ORDINANCES AND OUTLINES OF TESTS, SYLLABUS FOR THE COURSE OF

BACHELOR OF BUSINESS ADMINISTRATION:BBA/BBA(Hons.)

Program Code: BBA(SEMESTER SYSTEM)

PART-II (Semester III and IV)

For

SESSION 2026-27, 2027-28, 2028-29

DEPARTMENT OF BUSINESS STUDIES

S.S.D. GIRLS' COLLEGE, BATHINDA

An Autonomous College

Re-Accredited with 'A' Grade by NAAC

(Under the aegis of SSD Sabha (Regd.), Since 1924 Bathinda)

BACHELOR OF BUSINESS ADMINISTRATION

BBA/BBA(Hons.) As per NEP 2020

BBA-IInd (IIIrd& IVth semester)

(Program Code: BBA)

SESSION 2026-27, 2027-28, 2028-29

Semester-IIIrd

Course Code	Course	Course Title	L	T	P	Credits	Total Marks
BBA301	Core	Management Accounting	4	---	---	4	100
BBA302	Core	Business Environment	4	---	---	4	100
BBA303	Core	Organisational Change and Development	4	---	---	4	100
BBA304	Multi-Disciplinary Elective(MDE)	Business Law	2	---	---	2	50
BBA305	Skill Enhancement Course (SEC)	Workshop on Contemporary Issues in Business Management	---	---	4	4	100
BVACDM3	Value Enhancement Course (VAC)	Disaster Management and Preparedness	2	---	---	2	50
BBA306/ BBA306A	Punjabi	Punjabi Compulsory/ Punjabi Compulsory(Mudla Gyan)*	4	---	---	4	100
BBA307	Compulsory (Add-on Course)	Entrepreneurship Mindset-III**	---	---	2	2	100
Total Credits			**20**	---	**4**	**24**	**600**

Only those students who have not studied Punjabi up to matriculation can opt Mudla Gyan.

*****Entrepreneurship Mindset-III subject's credit will be added at the end of degree as add-on course as per Punjabi University, Patiala guidelines.***

Semester-IVth

Course Code	Course	Course Title	L	T	P	Credits	Total Marks
BBA401	Core	Financial Management	4	---	---	4	100
BBA402	Core	Production and Operations Management	4	---	---	4	100
BBA403	Core	Fundamentals of Marketing Management	4	---	---	4	100
BBA404	Core	Fundamentals of Human Resource Management	4	---	---	4	100
BBA405	Skill Enhancement Course (SEC)	Operations Research	2	---	---	2	50
BVAC4	Value Enhancement Course (VAC)	Indian Knowledge System	2	---	---	2	50
BBA406/ BBA406A	Punjabi	Punjabi Compulsory / Punjabi Compulsory(Mudla Gyan)*	4	---	---	4	100
BBA407	Compulsory (Add-on Course)	Entrepreneurship Mindset-IV**	---	---	2	2	100
Internship Report and Viva***			---	---	---	---	---
Total Credits			**24**	---	**-**	**24**	**600**

Only those students who have not studied Punjabi up to matriculation can opt Mudla Gyan.

****Entrepreneurship Mindset-IV subject's credit will be added at the end of degree as add-on course as per Punjabi University, Patiala guidelines.***

*****After Semester IV, for every student (students continuing for semester V and for students seeking exit at the end of semester IV) it is mandatory to undergo 120 hours summer training under any one like corporate house, Limited company, Insurance Company and Bank etc.***

1. The breakup of marks for the internal assessment for theory paper will be as under:

a) Credit 4: Internal (30 marks) & External (70 marks)

i. Mid semester test 12 Marks

ii. Assignments/ Projects/ Seminar 12 Marks

iii. Attendance 6 Marks

b) Credit 2:SEC/AEC/MDE:Division of Marks (50 marks) (100 marks: credit-4)

i. Continuous Assessment (Theory/CBT) 35 Marks 70 marks

ii. Assignments/ Seminar/ Projects/Lab Work 10 Marks 20 marks

iii. Attendance 5 Marks 10 marks

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER - IIIrd

BBA301: MANAGEMENT ACCOUNTING

Time Allowed: 3 Hrs. **Max Marks: 100**
Lecture to be delivered: 45-55 hrs **External Evaluation: 70**
Credits: 04 **Internal Evaluation: 30**
Min. Passing Marks: 35%

Course Description: The subject offers an all-round coverage of important tools for management and control of costs and for decision management.It develops an in-depth understanding of the application of activity-based costing for rational allocation of overhead costs to cost objects. It offers sufficient knowledge of various cost control techniques such as standard costing and budgetary control in an organization.

