Life Style changes over the years • Regional Food Transitions of India 	
Unit – 2	Basic principles of Food and Nutrition and Ayurveda	Hours: 12
	<ul style="list-style-type: none"> • Understanding rich sources of nutrients • Concept of Doshas and assessment • Ayurvedic Principles of food habits and factors determining the quality of food (Ahara Vidhi Visheshaayatana) • FSSAI regulation on Ayurvedic Ahaar 	
Unit - 3	Ayurvedic Diets and Health	Hours: 12
	<ul style="list-style-type: none"> • Principles of Diet: Aharavidhi vidhan, satavic, rajas, tamasic foods • Incompatible Food (Virudh Ahara,), Pathya, Apathya, Viprita Ahaar • Lifestyle Management with Dincharya and Ritucharya • Ayurvedic Cooking Techniques • Application of Ayurvedic Diets to stress linked food behavior • Diet and Cancer prevention 	

Skill Development Activities: Practical Applications.

1. Visit a local market and classify available food items into Satvic, Rajasi and Tamasic food
2. Conduct a survey of 10 households to study food consumption patterns and intake of incompatible food, Viruddha Ahara, Pathya, Apathya, Viprita Ahaar and make a presentation on the findings
3. To prepare a healthy diet chart for any one family member or oneself for healthy life

- Shetty P.S.(2002), Nutrition transition in India , public Health nutrition,5(1a)175-182
- Rastogi S(2014) Ayurvedic Science of Food and Nutrition. ASIN: BOOHWMV094, Springer: ISBM-13:978-1461496274
- Rastogi S (2010) Building Bridges between Ayurveda and Modern Science. IntJ Ayurveda Res1(1) :41-46
- Preetam Sarkar, Lohith Kumar D.H.,Chanda Dhumal, Shubham Subrot Panigrahi, Ruplal Choudhary , Traditionala nd Ayurvedic Foods of Indian Origin , Journal of Ethnic Foods, Vol 2, Issue 3, September 2015,pgs 97-105
- Manay,N.S. (2001): Food Facts and principles, New Age International, Chapter 1,pg:1-4
- FrawleyD(2012) Ayurvedic Healing : A comprehensive guide .Lotus res, India



Bachelor of Business Administration (B.B.A.)			Semester - IV
Course Title: Sports and Fitness	Course Code:		Type of Course: VAC
Credit: 02	Theory: 01 Hour	Practical: 02	Teaching Hours: 45 (15+30)
Internal Marks: 25 including practical	External Marks: 25	Total Marks: 50	External Exam Time: 1 Hour

COURSE OUTCOMES:

- Develop healthy life style practices
- Acquire well- being and physical fitness.
- Maintain physical fitness through sports activity
- Improve skills of critical thinking, creative-thinking, problem-solving, team-work leadership, co-operative behaviour and technical competencies
- Acquire knowledge of sports initiatives of the Government

Pedagogy: Theory, Practical

Unit - 1	History and Basic Concept of Sports and Fitness	Hours: 05
	<ul style="list-style-type: none"> • Concept of Sports and Fitness • Aims and Objectives, • Importance of Sports and Fitness • Fitness Components • Difference between Games and Sports • History of Sports • Ancient and Modern Olympics • Asian Games and Common Wealth Games 	
Unit – 2	Concepts of Physical Fitness and Rules and Techniques of Games	Hours: 05
	<p>Concepts of Physical Fitness</p> <ul style="list-style-type: none"> • Meaning and development of strength, speed and accuracy in different physical activities • Sports Nutrition • Importance of a Balanced Diet <p>Rules and Techniques</p> <ul style="list-style-type: none"> • Basic concepts and rules of different outdoor sports • Skills development in Sports • Outdoor Adventure Activity 	
Unit – 3	Trends in Sports and Fitness	Hours: 05
	<ul style="list-style-type: none"> • Sports and Fitness for Personality Development • Team building through Group games • General Sports Policies • Role of Khel Mahakumbh in Gujarat to promote Sports • Careers in Sports 	
Unit 4	Practical	Hours: 30
	<ul style="list-style-type: none"> • Marking fields or courts on ground • Group Games or Relay Race • Outdoor Games • Yoga, Aerobics and Zumba Sessions 	



- **Skill Development Activities:**
- Practicing general warm-up, stretching
- Practicing cardio and respiratory fitness
- Running Test
- Walking, Skipping and Running
- Participate in one Individual Game

REFERENCES

- A Text book of Sports and Exercise Physiology, Swapan Kumar Dey, Jaypee Brothers Medical publishers
- Competition Level Book of Sports and Games, Prof. Dr. A. Mahaboojan, Dr.U.Viswejan, Dr.C. Arulraj, Mr.C. Selwaraj,Ms.V. Sowmiya, Mr. R. Vijayakumar, Lakshya Publisher and Distributor
- Exercise, Physiology, Fitness and sports Nutrition,B. Srilakshmi,V.Suganthi, G. Kalaivani Ashok, New Age International Publisher
- Health, Education and Hygiene, B. C. Rai, Prakshan Kendra, Lucknow
- Health and Physical education, Puri,K.Chandra, Surjeet Publication, New Delhi
- Rules of Games and Sports, Updated Version 2024, DR. Yuwraj Shrivastava, Dr. Malkhan Singh,Mr. Sunil Kumar, KSK Publishers and Distributors
- Sports Nutrition and Weight Management, Prof. V. Satyanarayana
- Swasthya Shiksha Publication(2006) , Dixit Suresh, Delhi



સૌરાષ્ટ્ર યુનિવર્સિટી

એકેડેમિક વિભાગ, યુનિવર્સિટી કેમ્પસ, યુનિવર્સિટી રોડ, રાજકોટ - ૩૬૦૦૦૫
ફોન નં. : (૦૨૮૧) ૨૫૭૮૫૦૧ એક્સટે. નં. ૨૦૨,૩૦૪,૨૨૪ / ફેક્સ નં. : (૦૨૮૧) ૨૫૭૬૩૪૭
ઈ-મેઈલ academic@sauuni.ac.in

નં.એકે./૨૬૦૦૧૬૧ /૨૦૨૫

તા:- ૨/૧૦/૨૦૨૫

B.B.A.

પરિપત્ર:-

સૌરાષ્ટ્ર યુનિવર્સિટીની મેનેજમેન્ટ વિદ્યાશાખા હેઠળની સ્નાતક કક્ષાના B.B.A. અભ્યાસક્રમ ચલાવતી સર્વે સંલગ્ન કોલેજના આચાર્યશ્રીઓને આથી જાણ કરવામાં આવે છે કે, NEP-2020 અંતર્ગતના રાજ્ય સરકારશ્રીના તા.૧૧/૦૭/૨૦૨૩નો ઠરાવ, ત્યારબાદ તા.૨૭/૦૭/૨૦૨૩ના રોજ પ્રકાશિત થયેલ સ્ટાન્ડર્ડ ઓપરેટિંગ પ્રોસિજર (SOP) તેમજ ત્યારબાદ તેને આનુસંગિક તા.૨૮/૦૭/૨૦૨૩ના રોજ આવેલ સુધારા મુજબના અભ્યાસક્રમો ચેરમેનશ્રી B.B.A. વિષયની અભ્યાસ સમિતિ દ્વારા રજુ કરાયેલ B.B.A. સેમેસ્ટર - ૦૫ અને ૦૬ના અભ્યાસક્રમો આગામી શૈક્ષણિક સત્ર જુન-૨૦૨૫થી અમલમાં આવે તે રીતે મેનેજમેન્ટ વિદ્યાશાખા હેઠળની B.B.A. વિષયની અભ્યાસ સમિતિ, એકેડેમિક કાઉન્સિલ અને બોર્ડ ઓફ મેનેજમેન્ટની બહાલીની અપેક્ષાએ માન.કુલપતિશ્રીને મંજૂર કરવા ભલામણ કરેલ છે. જે માનનીય કુલપતિશ્રીએ મંજૂર કરેલ છે. જે ધ્યાને લઈ તે મુજબ તેનો અમલ કરવા વિનંતી.

(મુસદ્દો કુલસચિવશ્રીએ મંજૂર કરેલ છે.)

