ORDINANCES AND OUTLINES OF TESTS, SYLLABUS FOR THE COURSE OF

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

Program Code: BBA (SEMESTER SYSTEM)

PART-III (Semester V and VI)

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.)

BBA-IIIrd (Vth & VIth semester)

(Program Code: BBA)

Semester-Vth (SESSION 2026-27)

Course Code	Course	Course Title	L	T	P	Credits	Total Marks
BBA501	Core	Cost Accounting	4	---	---	4	100
BBA502	Core	Company Law	4	---	---	4	100
BBA503	Skill Enhancement (SEC)	Workshop on Excel for Managers	---	---	4	4	100
BBA504	Compulsory	Internship report evaluation and viva	---	---	4	4	100
Specializations: Group- A,B,C** ****Candidate can choose one subject from any two Specializations in semester 5th, 6th, 7th & 8th. Candidate once choose any two specializations in 5th semester cannot change her Specialization in further semesters. She will be awarded BBA in Dual Specialization as per her choice of Specialization.							
Group A: Marketing							
BBA505	Discipline Specific Elective (DSE)	Services Marketing	4	---	---	4	100
BBA506	Discipline Specific Elective (DSE)	Marketing Research	4	---	---	4	100
Group B: Finance							
BBA507	Discipline Specific Elective (DSE)	Management of Insurance Services	4	---	---	4	100
BBA508	Discipline Specific Elective (DSE)	Indian Financial System	4	---	---	4	100
Group C: Human Resource(HR)							
BBA509	Discipline Specific Elective (DSE)	Counselling & Negotiation Skills for Managers	4	---	---	4	100
BBA510	Discipline Specific Elective (DSE)	Industrial Psychology	4	---	---	4	100
Total Credits			**16**	**---**	**8**	**24**	**600**

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

BBA-IIIrd (Vth & VIth semester) As Per NEP 2020

Semester-Vth (SESSION 2027-28, 2028-29)

Course Code	Course	Course Title	L	T	P	Credits	Total Marks
BBA501	Core	Cost Accounting	4	---	---	4	100
BBA502	Core	Company Law	4	---	---	4	100
BBA503	Skill Enhancement Course (SEC)	Workshop on Excel for Managers	---	---	4	4	100
BBA504	Compulsory	Internship report evaluation and viva	---	---	4	4	100
Specializations: Group- A,B,C** ****Candidate can choose one subject from any two Specializations in semester 5th, 6th, 7th & 8th. Candidate once choose any two specializations in 5th semester cannot change her Specialization in further semesters. She will be awarded BBA in Dual Specialization as per her choice of Specialization.							
Group A: Marketing							
BBA505	Discipline Specific Elective (DSE)	Services Marketing	4	---	---	4	100
BBA506	Discipline Specific Elective (DSE)	Marketing Research	4	---	---	4	100
Group B: Finance							
BBA507	Discipline Specific Elective (DSE)	Management of Insurance Services	4	---	---	4	100
BBA508	Discipline Specific Elective (DSE)	Indian Financial System	4	---	---	4	100
Group C: Human Resource(HR)							
BBA509	Discipline Specific Elective (DSE)	Counselling & Negotiation Skills for Managers	4	---	---	4	100
BBA510	Discipline Specific Elective (DSE)	Industrial Psychology	4	---	---	4	100
BBA511	Compulsory (Add-on Course)	Entrepreneurship Mindset-V**	---	---	2	2	100
***** Entrepreneurship Mindset-V subject's credit will be added at the end of degree as add-on course as per Punjabi University, Patiala guidelines.***							
Total Credits			**16**	**---**	**8**	**24**	**600**

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

Semester-VIth

Course Code	Course	Course Title	L	T	P	Credits	Total Marks
BBA601	Core	International Business	4	---	---	4	100
BBA602	Core	Fundamentals of Capital Markets	4	---	---	4	100
BBA603	Skill Enhancement Course (SEC)	Workshop on Digital Marketing	---	---	4	4	100
Specializations: Group- A,B,C							
Group A: Marketing							
BBA604	Discipline Specific Elective (DSE)	Consumer Behaviour	4	---	---	4	100
BBA605	Discipline Specific Elective (DSE)	Advertising & Sales Management	4	---	---	4	100
Group B: Finance							
BBA606	Discipline Specific Elective (DSE)	Management of Banking Operations	4	---	---	4	100
BBA607	Discipline Specific Elective (DSE)	Insurance & Risk Management	4	---	---	4	100
Group C: Human Resource(HR)							
BBA608	Discipline Specific Elective (DSE)	Industrial Relations & Labour Legislations	4	---	---	4	100
BBA609	Discipline Specific Elective (DSE)	Cross Cultural and Global Management	4	---	---	4	100
Total Credits			**16**	---	4	**20**	**500**

Note: Students will receive an output of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision of the faculty in each paper.