Course Objectives:
CO1: To understand the fundamental concepts of management acounting
CO2: To develop detail understanding of costing frameworks
CO3: To gather in-depth knowledge fund flows and cash flow statement
CO4: To know the budgetary control system in an organisation

Instructions for Paper-setters/Examiners:
The question paper will be divided into three sections. Section-A and Section-B will be based on Unit-I and Unit- II of the syllabus respectively. Each of these sections will contain four questions of 12 marks each. Section-C will be compulsory. It will be based on entire syllabus and will contain 11 short answer type questions of two marks each.

Instructions for the candidates: Candidates are required to attempt two questions each from the sections- A & B of the question paper and the entire section-C is Compulsory.

Course Content:

Unit- I

Introduction to management accounting -Meaning, objectives, nature and scope of management accounting, role of management accountant, relationship between financial accounting, cost accounting and management accounting, Standard Costing and Variance Analysis.
Financial statement Analysis- Meaning, types, types of financial analysis, methods of financial statement analysis, comparative statements, common size statements, trend analysis.
Ratio analysis-Meaning, importance, utility of ratios, classification, calculations & limitations of ratios.

Unit- II

Fund flow and cash flow analysis- Meaning, concept of funds flow statement, uses and significance of funds flow statement, procedure for preparing funds flow statement, schedule of changes in working capital, funds from operations, statement of sources and application of funds.
Cash flow analysis- meaning and concept, comparison between cash flow and funds flow statements, uses and significance of cash flow statement, cash flow from operating, investment and financing activities**.**
Marginal costing: Marginal costing, meaning, features and assumptions, CVP analysis, Calculation of breakeven point, Transfer pricing.
Forecasting, Budgeting: Budgetary control- meaning and definition of budget and budgetary control, objectives of budgetary control, classification of budget, preparation of flexible budget & cash budget.

Recommended Readings

Text Books (Latest Editions):

1. M.N.Arora: Management Accounting
2. Sharma and Gupta: Management Accounting
3. S.N.Maheshwari: Management Accounting
4. Jawarharlal: Essentials of Management Accounting
5. B.S.Raman: Management Accounting

Note: The latest editions of the books should be followed.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER - IIIrd
BBA302: BUSINESS ENVIRONMENT

Time Allowed: 3 Hrs. **Max Marks: 100**
Lecture to be delivered: 45-55 hrs. **External Evaluation: 70**
Credits: 04 **Internal Evaluation: 30**
Min. Passing Marks: 35%

Course Description: A Business Environment course explores the internal and external forces that impact a company's operations, strategies, and performance. It analyze factors such as economic trends, technological advancements, social shifts, and market dynamics, to understand how they shape business decisions and to identify opportunities and threats. The subject emphasizes the dynamic and interconnected nature of these influences, preparing managers for strategic decision-making in a constantly evolving global landscape.

Course Objectives:
CO1: To understand how environmental forces present challenges and opportunities for a business, enabling effective adaptation and strategic planning.
CO2: To develop the ability to make informed and practical decisions within the context of a complex and ever-changing business landscape.

CO3: To appreciate the global and local dimensions of the business environment and their impact on business operations.

CO4: To understand the interplay of business ethics and social responsibility within the business context.

Instructions for Paper-setters/Examiners:
The question paper will be divided into three sections. Section-A and Section-B will be based on Unit-I and Unit- II of the syllabus respectively. Each of these sections will contain four questions of 12 marks each. Section C will be compulsory. It will be based on entire syllabus and will contain 11 short answer type questions of two marks each.