બિડાણ:- ઉક્ત અભ્યાસક્રમ (સોફ્ટ કોપી)

સહી/-

(ડૉ.આર.જી.પરમાર)

કુલસચિવ

રવાના કર્યું

એકેડેમિક ઓફિસર

પ્રતિ,

૧. મેનેજમેન્ટ વિદ્યાશાખા B.B.A. વિષય ચલાવતી સ્નાતક કક્ષાની સર્વે સંલગ્ન કોલેજના આચાર્યશ્રીઓ તરફ

૨. મેનેજમેન્ટ વિદ્યાશાખા હેઠળની મેનેજમેન્ટ વિષયની અભ્યાસ સમિતિના સર્વે સભ્યશ્રીઓ તરફ

નકલ જાણ અર્થે રવાના:-

માન.કુલપતિશ્રી/કુલસચિવશ્રીના અંગત સચિવ

નકલ રવાના:- (જરૂરી કાર્યવાહી અર્થે)

૧. ડીનશ્રી, મેનેજમેન્ટ વિદ્યાશાખા

૨. જોડાણ વિભાગ

૩. પી.જી.ટી.આર.વિભાગ

૪. પરીક્ષા વિભાગ



SAURASHTRA UNIVERSITY

RAJKOT

(Accredited Grade B by NAAC)



Faculty of Business Management Curriculum and Credit Framework

Semester – V & VI

for

Bachelor of Business Administration (B.B.A.)

As Per National Education Policy - 2020

Effective From

June – 2025 (As Per SOP)



Saurashtra University, Rajkot
Faculty of Business Management
BBA Curriculum as Per NEP - 2020
B.B.A. Semester - V

Sr. No	Course Category	Course Title	Credit	Theory	Practical	IM	EM	Total
1	Major/Core	Business Law	4	4		50	50	100
2 & 3	Major/Core	(Select any one Group Specialisation)	8	4		50	50	100
		<u>*Marketing -</u> (1) Digital Marketing (2) Rural Marketing <u>* Finance</u> (1) Financial Services (2) Financial Planning & Investment <u>*Human Resource</u> (1) Compensation & Performance Management (2) Human Resource Development		4		50	50	100
4	Minor	Cost Accounting	4	4		50	50	100
5	Minor	Business Environment	4	4		50	50	100
6	SEC	Business Research Methods	2	2		25	25	50
			22			275	275	550

B.B.A. Semester - VI

Sr. No	Course Category	Course Title	Credit	Theory	Practical	IM	EM	Total
1	SI	Internship Training / Field Project	4		4	0	100	100
2 & 3	Major/Core	(Select any one Group Specialisation)	8	4		50	50	100
		<u>*Marketing -</u> (1) Integrated Marketing Communication (2) Service Marketing <u>* Finance</u> (1) Security Analysis & Portfolio Management - I (2) Security Analysis & Portfolio Management - II <u>*Human Resource</u> (1) Cross cultural HR and Industrial Relations (2) Talent Acquisition		4		50	50	100
4	Major/Core	Management Accounting	4	4		50	50	100
5	Minor	Direct Taxes	4	4		50	50	100
6	AEC	Select Any One 1. Business English 2. Social Media & Blog writing	2	2		25	25	50
			22			225	325	550

Note: Internal Evaluation as per SOP Guidelines of Saurashtra University, Rajkot Letter No. AK/90882/2023
 Dated: 10.10.2023



CURRICULUM

For

B.B.A.

Semester – 5

(With effective from June - 2025)



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Business Law	Course Code	
Type of Course	Major	Credit	4	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2hrs.

COURSE OUTCOMES:

To impart preliminary knowledge in respect of Laws to be followed while carrying the business.

COURSE CONTENT

Unit-1	Introduction to law and legal system	Hours: 12
	<ul style="list-style-type: none"> • Introduction to law, Object of law, Need for the knowledge of law, source of law. • Preamble to the constitution of India (with explanation of all the terms used in the preamble) • Fundamental Rights, Fundamental Duties (Briefly). • Hierarchy of the judiciary and the courts in India. 	
Unit - 2	Contract Law - I	Hours: 12
	<ul style="list-style-type: none"> • Object, definition and features of Contract law. • Essential elements of contracts. • Classification of contracts • Offer and legal rules as to an offer, Acceptance and legal rules as to acceptance. • Consideration and legal rules as to consideration. Exceptions to the rule 'no consideration no contract'. • Capacity to contract: contracts with a minor, contracts with people of unsound mind, contracts with people disqualified by law. 	
Unit - 3	Contract Law - II	Hours: 14
	<ul style="list-style-type: none"> • Free consent: consent and free consent, (brief description of Coercion, Undue influence, Misrepresentation, Frauds and Mistake) • Legality of Object: When consideration or object is unlawful. Unlawful and illegal agreements. • Void agreements: List of void agreements, uncertain agreements, wagering agreements. • Discharge of contracts: Discharge by performance, Discharge by agreement or consent, Discharge by impossibility, Discharge by lapse of time, Discharge by operation of law, Discharge by breach of contract. • Remedies for breach of contracts: Rescission of the contract, Suit for damages (very brief description of different types of damages), Suit upon quantum meruit, Suit for specific performance, Suit for injunction. 	
Unit - 4	Consumer Protection Act, 2019	Hours: 10
	<ul style="list-style-type: none"> • Introduction and Definition • Rights and Responsibilities of Consumers • Consumer Protection Councils • Consumer Redressal Forum • Consumer Redressal Process 	
Unit - 5	Negotiable Instruments Act	Hours: 12
	<ul style="list-style-type: none"> • Definition of Negotiable Instrument • Characteristics of Negotiable Instrument. • Promissory Note: Definition and essential elements. 	



- Bill of Exchange: Definition and essential elements.
- Difference between Promissory Note and Bill of Exchange.
- Cheques: Definition.
- Difference between Cheques and Bill of Exchange.

REFERENCES

- Elements of Mercantile Law, N. D. Kapoor, Sultan Chand & Sons, New Delhi
- Indian Contract Act, Sale of Goods Act and Partnership Act; Desai TR : SC Sarkar & Sons
- Mercantile Law, S.S. Gulshan: Excel Books
- Legal Aspect of Business, Pathak: TMH
- The Negotiable Instruments Act; Khergamwala JS: NM Tripathi
- The Principles of Mercantile Law, Singh Avtar, Eastern Book Company
- Business Regulatory Framework, Maheshwari & Maheshwari: Himalaya Publishing
- Business Law, Kapoor ND: Sultan Chand & Sons
- The Constitution of India: Bare Act with short notes for students A. R. Khan, Publisher: Access Publishing.
- Indian Judicial System
- Mathew, P.D. & P.M. Bakshi, Publisher: New Delhi: ISI, 2002



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Digital Marketing (Marketing Group)	Course Code	
Type of Course	Major (Marketing)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Develop a foundational understanding of how Digital Marketing works.
- Understanding Digital Marketing Setup
- Be clear and equipped with latest trends in digital Marketing

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Introduction to Digital Marketing	Hours: 12
	<ul style="list-style-type: none"> • Introduction, Concept & Meaning of Digital Marketing • Evolution of Digital Marketing • Traditional Marketing vs. Digital Marketing • Importance of Digital Marketing • Digital Marketing Landscape • Key Drivers • Overview of Digital Consumers and Communities, Gen Y & Netizen's expectation & influence with respect to Digital Marketing. 	
Unit - 2	Digital Marketing Planning	Hours: 12
	<ul style="list-style-type: none"> • Applying Segmentation, Targeting and Positioning to digital communications • Online Consumer Behaviour • Overview of Digital Marketing Mix • POEM Framework • Skills in Digital Marketing, • Digital Marketing Strategy 	
Unit - 3	Digital Marketing Communication and Channel Mix	Hours: 12
	<ul style="list-style-type: none"> • Designing Digital Communication Mix • Digital Marketing Campaign Management • Content Management & Web Design, • Search Engine Optimization and SEO techniques • Google web-master and Web Analytics Overview 	
Unit - 4	Digital Marketing Execution	Hours: 12
	<ul style="list-style-type: none"> • Basic elements of Digital Marketing Campaign and their Execution • Managing Digital Marketing Revenue, • Managing Service Delivery and Payment, • Role of Artificial Intelligence, Virtual Reality & Augmented Reality in Digital Marketing, • Managing Digital Implementation Challenges 	
Unit - 5	Terminology used in Digital Marketing	Hours: 12
	<ul style="list-style-type: none"> • PPC • Social Media Marketing, • Affiliate Marketing, • Mobile Marketing • Digital Ethics 	



Skill Development Activities: Practical Applications.

REFERENCES

- Bhatia, Puneet Singh. Fundamentals of Digital Marketing. 2ed., 2023, Pearson.
- Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
- Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.
- Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw Hill Education (India) Pvt. Ltd.
- Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Text and Cases, New Delhi: Book Rivers.
- Rochelle Grayson (2023), Foundations in Digital Marketing, BCcampus Open Ed, <https://opentextbc.ca/>



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Rural Marketing (Marketing Group)	Course Code	
Type of Course	Major (Marketing)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.
- To explore various facets of rural marketing and expose them towards rural market environment and challenges in the globalized economies.
- Identifying the characteristics and dynamics of rural consumers, including demographics, income levels, and lifestyle patterns.
- Analyzing the unique challenges and opportunities presented by rural markets, such as infrastructure limitations and cultural nuances.