Instructions for the candidates: Candidates are required to attempt two questions each from the sections A & B of the question paper and the entire section C is Compulsory.

Course Content:

Unit-I

Introduction: The Concept, Nature and significance of business environment. Influence of environmental factors like economic, political, legal, social, technological and International upon business. The relationship of various environmental forces on business. The need for environmental analysis and diagnosis.

Description of environmental analysis: Techniques for environmental analysis, the role of business manager in analysis and diagnosis of environment. The process of environmental scanning and its importance. Environmental Threats and Opportunity Profile (ETOP) and SWOT analysis of some important industries.

Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.

Unit-II

Economic Planning in India: Objectives, Strategies and Evaluation of X^{th} plan and Strategy and priorities of XI^{th} plan. Analysis of Current Annual Budget. The Social responsibility of business, social audit, business ethics & corporate governance Deficit Financing and its implications for the Indian Economy; Disinvestment of Public Enterprises: Rationale; Objectives and Implications. Fiscal and Monetary Policy Changes in India, Salient Features of FEMA.

Recommended Readings:

1. Francis Cherunilam, "Business Environment", Himalaya Publishing House, New Delhi.
2. K Aswathappa, "Legal Environment of Business", Himalaya Publishing House. New Delhi.
3. M. Adhikary, "Economic Environment for Business", Sultan Chand & Sons, New Delhi.
4. Ruddar Dutt and KPM Sundharam, "Indian Economy", S. Chand and Company Ltd., New Delhi.
5. P.K. Ghosh and G.K. Kapoor, "Business Policy and Environment", Sultan Chand and Sons, Delhi.
6. PaulJustin, "Business Environment - Text and Cases", Tata McGraw Hills Pvt. Ltd., New Delhi.
7. Govt. of India, Five Years Plan Documents.
8. Govt. of India, Various Issues of Annual Economic Survey of India.

Note: The latest editions of the books should be followed.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER - IIIrd

BBA303: ORGANISATIONAL CHANGE AND DEVELOPMENT

Time Allowed: 3 Hrs. **Max Marks: 100**
Lecture to be delivered: 45-55 hrs. **External Evaluation: 70**
Credits: 04 **Internal Evaluation: 30**
Min. Passing Marks: 35%

Course Description: The course aims at bringing students to an understanding that today's organisations must be able to transform and renew themselves to meet the changing force. This discipline will help students to improve organizations effectiveness by developing human resources to their full potential. It describes the concepts of change and the need for planned change and renewal for building an organisation development background.

Course Objectives:

CO1: To understand the organizational development as applicable in real life organizations management.
CO2: The students should be able to develop the skills to identify the appropriate Organisational Development and change
CO3: To understand and analyze the organisationa problems
CO4: To learn about firm's product-market position, inter-linked organizations, weeknesses of the organizations.

Instructions for Paper-setters/Examiners:
The question paper will be divided into three sections. Section-A and Section-B will be based on Unit-I and Unit- II of the syllabus respectively. Each of these sections will contain four questions of 12 marks each. Section-C will be compulsory. It will be based on entire syllabus and will contain 11 short answer type questions of two marks each.
Instructions for the candidates: Candidates are required to attempt two questions each from the sections- A & B of the question paper and the entire section-C is Compulsory.

Course Content:

Unit-I

Organization Change: Introduction, importance, forces of change and types of change. Models of change: systems model of change, Lewin's Force Field Analysis Model, the Continuous Change Process Model, Change and Transition Management.
Change & its impact: effects of change on people, operational effects, psychological effects, social effects and people's resistance to change: Acceptance of change, indifference, organized resistance, frustration & aggression, Reasons for resistance and Methods of minimizing resistance.

Unit-II

Organization Development: - Meaning, features, objectives, History of OD in India and abroad, organizational problems and process of organizational development.
OD Interventions: concept, characteristics, classification of intervention, OD interventions as tool to improve effectiveness of organization. Process of OD interventions, Team building.