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Introduction to Rural Marketing	Hours: 12
	<ul style="list-style-type: none"> • Concept and meaning of Rural Marketing. • Significance of Rural Marketing In India. • Characteristics of Rural Marketing. • Rural India: Demographic Profile. • Challenges to Rural Marketing In India. • Nature of Rural Consumer. 	
Unit - 2	Understanding Rural Environment	Hours: 12
	<ul style="list-style-type: none"> • Concept and Meaning of Rural Environment. • Rural Consumers Dimensions - • Buying Decision Process • Rural Marketing Mix • Rural Infrastructure and Institutions. • Impact of Technology on Rural Environment. • Case Study 	
Unit - 3	Rural STP	Hours: 12
	<ul style="list-style-type: none"> • Rural Market Segmentation and targeting, • Positioning Strategies for Rural Market. • Strategies for New Product Planning & Development for Rural Markets, • Product Mix. • Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products. • Case Study 	
Unit - 4	Rural Communication and Distribution	Hours: 12
	<ul style="list-style-type: none"> • Challenges in Rural Communication, • Advertising and Sales Promotion for Rural Markets, • Rural Media, Branding in Rural Markets, • Issues in Rural Distribution Channels, • Tapping the Rural Markets, Rural Retailing, 	



	<ul style="list-style-type: none">• Haats/Shandies, Vans & Mobile Stores,• Innovation in Rural Distribution Systems.• Case Study	
Unit - 5	Rural Market- Sector Analysis	Hours: 12
	<ul style="list-style-type: none">• Rural Marketing of FMCGs and consumer durables: Case Studies of Marketing of FMCGs.• Issues related to Marketing of Consumer Durables in Rural Markets;• Rural Marketing of Financial Services: Banking Services and Insurance.• Rural Marketing of Agricultural Inputs – Tractor, Fertilizer and Agro-chemicals Agricultural	

Skill Development Activities: Practical Applications.

REFERENCES

- Rural marketing and management – Gupta- PHI publication
- Issues and Challenges in the Rural Marketing– Dr. A. Selvaraj - Scientific Publishers
- Rural Marketing -Kashyap, P. &Raut, S., Biztantra
- Rural Marketing - T.P. Gopal Swamy, Vikas Publishing House
- Rural Marketing -Dogra, B. &Ghuman, K., TMH
- Rural Marketing -Velayudhan, S. K. SAGE Publication
- Rural Marketing - Mathur, U.C, Excel Books



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Financial Services (Finance Group)	Course Code	
Type of Course	Major (Finance)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Gain knowledge of financial services, their market structure, and growth in India.
- Analyze merchant banking, leasing, venture capital, credit rating, factoring, and mutual funds.
- Develop the ability to evaluate financing choices and investment opportunities.

Pedagogy: Case studies, real-world financial market examples, and problem-solving exercises. Group discussions, role-plays, guest lectures by industry experts, and financial simulation activities.

COURSE CONTENT

Unit-1	Introduction to Financial Services	Hours: 12
	Financial services-concepts, objectives, functions, characteristics, financial services market: concepts, constituents-Growth of financial services in India	
Unit - 2	Merchant Banking and Public Issue Management	Hours: 12
	Definition- Functions- Merchant Bankers Code of Conduct- Public Issue Management: Concept-Functions-Categories of Securities Issue Mechanics of Public, Management of Issue, Manager-role of issue manager Marketing of issues-Under writing, types, benefits functions	
Unit - 3	Leasing & Hire Purchase	Hours: 12
	Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only from Lessee’s angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase,	
Unit - 4	Venture Capital & Credit Rating Agencies	Hours: 12
	Venture Capital – Concept, Evolution, Process, VC Scenario in India Credit Rating – Concept, Types, Merits and Demerits, Credit Rating Agencies and their Methodology	
Unit - 5	Factoring & Mutual Funds	Hours: 12
	Definition-mechanism-Functions-Types-Advantages-Disadvantages-difference between Bill Discounting and factoring Mutual Fund – Concept-Organizational structure of Mutual Fund-Types of Mutual funds (From the point of investors-From the point of promoters)- Benefits of Mutual Funds- Investment of Mutual Funds	

Skill Development Activities:

REFERENCES

- M.Y. Khan: Financial Services, Tata McGraw –Hill
- Machiraju: Indian Financial System, Vikas Publishing House.
- J. C. Verma: A Manual of Merchant Banking, Bharath Publishing House.
- K. Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
- Ennew. C. Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Financial Planning & Investment (Finance Group)	Course Code	
Type of Course	Major (Finance)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Develop expertise in financial planning, risk management, and investment strategies for informed decision-making.
- Gain practical knowledge of retirement planning, insurance selection, and risk analysis for financial security.
- Understand and apply provident fund schemes (EPF & PPF) to ensure long-term wealth accumulation and stability.

Pedagogy: Case Studies, Real-World Financial Simulations, And Interactive Discussions, Hands-On Exercises, Expert Lectures, And Financial Planning Tools.

COURSE CONTENT

Unit-1	Introduction To Financial Planning	Hours: 12
	Introduction, Objectives, Concept of Financial Planning, Definitions of Financial Planning, Objectives of Financial Planning, Importance of Financial Planning, Characteristics of sound Financial Plan, Different Types of Financial Planning, Financial Planning Process.	
Unit - 2	Overview Of Risk Management and Investment Planning	Hours: 12
	Introduction, Objectives, Concept of Risk Management and its importance, Principles of Risk Management, Techniques of Risk Management, Concept of Investment Planning, Objectives of Investment Planning, Importance of Investment Planning	
Unit - 3	Retirement Planning Analysis	Hours: 12
	Introduction, Objectives, Retirement Need Analysis: Concept, Retirement Need Analysis Techniques, Meaning of Retirement Planning, Need for Retirement Planning, Process of Retirement Planning, Sources of Retirement Planning, Development of Retirement Plans	
Unit - 4	Risk Analysis and Insurance Planning	Hours: 12
	Introduction, Objectives, Risk Management, Importance of Risk Management, Risk Management Important in Personal Financial Planning, Factors to Be Considered While Taking Insurance Decision, Insurance Decision in Personal Financial Planning	
Unit - 5	Employees Provident Fund (EPF) & Public Provident Fund (PPF)	Hours: 12
	Introduction, Objectives, Employees Provident Fund (EPF), Key Features of EPF Scheme, Benefits of the EPF, Types of Employees' Provident Fund, Tax Treatment of Contribution to different Category of Provident Fund, Public Provident Fund, Benefits of PPF	

Skill Development Activities:

REFERENCES

- Financial Planning: A Ready Reckoner – by Madhu Sinha
- Investment Analysis and Portfolio Management – by Prasanna Chandra
- Fundamentals of Financial Planning – by Rajesh Agrawal and Ranjan Agarwal
- Risk Management and Insurance Planning – by S. Arunajatesan and T. R. Viswanathanm



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Compensation and Performance Management (Human Resource Group)	Course Code	
Type of Course	Major (HR)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Understand the principles of compensation and how it impacts employee motivation.
- Design compensation structures that align with organizational goals.
- Understand performance management systems & role in improving organization performance.
- Analyze the relationship between compensation, motivation, and performance.
- Identify best practices and challenges in implementing performance management systems.

Pedagogy: Lectures, Group Discussions, Case Studies, Role Play, Small Research Projects

COURSE CONTENT

Unit-1	Introduction to Compensation and its Role in Organizations	Hours: 12
	<ul style="list-style-type: none"> • Definition and Importance of Compensation • Types of Compensation: Direct (Wages, Salaries) vs. Indirect (Benefits, Perks) • Theories of Compensation (Equity Theory, Expectancy Theory, etc.) • Compensation Strategy and Policy • Objectives of a Compensation System (Attraction, Retention, Motivation) • Legal and Ethical Aspects of Compensation 	
Unit - 2	Compensation Design and Structure	Hours: 12
	<ul style="list-style-type: none"> • Overview of Job Evaluation Methods • Pay Structures: Internal Equity vs. External Competitiveness • Salary Surveys and Market Benchmarking • Pay-for-Performance: Incentives and Bonuses • Designing Compensation for Different Job Levels and Functions 	
Unit - 3	Performance Management System (PMS)	Hours: 12
	<ul style="list-style-type: none"> • Definition and Importance of Performance Management • Performance Management Cycle • Key Components of a Performance Management System (Goal Setting, Feedback, Appraisal) • Performance Metrics and Benchmarking Legal and Ethical Considerations in Performance Management • Technology and Automation in Performance Management Systems 	
Unit - 4	Linking Compensation with Performance	Hours: 12
	<ul style="list-style-type: none"> • Understanding the Link Between Compensation and Performance • Performance-Based Pay: Commission, Bonus, Stock Options • Motivation and Compensation: How Compensation Affects Employee Performance • Designing Effective Reward Systems • Addressing Challenges in Linking Performance with Compensation 	
Unit - 5	Contemporary Trends in Compensation and Performance Management	Hours: 12
	<ul style="list-style-type: none"> • Global Trends in Compensation and Performance Management • Aligning compensation and performance with business strategy • Total Rewards Systems and Employee Value Proposition 	



- Flexible Compensation: Cafeteria Plans, Benefits Packages
- Role of Technology in Enhancing Performance Management and Compensation
- Future Trends: Gamification, Artificial Intelligence, and Data Analytics in Compensation and Performance

Skill Development Activities:

- Guest lecture from an industry expert on future trends
- Group Discussion on ethical compensation practices, the use of technology in performance management and compensation, Challenges in linking pay with performance
- Case study on compensation structures in different industries
- Role play on conducting appraisal and giving feedback, conducting appraisal interview

REFERENCES

- **Books:**
 - **Compensation and Performance Management** by P.N. Singh and R.K. Singh, Pearson education
 - **Compensation** by George T. Milkovich, Jerry M. Newman, and Barry A. Gerhart
 - **Performance Management: Concepts, Skills, and Exercises** by Robert L. Cardy and Brian R. Leonard, Pearson Education, 2016
 - **Performance Management Systems** by T.V. Rao, Response Books, 2014
 - **Strategic Compensation: A Human Resource Management Approach** by Joseph J. Martocchio, Pearson Education
 - **Compensation and Benefits** by S. L. Gupta , Tata MacGraw-Hill Education, 2017
- **Journals and Articles:**
 - Journal of Compensation and Benefits
 - Human Resource Management Review
 - Harvard Business Review (on compensation and performance)
- **Websites/Online Resources:**
 - SHRM (Society for Human Resource Management): www.shrm.org
- **World at Work** (for compensation trends): www.worldatwork.org



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Human Resource Development (Human Resource Group)	Course Code	
Type of Course	Major (HR)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Analyze HRD strategies and frameworks used in organizations.
- Identify the role of HRD in organizational growth and employee development.
- Evaluate HRD policies and their effectiveness in Indian organizations.
- Design HRD interventions and training programs.

Pedagogy: Lectures, Case Studies, Role Plays, Group Discussions

COURSE CONTENT

Unit-1	Introduction to Human Resource Development (HRD)	Hours: 12
	<ul style="list-style-type: none"> • Definition, Characteristics, Objectives, and Scope of HRD • HRD vs. HRM: Key Differences and similarities • HRD models and frameworks • Evolution and Importance of HRD in Organizations • Key HRD Functions (Training, Development, Organizational Development) 	
Unit - 2	Approaches to HRD	Hours: 12
	<ul style="list-style-type: none"> • Introduction • Different approaches to HRD • Human Capital Approach • Social Psychological Approach • Poverty Alleviation Approach • World Development Context 	
Unit - 3	Organizational Development (OD) and HRD	Hours: 12
	<ul style="list-style-type: none"> • Organizational Development (OD): Definition and Importance • OD Interventions (Team Building, Sensitivity Training, Action Research) • Link Between HRD and OD • Employee Engagement Practices • Diversity and Inclusion Initiatives • Leadership and Coaching 	
Unit - 4	HRD Policies and Practices in India	Hours: 12
	<ul style="list-style-type: none"> • HRD Policies in Indian Organizations • Legal and Ethical Aspects of HRD in India • Talent Management, Succession Planning, and Employee Engagement • Performance Management Systems (PMS) in India • HRD Challenges in India (Diversity, Gender Issues, Work-Life Balance) • Overcoming the Challenges in HRD 	
Unit - 5	Emerging Trends in HRD	Hours: 12
	<ul style="list-style-type: none"> • Digital Transformation and HRD: Role of Technology • Artificial Intelligence and HR Analytics in HRD • Employee Well-being and Engagement Programs • Future of HRD in India: Trends and Innovations • HRD in the Age of Globalization 	
Skill Development Activities:		



- Case Study: HRD evolution in Indian companies, Talent Management and Training Practices in Indian organisations
- Group Discussion: HRD practices and HRD Challenges in Indian organizations
- Role Play on OD interventions in India, Organisational Change

REFERENCES

- **Books:**
 - HRD in India: Challenges and Opportunities by T.V.Rao and K. Ramachandran, Sage Publications, India , 2018
 - Human Resource Development: Experiences, Interventions, and Strategies by Dr.T.V.Rao, *Sage Publications India Pvt. Ltd.*
 - HRD Practices: An Indian Perspective by Dr. T.V.Rao, Sage Publications India
 - Human Resource Development, V.S.P .Rao, Tata Mac-Graw Hill Education, 2017
 - Organizational Development and Change , Donald R. Brown, Pearson education, 2017
 - Organizational Development: The Process of Leading Organizational Change by Donald L. Anderson, Sage Publication India Pvt. Ltd.
- **Journals and Articles:**
 - HRD Review Journal
 - Indian Journal of Industrial Relations
- **Websites/Online Resources:**
 - National HRD Network (www.nhrd.org)
 - Articles and blogs on HRD trends on LinkedIn



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Cost Accounting	Course Code	
Type of Course	Minor	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To Impart the Knowledge of Basic cost concepts, element of cost & Preparation of Cost Sheet and to provide basic knowledge of important Methods & Techniques of costing.

COURSE CONTENT

Unit-1	PROCESS COSTING	Hours: 15
	<ul style="list-style-type: none"> Introduction- Meaning and Features of Process Costing Process Loss and Wastage Normal loss and abnormal loss Abnormal Gain Cost of Joint-Products Cost of and By-Products Practical Questions (Excluding Inter Process Profit and equivalent production) 	
Unit - 2	BUDGET AND BUDGETARY CONTROL BRIEF CONCEPT: BUDGETING & BUDGETARY CONTROL [Theoretical concept]	Hours: 09
	<ul style="list-style-type: none"> Budget and Budgetary Control Brief Concept Only CASH BUDGET: Introduction and meaning Concepts of optimum cash balance Objective of preparation of cash budget Cash receipt and Cash Payment Practical Questions (Preparation of cash budget only) 	
Unit - 3	FLEXIBLE BUDGET:	Hours:09
	Introduction-Meaning-Utility <ul style="list-style-type: none"> Relation of Cost, sales and profit in Stocks, Preparation of flexible budget Practical Questions 	
Unit - 4	STANDARD COSTING-1 [MATERIALS VARIANCES]:	Hours: 15
	Introduction-Meaning of Standard Cost and Standard Costing <ul style="list-style-type: none"> Applications Advantages and Limitations of Standard Costing Standard Cost Committee - Types of Standards and its' Setting Procedure Meaning of Variance and Variance Analysis Practical questions of Material Variances only. 	
Unit - 5	STANDARD COSTING-2 [LABOUR VARIANCES]:	Hours: 12
	Introduction-Meaning <ul style="list-style-type: none"> Labour Standards and Labour Variances Practical Questions Relating to Calculate Labour Variances Only 	

REFERENCES

- Cost Accounting Principles and Practice: M N Arora, Vikas Publishing
- Cost Accounting: S P Jain and K L Narang, Kalyani, New Delhi
- Cost Accounting by S.N. Maheshwari, Sultan Chand, Delhi
- Cost Accounting Principles and Practice: M N Arora, Vikas Publishing
- Cost Accounting: S P Jain and K L Narang, Kalyani, New Delhi
- Practical Costing: P C Tulsian, Vikas Publishing
- Cost Accounting: Theory & Practice: Bhabatosh Banerjee, Prentice Hall of India Ltd., New Delhi



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Business Environment	Course Code	
Type of Course	Minor	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To provide knowledge of basic concepts and components of business Environment.
- To develop/enhance ability of student to know impacts of components of business Environment on economic activity
- To enable students to know and measure possible impacts of changes in components of Business Environment on Economic activities.
- To develop ability of students to forecast/indicate possible impacts of change in economic policies and laws on operations of companies.

Pedagogy: Case study, government survey analysis, practical studies, interactive sessions and presentation, class room seminars.