Recommended Readings:

Text Books (Latest Editions):

1. Bhatia, S.K, "Management of Change & Organisation Development Innovative Approaches", Deep & Deep Publications, New Delhi.
2. Bhattacharya, Dipak Kumar, "Organization Change & Development", Oxford University Press.
3. Singh, Kavita, "Organisation Change & Development, Excel Books.
4. Thomas, G.C. and Christopher, G.W.(2004), "Organization Development and Change",Thomson South-Western, 8th Edition.
5. Nilakant, V.(2004), "Managing Organisational Change, Sage Publications Chennai.

Note: The latest editions of the books should be followed.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER - IIIrd
BBA304: BUSINESS LAW

Lectures per week: 03 **Max. Marks: 50**
Credits: 02 **External Evaluation: 35**
Min. Passing Marks: 35% **Internal Evaluation: 15**

Course Description: This syllabus covers fundamental principles of contract law, sale of goods, and other related areas like agency, partnership, and consumer protection. It also delves into the legal framework governing businesses, including the Constitution of India and industrial laws.

Course Objectives:
CO1: Students will gain knowledge about the legal environment in which businesses operate, including relevant legislation and regulations.
CO2: To understand the principles of contract law, including offer, acceptance, consideration, and remedies for breach of contract.
CO3: Students will learn about the rights and obligations of buyers and sellers under the Sale of Goods Act.
CO4: The course may also touch upon corporate governance principles and the legal aspects of company formation, management, and administration.

Course Content:

Unit-I

Law of Contract (1872): Nature of contract, Classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration. Law of Contract: Legality of object, Agreement declared void, Performance of contract; Discharge of contract, Remedies for contract of contract.
Sales of Goods Act (1930): Formation of contracts of sale; Goods and their classification, price; conditions and warranties.

Unit-II

Sales of Goods Act: Transfer of property in goods; Performance of the contact of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.
The Consumer Protection Act (1886): Definition of consumer, Features, Grievance redressed machinery. **Law of Agency**: Meaning, Features of the Contract of Agency, Types of Agency, Creation of Agency, Rights and Duties of Principal and Agent, Personal Liabilities of an Agent, Termination of Agency, Irrevocable Agency. Indemnity and Guarantee: Meaning of the Contract of Indemnity and Guarantee. Rights of Indemnity Holder and Indemnifier, Essentials and Types of contract of Guarantee, Nature and extent of Surety's Liability, Rights and Discharge of Surety.

Recommended Readings (The latest editions of the books should be followed.)

1. Singh, Avtar, "The Principles of Mercantile Law", Eastern Book Company, Lucknow.
2. Kapoor, N.D., "Business Law", Sultan Chand & Sons, New Delhi.
3. Tulsian, P.C., "Business Law", Tata McGraw Hill, New Delhi.
4. Usa Tbp Usa, "Indian Business Law", International Business Publications, USA.
5. Bansal, C.C. 2017. Business and Corporate Laws. Excel Books, New Delhi.

Note: The latest editions of the books should be followed.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER - IIIrd
BBA305: WORKSHOP ON CONTEMPORARY ISSUES IN BUSINESS MANAGEMENT

Lecture to be delivered: 45-55 hrs. **Max. Marks:100**
Credits: 04 **Internal Evaluation:100**
Min. Passing Marks: 35%

Course Description: The objective of this course is to develop the ability in the students to define and analyze the contemporary business issues and make the students aware and sensitized towards these issues.

Course Objectives:
CO1: Develop the skills to identify the appropriate business problems
CO2: Analyse the business trends
CO3: Learn about national and international dimensions of business environment

Course Content

Domestic and international dimensions of the business environment; corporate social responsibility and performance; and Socialization and moral development. Values, value congruence, value conflict. Managing ethics in the corporation: Codes, incentives etc., Ethical dimensions of public affairs and crisis management, Ethics and social performance: evaluation and reporting.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER – IVth
BBA401: FINANCIAL MANAGEMENT

Time Allowed: 3 Hrs. **Max Marks: 100**
Lecture to be delivered: 45-55 hrs. **External Evaluation:70**
Credits: 04 **Internal Evaluation: 30**
Min. Passing Marks: 35%

Course Description: Financial management deals with the strategic planning, sourcing, deployment, and control of an organization's financial resources to achieve its goals, such as maximizing shareholder value and ensuring long-term sustainability. It involves key decisions like investment (where to allocate funds), financing (how to raise money), and dividend policies (how to distribute profits), while also managing working capital, analyzing financial performance, and navigating financial markets to ensure profitability and healthy cash flow.