COURSE CONTENT

Unit-1	Introduction to Business Environment	Hours: 12
	<ul style="list-style-type: none"> • Introduction, Definitions, Characteristics of Business Environment • Types of Business Environment a. Internal and External b. Micro and Macro • Competitor's Analysis ~Michel Porter's five force model • Business Environment Analysis and Strategic Management- Implementation of strategy and evaluation. 	
Unit - 2	Economic Environment	Hours: 12
	<p>A) Meaning and Definition of Economic Environment</p> <ul style="list-style-type: none"> • Nature of Economy • Economic policies in brief: <ol style="list-style-type: none"> a) Industrial Policy b) Monetary Policy c) Fiscal Policy d) Foreign Trade Policy e) Foreign Exchange Policy 	
Unit - 3	Political and Government Environment	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Definition of Political Environment • Economic Role of Government in India • Liberalisation- meaning and ways of Liberalisation • Privatisation and Disinvestment- meaning, objectives and methods of Privatisation • Globalisation- Concept and meaning, Ways of Globalisation (10 rules) 	
Unit - 4	Social and Cultural Environment	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Definition of Social Environment • Concept of Business Ethics • Business and Culture <ol style="list-style-type: none"> a) Meaning of Culture b) Elements of Culture c) Cultural Adaption d) Cultural Transmission 	
Unit 5	Technological Environment	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Definition of Technological Environment • Innovations 	



- Technological and Competitive Advantage
- Sources of Technological Dynamics
- Impact of Technology on Globalization
- Transfer Of Technology

REFERENCES

- Business Environment: Francis Cherunilam - Himalaya Publishing house
- Essentials of Business Environment: K. Aswathapa- Himalaya Publishing house
- Indian Economy: VK Puri & SK Misra - Himalaya publication house
- Development and Environmental Economics - U.C. Kulshrestha - Lakshmi Narain Agarwal
- Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
- Business Environment Raj Aggarwal Excel Books, Delhi
- Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Business Research Methods	Course Code	
Type of Course	SEC	Credit	02	Theory	02 Hours
Practical	NIL	Teaching Hours	30	Internal Marks	25
External Marks	25	Total Marks	50	External Exam Time	1 Hours

COURSE OUTCOMES:

- To introduce the basic concepts in research methodology in management. This course addresses the issues inherent in selecting a research problem and discuss the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing.

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Introduction to Research	Hours: 12
	<ul style="list-style-type: none"> Concept of Research Types of Research. Nature/ Features of Research. Scope and Areas of Research. Process or stages to conduct Research. (Overview of Research Process) Defining Research Problem and formulating Research Objective Concept of Literature Reviews and Finding Research gap. 	
Unit - 2	Decision Areas of Research	Hours: 12
	<ul style="list-style-type: none"> Data Sources (Primary and Secondary). Research Instrument (Designing Questionnaire – stages and types of questions). Sampling – Concept, Benefits and limitations. Concept of Sampling Unit, Sample size and sampling procedure (types) Contact Methods (Interview, Mail and Online). 	
Unit - 3	Research Report	Hours: 06
	<ul style="list-style-type: none"> Collection and analysis of Research Data (Only study of basic tools of Microsoft Excel) Deriving Interpretation and conclusion of Research study Research Report- Concept, qualities/ characteristics, Types of Research Report (Technical and Popular), Precautions while writing Research Report 	

Skill Development Activities: Practical Applications, case study, writing research paper, research projects.

REFERENCES

- Research Methodology – C R Kothari –WISHWA PRAKASHAN
- Business Research Methods- Donald-R-Cooper-Pamela-S-Schindler – McGraw Hill Irwin
- Research Methodology – Mukul and Deepa Gupta- PHI
- Research Methodology – DK Bhattacharya- Excel Publication
- Research Methodology – A step by step guide for Biginners- Ranjit Kumar- Sage Publication



CURRICULUM

For

B.B.A.

Semester – 6

(With effective from Nov./Dec.- 2025)



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Internship Training/Field Project	Course Code	
Type of Course	Major	Credit	04	Theory	00
Practical Hours	120	Teaching (Guidance)Hours	04	Internal Marks	00
External Viva Marks	100	Total Marks	100	External Exam Time	---

COURSE OUTCOMES:

- To apply theoretical knowledge to identify, analyze and propose solutions to real world problems.
- To conduct effective research using appropriate methodology and tools to gather and interpret the data.
- To develop the skills of drafting research report.

The Project Report must be an Original One and Plagiarism rules will be applicable as per University instructions and guidelines. **The Project Report carries 04 credits** and shall be evaluated by the panel of examiners constituted by the University.

Every student shall prepare a report on one of the special topics from the subjects given below pertaining to the organization in which he has been placed for training. The report must contain data for minimum period of last five years or a student may prepare a research-based project on any one of the topics listed below.

1. Materials Management/Operations Management
2. Human Resource management,
3. Financial management,
4. Management Accounting.
5. Marketing Management.

PART-B: GENERAL INSTRUCTIONS FOR PREPARATION OF REPORT:

- The Practical Studies curriculum shall be assigned an overall 04 credits equivalent workload.
- All the students shall draft their report independently, which shall be checked and certified by the faculty concerned
- The Student shall prepare his/her Practical Studies report in two copies, First Copy submitted to College, Second copy as his/her Personal Copy.
- Draft report must be in the following format:
 - a. Report must be typed in the Font size 14pt, Time New Roman, 1.5 spacing in A4 size paper and printed on both sides of paper.
 - b. Title Page: Full name of students, Semester number, roll/seat number, name of business unit visited, name of academic institutions, etc.
 - c. Guide certificate
 - d. Student's declaration regarding originality of the report.
 - e. Acknowledge
 - f. Preface/Introduction
 - g. Index with contents and page number
 - h. Main part of the report
 - i. Conclusion and suggestions
 - j. Bibliography (if any)
 - k. Appendix (if necessary)



- Only Practical aspects are required. Therefore, the Book-concepts should be avoided from the report so far possible.
- The report shall be assessed by the panel of examiners appointed by the University. The student also shall be examined by Viva-voce by the same panel of examiners.



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Integrated Marketing Communication (Marketing Group)	Course Code	
Type of Course	Major (Marketing)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Analyze meaning, position, and the Role of IMC in Marketing Communication; create the relationship between the ideas and the tools of IMC.
- Demonstrate understanding of the concept of Integrated Marketing Communications (IMC) and the activities entailed in the management of IMC as a process.
- Design appropriate Integrated Marketing Communications (IMC) strategies on the basis of a brand's marketing situation and customer insights.
- Critically use knowledge to produce and creatively present an Integrated Marketing Communications (IMC) plan.

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Introduction to Integrated Marketing Communication	Hours: 12
	<ul style="list-style-type: none"> • Meaning of marketing, advertising and integrated marketing communication. • Concept of 5Ms of advertising • The evolution of IMC • Reasons for the growing importance of IMC. • The promotional Mix: The tools for IMC 	
Unit - 2	IMC Process and communication process Analysis	Hours: 12
	<ul style="list-style-type: none"> • IMC Process Analysis • The IMC planning process, Role of IMC in the Marketing Process (conceptual analysis), Participants in the IMC process • Communication Process Analysis • Source, Message and channel factors, Communication response hierarchy- AIDA model, Innovation adoption model, Information processing model • CASE STUDY 	
Unit - 3	Planning for Marketing Communication (Marcom)	Hours: 12
	<ul style="list-style-type: none"> • Establishing marcom Objectives and Budgeting for Promotional Programmes • Setting communication objective, • Sales as marcom objective • DAGMAR approach for setting ad objectives. • Budgeting for marcom-Factors influencing budget, Methods to determine marcom budget. • CASE STUDY 	
Unit - 4	Direct Marketing.	Hours: 12
	<ul style="list-style-type: none"> • Concept, advantages/ objectives and disadvantages • Components for Direct Marketing • Tools of Direct Marketing - • Response Advertising • Direct Mail and Internet • Catalogues 	



	<ul style="list-style-type: none"> • Telemarketing (outbound and inbound) • CASE STUDY
Unit - 5	Evaluating an Integrated Marketing program Hours: 12
	<ul style="list-style-type: none"> • Meaning and importance of measuring communication effectiveness, • The testing process, • Measuring the effectiveness of other promotional tools and IMC, • Concept of pre-testing, concurrent testing, post-testing • CASE STUDY

Skill Development Activities: Practical Applications. (Class discussions, group work) and practical problems solved in class.

- Workshops and interactive sessions.
- Case discussions in class that stress IMC strategy and encourage discussion on key issues.