Course Objectives:
CO1: Understand basic concepts of financial management and their application in investment, financing and dividend decisions.
CO2: Understand concepts of cost of capital, leverage analysis, capital structure and dividend theories and identify courses of action in financial environment that would result in maximization of wealth of an organization
CO3: Understand management of working capital and estimate the same for an organization.

Instructions for Paper-setters/Examiners:
The question paper will be divided into three sections. Section-A and Section-B will be based on Unit-I and Unit- II of the syllabus respectively. Each of these sections will contain four questions of 12 marks each. Section-C will be compulsory. It will be based on entire syllabus and will contain 11 short answer type questions of two marks each.

Instructions for the candidates: Candidates are required to attempt two questions each from the sections-A & B of the question paper and the entire section-C is Compulsory.

Course Content:

Unit-I

Finance & Financial Management: Meaning and nature; Financial goal-profit vs. wealth maximization; Finance functions-investment, Financing, Liquidity and dividend decisions. Theories of capitalization. **Capital Structure Theories:** Conceptual framework, Determinants, Net income approach, Net operating income approach, Intermediary approach and M.M. approach.

Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, Preference capital, Equity capital and retained earnings; Combined cost of capital. Sources of finance: Long term and short term.

Unit-II

Capital Budgeting: Nature of investment decisions; Investment evaluation criteria: non-discounted cash flow criteria, Discounted cash flow criteria; Risk analysis in capital budgeting.
Dividend Policies: Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.
Operating and Financial Leverage: Measurement of leverages; Financial and operating leverage, combined leverage.
Management of Working Capital: Meaning, Significance and types of working capital: Approaches of working capital.

Recommended Readings

Text Books (Latest Editions):

1. Berk, Jonathan and DeMarzo, Peter, "Financial Management", Person Education, Dorling Kindersley (India) Pvt. Ltd.
2. Bhattacharya, Hrishikas, "Working Capital Management: Strategies and Techniques", Prentice Hall, New Delhi,
3. Brealey, Richard A and Stewart C. Myers, "Corporate Finance", MeGraw Hill. Int. Ed, New York.
4. Chandra, Prasanna, "Financial Management", Tata McGraw Hill, Delhi
5. Hampton, John, "Financial Decision Making", Prentice Hall, Delhi
6. Pandey, I, M: "Financial Management", Vikas Publishing House, Delhi.
7. Van Horne. J.G. and J.M. Wachowicz Jr, "Fundamentals of Financial Management". Prentice-Hall, Delhi.
8. Van Horne, James G, "Financial Management and Policy", Prentice Hall, Delhi,
9. Khan MY, Jain PK, "Financial Management", Tata McGraw Hill, New Delhi.

Note: The latest editions of the books should be followed.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER – IVth
BBA402: PRODUCTION AND OPERATIONS MANAGEMENT

Time Allowed: 3Hrs. **Max Marks: 100**
Lecture to be delivered: 45-55 hrs. **Exernal Evaluation:70**
Credits: 04 **Internal Evaluation: 30**
Min. Passing Marks: 35%

Course Description: Operations management is the business discipline focused on designing, managing, and improving the processes that transform inputs (labor, materials, technology) into outputs (goods and services) for customers. It ensures efficiency and productivity by covering areas such as process analysis, quality control, inventory management, capacity planning, supply chain management, and strategic operations. The primary goal is to maximize an organization's profit and competitiveness by balancing costs, resources, and revenue while meeting customer demands.

Course Objectives:
CO1: Understand the definition, role, and strategic importance of operations management within a competitive global environment.
CO2: Learn the input-process-output framework and apply it to various production and service operations.
CO3: Develop the ability to analyze and design better processes by minimizing waste and reducing costs.
CO4: Understand how to develop and implement strategic plans that align operations with business goals.

Instructions for Paper-setters/Examiners:
The question paper will be divided into three sections. Section-A and Section-B will be based on Unit-I and Unit- II of the syllabus respectively. Each of these sections will contain four questions of 12 marks each. Section-C will be compulsory. It will be based on entire syllabus and will contain 11 short answer type questions of two marks each.

Instructions for the candidates: Candidates are required to attempt two questions each from the sections- A & B of the question paper and the entire section-C is Compulsory.

Course Content:

Unit-I

Operations Management: Various Strategies and operations as a Competitive Tool. Manufacturing systems: Types and their Characteristics, Concept of Production & Operations management, Market Analysis, Competitive Priorities and capabilities. New Product Design and development. **Plant Location:** Factors & Quantitative Models. **Plant Layout:** Models & Techniques, Assembly Line Balancing, Network Analysis. **Productivity:** Concept and

Importance, Factors Affecting Productivity, Methods to improve productivity, Value Analysis. **Work study:** Methods Analysis - Various Charts, Principles of Motion Economy. Work Measurement.

Unit-II

Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions: - Inventory Control Models, Reorder level, Lead Time and Safety Stock.
Supply Chain Management: Concept & Components of Supply Chain, Activities in Supply Chain Management, Logistics Management. **Quality Issues:** Concept of Quality and Total Quality Management, Statistical Quality Control. Just in Time Manufacturing Systems.

Recommended Readings:

1. Lee J. Krajewski (8th Edition). Operations Management, Prentice-Hall of India, New Delhi.
2. Chase, B.R., Shankar, R., Jacobs, F.R. and Aquilano, N.J. (12th Edition) Operations & Supply Chain Management, McGraw Hill.
3. Stevenson, W.J. (9th Edition). Operations Management, Tata McGraw Hill.
4. B. Mahadevan "Operations Management Theory& Practice", Pearson Education.
5. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
6. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
7. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
8. Operations Management For Competitive Advantage, Richard B Chase, F Robert Jacobs,

Note: The latest editions of the books should be followed.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER – IVth
BBA403: FUNDAMENTALS OF MARKETING MANAGEMENT

Time Allowed: 3Hrs. **Max Marks:100**
Lecture to be delivered: 45-55hrs **External Evaluation:70**
Credits: 04 **Internal Evaluation:30**
Min.Passing Marks: 35%

Course Description: Marketing management course is designed to help undergraduate students gain a broad, foundational understanding of the basic components of modern marketing. This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course is intended to bring in key principles and activities crucial for the role that marketing has in an organization.

Course Objective(s):

CO1: Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business.

CO2: Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives

CO3: It also explores best practices in managing marketing activities within an organization and how to measure the impact on demand and attempt to forecast and influence its future levels, magnitude and timing.

Instructions for Paper-setters/Examiners:

The question paper will be divided into three sections. Section-A and Section-B will be based on Unit-I and Unit- II of the syllabus respectively. Each of these sections will contain four questions of 12 marks each. Section-C will be compulsory. It will be based on entire syllabus and will contain 11 short answer type questions of two marks each.

Instructions for the candidates: Candidates are required to attempt two questions each from the sections- A & B of the question paper and the entire section-C is Compulsory.

Course Content:

Unit-I

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept.

Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach - Boston Consultative Group (BCG) matrix.

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning.

Unit- II

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development.
Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).
Promotion Mix: Factors determining promotion mix, Promotional Tools - basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms 7Ps.

Recommended Readings
Text Books (Latest Editions)

1. Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.
2. Marketing Management. Pearson Higher Education.
3. Kotler, P., Armstrong, G., and Agnihotri, P. Y. Principles of Marketing (17th edition). Pearson Education.
4. Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indlan Contest Global Perspective (6^{th} edition). Sage Publications India Pvt. Ltd.
5. Sheth, J. N., & Sisodia, R. S. (Eds). Does Marketing Need Reform?: Fresk Perspectives or the Future. Routledge.
6. Percy, L. Strategic Integrated Marketing Communications. Routledge.
7. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

Note: The latest editions of the books should be followed.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER – IVth

BBA404: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Time Allowed: 3 Hrs. **Max Marks: 100**
Lecture to be delivered: 45-55 hrs. **External Evaluation:70**
Credits: 04 **Internal Evaluation: 30**
Min. Passing Marks: 35%

Course Description: A Human Resource Management (HRM) course provides foundational knowledge and practical skills in managing an organization's most valuable asset: its people. It covers areas like recruitment, training, performance management, and employee relations, all with the aim of aligning human capital with organizational goals.