REFERENCES

- Advertising and Promotion – Integrated Marketing Communication Approach – George and Michael Belch – Tata Mcgraw Hill
- Integrated Marketing Communications – Don Schultz, Stanley I. Tennenbaum, Robert F. Lauterborn – Mcgraw Hill Professional
- IMC & Internet Marketing – Priti Kulkarni – Sharp publication
- Integrated Marketing communication in digital gape – Divyesh Kumar, Varisha Rehman, Zillur Rahman – Willey India.
- Advertising, Promotion, and other aspects of Integrated Marketing Communications with MindTap - J. Craig Andrews | Terence A. Shimp – Cengage Publication



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Service Marketing (Marketing Group)	Course Code	
Type of Course	Major (Marketing)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To know the service concept, its evolution and growth.
- To understand Marketing Mix in service marketing and its effective management.
- To know the service marketing techniques applied in various sectors.

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Fundamentals of Service Marketing	Hours: 12
	<ul style="list-style-type: none"> • Concept, • Characteristics of services and its marketing Implications, • Classification of Services, • Service Marketing Mix, (7Ps' of Services Marketing) • Growth of Service Sector- Factors and Challenges 	
Unit - 2	Decision areas in Service Marketing	Hours: 12
	<ul style="list-style-type: none"> • Service Designing and Development: Developing and managing Core and Supplementary Services • Service Distribution: Types of contact, Place and time decisions • Pricing the Service: Concept of service pricing, Service Pricing Strategies • Service Promotion: Sources of Communication – Traditional Sources, Channel Sources, Online sources, external sources 	
Unit - 3	Service Marketing Decisions in Extended Marketing Mix	Hours: 12
	<ul style="list-style-type: none"> • Process: Service Blueprinting – Concept and Components, Service Process Redesign • People: Service Triangle, Role of employees in service delivery. • Physical Evidence: Servicescape- Meaning, Types and uses of Service Environment 	
Unit - 4	Service Quality, Demand and Capacity Management	Hours: 12
	<ul style="list-style-type: none"> • Capacity Analysis – Understanding Capacity • Demand Patterns • Strategies for demand and capacity management • Concept of Service Quality • Measures of Service Quality- Soft and Hard Measures 	
Unit - 5	Understanding Service Sectors	Hours: 12
	Brief idea of following Service Sectors: <ul style="list-style-type: none"> • Education Marketing • Hospital Marketing • Tourism Marketing • Hotel Marketing • Financial Services Marketing 	
Skill Development Activities: Practical Applications.		



REFERENCES

- WirtzJochen, Lovelock Christoper, Services Marketing: People Technology Strategy, PearsonEducation,9e,2022.
- Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler , Ajay Pandit, Services Marketing - Integrating Customer Focus Across the Firm, McGraw Hill Education ,2018.
- S.M. Jha, Services marketing, Himalaya Publishers, India.
- Ravi Shanker , Services Marketing, First Edition, Excel Books, NewDelhi 2008.



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Security Analysis and Portfolio Management – I (Finance Group)	Course Code	
Type of Course	Major (Finance)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To Identify investment opportunity.
- To enhance ability to evaluate financing opportunities in market.

Pedagogy: Case studies, examples and problem-solving exercises, Group discussions.

COURSE CONTENT

Unit-1	Portfolio Management – An Introduction	Hours: 12
	<ul style="list-style-type: none"> • A) Investment- Meaning, Characteristics, Objectives, Investment V/s Speculation, Investment V/s Gambling and Types of Investors • B) Portfolio Management – Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management. • C) Investment Environment- Investment Environment in India and factors conducive for investment in India. 	
Unit - 2	Portfolio Analysis	Hours: 12
	Portfolio Analysis – Meaning and its Components, Calculation of Expected Return and Risk, Calculation of Covariance, Risk – Return Trade off.	
Unit - 3	Portfolio Selection	Hours: 12
	<ul style="list-style-type: none"> • Portfolio Selection – Meaning, Feasible Set of Portfolios, Efficient Set of Portfolios, Selection of Optimal Portfolio, Measuring Security Return and Portfolio Return. 	
Unit - 4	Portfolio Revision and Evaluation	Hours: 12
	<ul style="list-style-type: none"> • A) Portfolio Revision – Meaning, Need, Constraints and Strategies. • B) Portfolio Evaluation – Meaning, Need, Measuring Returns (Sharpe, Treynor and Jensen Ratios) and Decomposition of Performance 	
Unit - 5	Bond Valuation	Hours: 12
	<ul style="list-style-type: none"> • A) Bond Valuation – Meaning, Measuring Bond Returns – Yield to Maturity, Yield to call • B) Bond Pricing – Introduction, Bond Pricing Theorems, Bond Risks and Bond Duration. 	

Skill Development Activities: Expert lectures, role plays, Seminars

REFERENCES

- S. Kevin – Security Analysis and Portfolio Management.
- Chandra P. – Investment analysis and portfolio management, Tata McGraw Hill
- Financial management – Dr V K Palanivelu , S. Chand
- Bodie, Kane, Marcus, mohanty – Investments, Tata McGraw –Hill



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Security Analysis and Portfolio Management – II (Finance Group)	Course Code	
Type of Course	Major (Finance)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Develop expertise in Portfolio management strategies for decision-making.
- Gain practical knowledge of risk and return analysis.
- Understand and apply Investment strategies.

Pedagogy: Case Studies, Discussions, Hands-On Exercises, Expert Lectures

COURSE CONTENT

Unit-1	Introduction to Investment	Hours: 12
	<ul style="list-style-type: none"> • Definition of Investment, Nature and scope of investment, Features of Investment, Investment Alternatives, Process of investment, Risk and return in investment, types of return of investment, sources of risks for investment 	
Unit - 2	Fundamental Analysis	Hours: 12
	<ul style="list-style-type: none"> • A) Economy Analysis- Introduction, Meaning, Framework of Economic Analysis, • B) Industry Analysis- Concept of Analysis, Industry Life Cycle, Industry Characteristics • C) Company Analysis- Financial Statements, Analysis of Financial Statements and Assessment of risk (Leverages) 	
Unit - 3	Technical Analysis	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Principles of Technical Analysis, Price Chart, Line Chart, Bar Chart, Candlestick Chart, Chart Patterns, Fundamental Analysis V/s Technical Analysis 	
Unit - 4	Efficient Market Theory	Hours: 12
	<ul style="list-style-type: none"> • A) The Efficient Market Hypothesis • B) Forms of Market Efficiency • C) Competitive Market Hypothesis 	
Unit - 5	Capital Asset Pricing Model	Hours: 12
	<ul style="list-style-type: none"> • A) CAPM – Fundamental Notions of Portfolio Theory, Assumption of CAPM, Capital Market Line, Security Market Line and Pricing of Securities with CAPM. B) Arbitrage Pricing Theory (APT) – The Return Generating Model, Factors Affecting Stock Return, APT V/s CAPM. 	

Skill Development Activities: case studies, expert lectures, seminars

REFERENCES

- Investment analysis and Portfolio management – **by Reilly/Brown, cengage Learning**
- Investment Analysis and Portfolio Management – **by Prasanna Chandra, Tata McGraw Hill**
- Security analysis and portfolio management – **by Sudhindra Bhatt**
- Security analysis and portfolio management – **by R. Singh Excel book**



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Cross-Cultural HR and Industrial Relations (Human Resource Group)	Course Code	
Type of Course	Major (HR)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Analyze the impact of culture on HR practices and industrial relations.
- Understand and apply theories and models of cross-cultural management.
- Identify the key elements of industrial relations and their relevance to HRM
- Design strategies for managing cross-cultural issues in HR and resolving industrial disputes effectively

Pedagogy: Lectures, Case Studies, Role Plays, Group Discussions

COURSE CONTENT

Unit-1	Introduction to Cross-Cultural HRM	Hours:12
	<ul style="list-style-type: none"> • Introduction to concept of culture and nationality • Impact of culture on International Business Environment • Definition and Significance of Cross-Cultural HRM • Managing Diversity: Importance and Challenges • Cross-cultural Communication and its Impact on HRM 	
Unit - 2	Cross-Cultural Leadership and HR Practices	Hours:12
	<ul style="list-style-type: none"> • Leadership Styles and Their Cross-Cultural Variations • Global Leadership: Strategies for Managing Diverse Teams • Human Resource Development in a Cross-Cultural Context • Conflict Resolution and Cross-Cultural HR Challenges 	
Unit - 3	Industrial Relations: Theories and Concepts	Hours:12
	<ul style="list-style-type: none"> • Definition and Scope of Industrial Relations (IR) • Industrial Relations System: Components and Stakeholders • Industrial Disputes: Causes and Resolution Mechanisms • Labor Laws in India: Historical Development and Current Framework Pertaining to Industrial Relations. • Role of Trade Unions and Employers' Associations 	
Unit - 4	Cross-Cultural Issues in Industrial Relations	Hours:12
	<ul style="list-style-type: none"> • Cross-Cultural Perspectives on Industrial Relations • Managing Cross-Cultural Conflict in the Workplace • Legal Frameworks for Cross-Cultural Industrial Relations • International and Indian Approaches to Industrial Relations, Labour Unions and MNCs , Response of Labour Unions to MNCs. • Role of HR in Handling Cross-Cultural Conflicts in IR 	
Unit - 5	Future Trends in Cross-Cultural HR and Industrial Relations	Hours:12
	<ul style="list-style-type: none"> • Emerging Global Trends in Cross-Cultural HRM and Industrial Relations • Impact of Globalization on HR and Industrial Relations • Technology and its Role in Managing Cross-Cultural Teams and IR • Future of Industrial Relations in India and Globally 	



- Managing Multinational Work force with respect to Labor Relations in a Global Economy

Skill Development Activities:

- Case Study: Role of technology in managing cross-cultural HR, Industrial disputes and resolution mechanisms in India
- Role Play on managing cross-cultural teams, handling cross-cultural industrial dispute
- Group Discussion on Influence of Culture on HR Practices, cultural differences in global HRM, managing labour relations in multinational firms
- Student Presentations on Leadership styles and HR Practices in different cultures

REFERENCES

- **Books:**
 - **Cross-Cultural Management: Essential Concepts** by David C. Thomas and Mark F. Peterson, Sage Publication
 - **Industrial Relations: A Contemporary Approach** by A. P. S. Ahuja, Macmillan India
 - **International HRM** by Peter J. Dowling, Marion Festing, and Allen D. Engle, Cengage Learning
 - **International Human Resource Management** by Bhattacharya, M.S.Sengupta, N.,Excel Books, New Delhi.
 - **Understanding Cross Cultural Management** by Browaeys M.J and Price R, Prentice Hall, New Delhi.
 - **Industrial Relations in India** by S.K.Sasikumar and R.K.Mishra, Oxford University Press India, 2018
 - **Cultures and Organisations: Software of the Mind** by Geert Hofstede, Gert Jan Hofstede and Micheal Minkov, McGraw Hi
- **Journals and Articles:**
 - "Journal of Cross-Cultural Management"
 - "Industrial Relations Research Journal"
 - Articles on cross-cultural HRM and industrial relations in India
- **Websites/Online Resources:**
 - HR websites like SHRM (Society for Human Resource Management)
- National Labour Relations Board (www.nlr.gov)



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Talent Acquisition (Human Resource Group)	Course Code	
Type of Course	Major (HR)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Understand the end-to-end process of talent acquisition, from job analysis to onboarding.
- Implement effective recruitment strategies aligned with organizational needs.
- Use tools and techniques for sourcing, screening, and selecting talent.
- Evaluate the effectiveness of recruitment campaigns and improve talent acquisition processes.
- Leverage technology, data analytics, and social media platforms in talent acquisition.

Pedagogy: Lectures, Case Studies, Role Plays, Group Discussions

COURSE CONTENT

Unit-1	Introduction to Talent Acquisition	Hours:12
	<ul style="list-style-type: none"> • Definition and Importance of Talent Acquisition in HRM • Key Components of Talent Acquisition: Recruitment, Selection, and Onboarding • Recruitment vs. Talent Acquisition: Understanding the Difference • Organizational Goals and the Role of Talent Acquisition • Legal and Ethical Aspects of Talent Acquisition 	
Unit - 2	Sourcing Talent	Hours:12
	<ul style="list-style-type: none"> • Talent Sourcing Strategies: Internal vs. External Sourcing • Job Portals, Employee Referrals, and Headhunting • Social Media Recruiting: LinkedIn, Twitter, Facebook • Employer Branding and its Role in Sourcing Talent • Passive Candidate Sourcing: Strategies and Techniques 	
Unit - 3	Screening and Selection of Candidates	Hours:12
	<ul style="list-style-type: none"> • Screening Methods: Resumes, Cover Letters, and Video Resumes • Interviewing Techniques: Behavioral, Situational, and Technical Interviews • Pre-employment Assessments and Psychometric Tests • Selection Methods: Structured vs. Unstructured Interviews • Diversity and Inclusion in Candidate Selection 	
Unit - 4	Onboarding and Integration	Hours:12
	<ul style="list-style-type: none"> • The Importance of Onboarding: Role in Employee Retention and Engagement • Designing an Effective Onboarding Program • New Hire Orientation: Best Practices • Integrating New Employees into Organizational Culture • Technology in Onboarding: Digital Onboarding and eLearning 	
Unit - 5	Measuring and Improving Talent Acquisition Effectiveness	Hours:12
	<ul style="list-style-type: none"> • Key Performance Indicators (KPIs) in Talent Acquisition • Recruitment Metrics: Time to Fill, Cost per Hire, and Quality of Hire • Analyzing the ROI of Recruitment Campaigns • Continuous Improvement in Talent Acquisition Processes • Trends in Talent Acquisition: AI, Automation 	

Skill Development Activities:



- Case Studies on Talent acquisition strategies in multinational companies, Best practices in screening and selection from global firms
- Group Discussion on Leveraging AI and automation in recruitment, the role of talent acquisition in achieving organizational goals, ethical issues in recruitment, challenges in onboarding and its solutions,
- Role Play on Conducting an interview using behavioral techniques, conducting a structured interview for a given role.

REFERENCES

- **Books:**
 - **Human Resource Management: Text and Cases** by K. Aswathappa, Tata McGraw-Hill Education
 - **Talent Acquisition: A Guide to Understanding and Implementing the Latest Strategies** by Rajeev Rathi, PHI Learning
 - **Recruitment and Selection: A Study of Best Practices** by A.P.S. Ahuja, Macmillan India
 - **Employee Recruitment, Selection, and Assessment: Contemporary Issues for Theory and Practice** by R. L. Luthans, McGraw-Hill
 - **Human Resource Management** by Gary Dessler, Pearson Education
 - **Strategic Talent Management: A Guide to Developing HR Practices**, by Peter J. Dowling, Marion Festing, and Allen D. Engle, Cengage Learning.
 - **Talent Acquisition: A Strategic Approach** by Pravin S., SAGE Publications
 - **The New Talent Acquisition Frontier: Integrating New Approaches into HR** by Sumanth S., Oxford University Press
 - **Recruitment and Selection: A Framework for Success** by Geoff White, CIPD (Chartered Institute of Personnel and Development)
 - **Hiring for Attitude: A Revolutionary Approach to Recruiting and Selecting People with Both Tremendous Skills and Superb Attitude"** by Mark Murphy, McGraw Hill
 - **The New Talent Acquisition Frontier: Integrating Recruiting, HR, and Marketing** by Peter Cappelli, Wharton School Press, University of Pennsylvania Press
- **Journals and Articles:**
 - "Journal of Human Resource Management"
 - "Talent Management and Leadership"
 - "Harvard Business Review" articles on talent acquisition
- **Websites/Online Resources:**
 - SHRM (Society for Human Resource Management): www.shrm.org
 - LinkedIn Talent Solutions Blog: www.linkedin.com/talent-solutions/blog
- Recruiting Daily (www.recruitingdaily.com)



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Management Accounting	Course Code	
Type of Course	Major	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To develop conceptual understanding regarding management accounting and use of accounting data for managerial decisions.