Course Objectives:
CO1: Gaining a comprehensive understanding of the key functions within HRM, such as recruitment, selection, training, performance management, compensation and employee relations.
CO2: Acquiring practical skills in areas like job analysis, HR planning, conducting interviews, designing training programs and performance appraisals.
CO3: Recognizing the impact of technological advancements, globalization, and evolving legal frameworks on HR practices.
CO4: Developing the necessary skills and knowledge to pursue careers in HR or related fields, including written and oral communication, problem-solving, and teamwork.

Instructions for Paper-setters/Examiners:
The question paper will be divided into three sections. Section-A and Section-B will be based on Unit-I and Unit- II of the syllabus respectively. Each of these sections will contain four questions of 12 marks each. Section-C will be compulsory. It will be based on entire syllabus and will contain 11 short answer type questions of two marks each.

Instructions for the candidates: Candidates are required to attempt two questions each from the sections- A & B of the question paper and the entire section-C is Compulsory.

Course Content:

Unit-I

Human Resource Management: Concept, Functions, roles, skills & competencies. The changing environment of HRM- globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations.

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning. **Job analysis:** Uses, methods, Job description & Job specifications. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit-II

Training: Concept, Needs, Systematic approach to training. Methods of training.
Management development: Concept & Methods, concept, uses of performance appraisal, performance appraisal methods, factors that distort appraisal, appraisal interview.
Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits. Work life balance.
Industrial Relations: Introduction to Industrial Relations, industrial dispute-concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline concept, aspect of discipline & disciplinary procedure.
Collective bargaining: concept, types, process, problems, essentials of effective collective bargaining. Trade unions role, types, functions, problems.

Recommended Readings:

Textbooks (Latest Editions):

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

Note: The latest editions of the books should be followed.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IInd SEMESTER – IVth
BBA405: OPERATIONS RESEARCH

Lectures per week: 03 **Max. Marks: 50**
Credits: 02 **External Evaluation: 35**
Min. Passing Marks: 35% **Internal Evaluation: 15**

Course Description: The course helps to acquaint the students with a general understanding of mathematical sciences and determine the most cost-effective shipping routes and optimally match tasks to resources or personnel.

Course Objectives:

CO1: Learn how to apply this knowledge in areas relevant to business and finance.

CO2: Learn to apply these compact, consistent and powerful tools in the fields of Economics, Commerce and Industry.

CO3: To equip students with skills to allocate limited resources effectively.

CO4: Learning algorithms (like Linear Programming and the Simplex Method) to find the most efficient use of limited resources like manpower, machines, and capital.

Course Content:

Unit-I

Operations Research: Meaning, significance and scope. Introduction to linear programming, formation of Linear Programming Problem, Graphical method Simplex Method, Two Phase Simplex Method. Duality in Linear Programming. Definition of Dual Problem, general rules of converting primal into its dual. Transportation Problem, Assignment Problem.

Unit-II

Games Theory: Two persons zero sum games, pure strategies, mixed strategies, Dominance. Inventory-Types, Nature and classification Economic lot size models, quantity discounts.

CPM/PERT-Basic concepts of Network Models, Preparation of the Network diagram, project duration and critical path, probability of Project completion.

Recommended Readings:

1. V.K. Kapoor, "Operation Research".
2. N.D. Vohra, "Quantitative Techniques in Management".
3. Narinder K. Sethi, "Operation Management".
4. Gordon/Pressman, "Quantitative Decision Making for Business".
5. C.R. Kothari, "Quantitative Methods".
6. Barry Shore, "Quantitative Method for Research".
7. Swarup,K.,Gupta, P.K. and Mohan, M., Operations Research, Sultan Chand & Sons,2006.

Note: The latest editions of the books should be followed.

VALUE ADDED COURSE

BVAC4: INDIAN KNOWLEDGE SYSTEM

(FOR ALL UNDERGRADUATE PROGRAMMES: SEMESTER-IV)

Lectures per week: 03 **Max. Marks: 50**
Credits: 02 **External Evaluation: 35**
Min. Passing Marks: 35% **Internal Evaluation: 15**

A) Course Objectives: At the completion of the course, the students will be able to:

CO1: Understand the true history and rich culture of the country.
CO2: Understand Indian culture and civilisation including its Knowledge System and Tradition.
CO3: Comprehend the scientific value of the traditional knowledge of Bharata.
CO4: Introduce the contribution from Ancient Indian system & tradition to modern day concepts and Applications.
CO5: Apply the knowledge, art and creative practices, skills and values in ancient Indian system.
CO6: Apply the Bharatiya wisdom into the applied aspect of the modern scientific paradigm

B) Division of Marks: (50 marks)

Continuous Assessment (Theory/CBT): 35 Marks
Assignments/ Projects/Seminar: 10 Marks
Attendance: 5 Marks

C) SYLLABUS

SECTION-A

Indian Knowledge System- Importance of Ancient Knowledge. Defining Indian Knowledge System, The IKS Corpus. Historicity of IKS, Unique aspects of IKS.
The Vedic Corpus: Introduction to Vedas, The Four Vedas, Messages in Vedas. Vedic Life **Ancient Education System:** the Taksasilä University, the Nalanda University, Alumni, Knowledge Export from Bharata.

SECTION- B

Philosophical Systems: Indian Philosophical Systems, Six Vedic Schools of Philosophy. Three Non-Vedic Philosophical Systems-Jain school, Baudha school and Carvaka school of Philosophy. **Wisdom through Ages:** Puranas, Itihasa as source of Wisdom, Ramayana-Key issues and messages. Mahabharta-A Source book of Worldly Wisdom.

D) RECOMMENDED BOOKS:

1. Mahadevan, B. Bhat Vinayak Rajat. Nagendra Pavana R.N. (2022). Introduction to Indian Knowledge System: Concepts and Applications. PIII Learning Private Ltd. Delhi.
2. Suresh Soni (2010). India's Glorious Scientific Tradition. Ocean Books Pvt. Ltd.
3. Pride of India: A Glimpse into India's Scientific Heritage. Samskrita Bharati, New Delhi.
4. Kapoor Kapil, Singh Avadhesh (20211. Indian Knowledge Systems Vol.-1& II. Indian Institute of Advanced Study. Shimla. 11.P.
5. Dharmapal (1971) Indian Science and Technology in the Eighteenth Century Other India Press, Goa.
6. Kapil Kapoor, Singh Avdhesh Kumar. (2005) "Indian Knowledge Systems' D.K. Printworld (P) Ltd.

Online Resources

- https://www.bharatvidya.in/course/Introductionto Bharatiyak nowledgeSystemsIKS-81112
- https://www.lkouniv.ac.in/site/writereaddata/siteContent/202004120632194475nishi_Indian Knowle dge Systems.pdf
- https://au.ac.in/wp-content/uploads/202-4/11/Sambhashan-Volume-5-Issue-2.pdf
- https://iksindia.org/chook.php
- https://www.education.gov.in/shikshakparv/docs/Stimulating%20indian%20Knowledge%20System.%20Arts%20and%20Culture%2016%20sept%202021.pdf
- https://www.education.gov.in/shikshakparv/docs/Stimulating%20Indian%20knowledge%20system.pd
- https://www.youtube.com/watch?v=D3f3jlcEZho&pp=ygUQ12tub3dsZWRnZWluZGlhbg%3D%31)
- https://www.youtube.com/watch?v=D3f3jleEZho&pp=ygJQl2tub3dsZWRaZWluZGlhbg%3D%3D
- https://www.youtube.com/watch?v=3qA36JEPHXg
- https://www.youtube.com/watch?v=b2C1zRj4j8k