COURSE CONTENT

Unit-1	MARGINAL COSTING: -	Hours: 12
	<ul style="list-style-type: none"> Introduction Meaning of Marginal Cost and Marginal Costing Assumptions-Characteristics of Marginal Costing Advantages of Marginal Costing Limitations of Marginal Costing Break -Even Analysis: [Meaning-Assumptions-Utility-Limitations] Important Terms: [BEP- Contribution-PVR- Margin of Safety] Marginal Costing as a Tool for Decision Making Practical Questions 	
Unit - 2	DECISION MAKING	Hours: 12
	Decision Making process <ul style="list-style-type: none"> Adding or discontinuing products, Make or buy decision, Selling or further processing, Selling in foreign market Practical Questions 	
Unit - 3	CASH FLOW STATEMENT:	Hours: 12
	<ul style="list-style-type: none"> Introduction, meaning of term Cash, CashEquivalent, Cash Flow and Cash Flow Statement Classification of Cash Flow Utility and limitation of cash flow statement Preparation of cash flow statement according Indian Accounting Standard - 3 Practical Questions 	
Unit - 4	RATIO ANALYSIS:	Hours: 12
	<ul style="list-style-type: none"> Introduction-Financial Analysis and Interpretation -(Brief Explanation) Meaning and Nature of Ratio - Accounting Ratio and Ratio Analysis Importance & Utility and Limitations of Ratio Analysis Classification of Accounting Ratios <ul style="list-style-type: none"> ○ Traditional Classification: (Revenue, Balance-Sheet and Composite) ○ Functional Classification: (As per Accounting Data and User-Parties, Different Ratios for Solvency, Liquidity, Turnover and Profitability) Practical Questions (Excluding Reverse types of Practical Problems) 	
Unit -5	Corporate Social Responsibility (CSR) (Only Theory)	Hours: 12
	<ul style="list-style-type: none"> - Introduction - Meaning and Concept 	



- Current CSR Norms in India
- Objective Of CSR Policy
- Scope of CSR Activities
- Roll and Responsibility of CSR Committee

REFERENCES

- A Textbook of Cost and Management Accounting. M.N. Arora, Vikas Publishing
- Management Accounting: M.Y. Khan, and P.K. Jain
- Cost Accounting: Theory and Problems, S.N. Maheshwari, and S.N. Mittal, Shree Mahavir Book Depot(Publishers)
- Fundamental of Management Accounting - Ghosh and Gupta
- Management Accounting- Hingorani and Ramnathan
- Introduction to Management Accounting - CT Horngren
- Management Accounting – Principles- R N Anthony
- Management Accounting- N P Shrinivas
- Management Accounting- I M Pandey



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Direct Taxes	Course Code	
Type of Course	Minor	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To develop conceptual understanding regarding Direct Tax Laws and to Prepare Returns and make them introduced with assessment procedure.

COURSE CONTENT

Unit-1	Introduction, Definition and Residential Status of an Assessee	Hours: 12
	<ul style="list-style-type: none"> • Introduction: Introduction of Direct Taxes and Methods of Taxes • Definitions: Person, Income, Assessee, Previous Year, Assessment Year, Gross Total Income, Total Income, Agricultural Income. Heads of Income. • Residential status and Incidence of Tax • Filing of E returns 	
Unit -2	Income from Salary	Hours: 12
Unit - 3	Income from House Property	Hours: 12
Unit - 4	Income from Business/Profession	Hours: 12
Unit - 5	Income from Capital Gain	Hours: 12

REFERENCES

- Students guide to income tax- Vinod Singhania, Taxman Publication
- Systematic approach to income tax- Girish Ahuja & Gupta, Bharat Law Publication
- Income Tax: T M Manoahan
- Direct Tax ready reckoner, N. V. Mehta, Kuber Publication



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Business English	Course Code	
Type of Course	AEC	Credit	02	Theory	02 Hours
Practical	NIL	Teaching Hours	30	Internal Marks	25
External Marks	25	Total Marks	50	External Exam Time	1 Hours

COURSE OUTCOMES:

- Communicate effectively in professional business settings.
- Write clear and concise business emails, letters, and reports.
- Deliver confident presentations and participate in business meetings.
- Understand and apply business jargon and terminology.
- Demonstrate strong listening and speaking skills in business contexts.

Pedagogy: Lectures, Case Studies, Role Plays, Group Discussions

COURSE CONTENT

Unit-1	Business Writing – Emails, Letters, and Reports	Hours:12
	<ul style="list-style-type: none"> • Structure and Format of Business Emails • Writing Professional Business Letters (Formal and Informal) • Preparing Business Reports: Structure, Clarity, and Precision • Writing Proposals and Recommendations • Tone and Language in Business Writing: Formal vs. Informal 	
Unit – 2	Oral Communication Skills in Business	Hours:12
	<ul style="list-style-type: none"> • Presentations: Structure, Visuals, and Delivery Techniques • Participating in Business Meetings: Expressing Opinions, Giving Feedback • Negotiation Skills: Language of Negotiations and Diplomacy • Effective Telephone Communication: Etiquette and Professional Language • Active Listening: Understanding and Responding to Business Conversations 	
Unit - 3	Business Vocabulary and Expressions	Hours:06
	<ul style="list-style-type: none"> • Common Business Terms and Jargon (e.g., ROI, KPI, SWOT, PESTLE) • Understanding and Using Idiomatic Expressions in Business (e.g., "touch base," "game changer") • Phrasal Verbs Used in Business Communication (e.g., "bring up," "follow up," "take over") 	

REFERENCES

- **Books:**
 - **Business Communication: A Hands-On Approach**, by Meenakshi Raman and Sangeeta Sharma, Oxford University Press
 - **Business English: A Complete Guide** by R.K. Gupta, Excel Books
 - **English for Business Communication** by Simon Sweeney, Cambridge University Press
 - **Business English Handbook** by Paul Emmerson, Macmillan
 - **Business English: A Complete Guide for All Business Professionals** by Andrea B. Geffner, Barron's Educational Series
- **Journals and Articles:**
 - "Journal of Business Communication"
 - Articles on business communication strategies and writing tips in Harvard Business Review
- **Websites/Online Resources:**
 - Business English Pod (www.businessenglishpod.com)
- BBC Learning English – Business English Section (www.bbc.co.uk/learningenglish)



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Social Media and Blog Writing	Course Code	
Type of Course	AEC	Credit	02	Theory	02 Hours
Practical	NIL	Teaching Hours	30	Internal Marks	25
External Marks	25	Total Marks	50	External Exam Time	1 Hours

COURSE OUTCOMES:

- Create effective social media posts and blog content that engage readers and followers.
- Understand the principles of SEO and apply them to their social media and blog writing.
- Design content strategies for personal branding and business promotion.
- Analyze and evaluate the impact of content through metrics and engagement on various platforms.

Pedagogy: Workshops, projects, group discussions, case studies, other experiential methods

COURSE CONTENT

Unit-1	Introduction to Social Media and Blogging	Hours:12
	<ul style="list-style-type: none"> • Overview of Social Media: Platforms, Trends, and Influence • The Role of Blogs in Digital Communication and Marketing • Introduction to Different Social Media Platforms (Facebook, Instagram, Twitter, LinkedIn, etc.) • Understanding the Audience: Targeting, Engagement, and Analytics • Content Creation for Social Media and Blogs: Writing Styles, Visuals, and Media Platforms. 	
Unit - 2	Crafting Content for Social Media and Blogs	Hours:12
	<ul style="list-style-type: none"> • Writing for Different Social Media Platforms: Tone, Language, and Style • Writing Engaging Blog Content: Structure, Headlines, and Call-to-Action • Visual Content Creation: Use of Images, Videos, and Infographics • Introduction to SEO for Blogs and Social Media: Keywords, Tags, and Meta Descriptions • Consistency in Posting and Maintaining Content Calendar 	
Unit - 3	Managing Blogs and Social Media for Engagement	Hours: 06
	<ul style="list-style-type: none"> • Building a Blog: Platform Choices (WordPress, Blogger, Medium) • Engaging the Audience: Commenting, Sharing, and Influencer Marketing • Ethical Considerations and Content Copyright Issues 	

Skill Development Activities:

- Case study of successful social media campaigns and blogs.
- Workshop on creating social media posts for different platforms
- Workshop on Use of Canva
- Group Discussion on various social media platforms, ethical issues related to blogging and social media marketing, popular blogs and social media accounts for learning best practices.
- Group Project: Develop a social media campaign for a fictional brand and write a blog post promoting the campaign

REFERENCES

- **Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content** by Ann Handley.
- **Social Media for Business: A Practical Guide to Facebook, Twitter, LinkedIn, and More**, by S. V. Bhat, Wiley India
- **Social Media Marketing: A Practitioner's Guide**, by Rajeev Bhat, PHI Learning



- **The Art of Social Media: Power Tips for Power Users** by Guy Kawasaki and Peg Fitzpatrick
- **Blogging for Dummies** by Susannah Gardner and Shane Birley, Wiley
- **The Art of Content Writing** by R. K. Gupta, **Cengage Learning India**
- **SEO and Social Media Marketing**, by Harsh Agarwal, **Packt Publishing**.
- **Effective Social Media Marketing: A Guide for Beginners**, by Krishna D., **Sage Publications India**
- **Journals and Articles:**
 - Social Media Marketing: A Strategic Approach by Melissa S. Barker
 - Articles on blogging strategies and trends on HubSpot Blog or Neil Patel Blog
- **Websites/Online Resources:**
 - Medium (www.medium.com)
 - HubSpot Academy (www.academy.hubspot.com)
- Canva (www.canva.com) for content creation and design.