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

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

i. Continuous Assessment (Theory/CBT)	70 marks
ii. Assignments/ Seminar/ Projects/Lab Work	20 marks
iii. Attendance	10 marks

2. The break up of marks for the Evaluation of Internship report will be as under:

a) Credit: 4 & Internal Evaluation: 100

i. Report/ Portfolio/ Project Work	40 %
ii. Presentation/ Demonstration	40%
iii. Viva-Voce	20 %

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

BBA501: COST 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: This course teaches students how to track, analyze, and allocate a business's operational expenses to aid in internal management and strategic decision-making. The curriculum covers core topics like cost-volume-profit (CVP) analysis, budgeting, and variance analysis.

Course Objectives:

CO1: Learn how to calculate the exact cost of a product or service using job-order costing, process costing and activity-based costing (ABC).

CO2: To analyze relevant costs for capital budgeting, make-or-buy decisions and profitability tracking.

CO3: To equip students to determine product/service costs, control expenses, improve operational efficiency and make profitable pricing and strategic decisions.

CO4: To train students to provide executives with the quantitative data required to make strategic business decisions.

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: Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and Objectives of cost Accounting, Advantages and limitations of Cost Accounting, Difference between Financial and Cost Accounting, Cost Unit & Cost Centre, Elements of cost, Material, Labour and other Expenses Classification of cost. **Cost Sheet:** Types of Costs and Preparation of Cost Sheet. **Methods of Costing:** Contract Costing, Process Costing -Meaning, Features, Normal and Abnormal Loss/Gains.

Unit-II

Marginal Costing-Meaning and various concepts - Fixed Cost Variable Cost, Contribution, P/V Ratio, Break Event Point, Margin of Safety. **Standard Costing-** Definition and Meaning of

Various Concepts Advantages and Limitations of Standard Costing. **Variance Analysis** - Material and Labour Variances only.

Budget and Budgetary Control- Definition, Meaning and objectives of Budgetary control Advantages and disadvantages of Budgetary Control, Types of Budget

Recommended Readings:

1. Vasistha and Saxena, "Advanced Cost Accounting".
2. Jain. S.P. and Narang, "Advanced Cost Accounting".
3. Maheshwari, S.N. "Cost Accounting"
4. Arora, M.N " Cost Accounting Principles & Practices", Vikas Publishing House, New Delhi
5. Dev, Prabhu "Cost Accounting", Himalaya Publication, New Delhi
6. Horngreen, Charles, T., Datar and Rajan, Madav. V, "Cost Accounting", Dorling Kindersley (India) Pvt. Ltd, Pearson Publishers Ltd.

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

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

BBA502: COMPANY LAW

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: Company Law is a foundational legal course that explores the formation, management, and dissolution of corporate entities. It examines the regulatory frameworks governing corporate governance, shareholder rights, director liabilities, and capital raising under acts such as the Companies Act of 2013.

Course Objectives:
CO1: To provide basic knowledge of the provisions of the companies Act, along with relevant case law.
CO2: Understanding the legal requirements for promoting, incorporating and structuring companies.
CO3: To gain high standard of corporate governance, management, accountability and transparency.
CO4: Studying procedures for mergers, acquisitions, amalgamations and the ultimate winding up/liquidation of businesses.

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

Company: Meaning, Latest Amendments, Features, Types, **Formation:** Promotion and Registration, Preliminary contracts, Limited Liability Partnership, One Person Company. **Memorandum of Association:** Meaning, Importance, Contents, Alteration, Doctrine of Ultra Vires. **Article of Association:** Meaning, Contents, Alteration, Differences between Memorandum of Association and Articles of Association, Constructive notice of Memorandum and Article, Doctrine of Indoor Management. **Prospectus:** Definition, Dating and Registration of Prospectus, Kind of Prospectus**:** Shelf Prospectus, Deemed Prospectus, Abridged Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus.

Unit-II

Share Capital: Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights. Transfer and transmission of shares. **Board of Directors:** Directors Powers, duties, appointment, removal, legal position, Borrowing Powers, Managerial Remuneration. Women Directors. **Company Meetings:-**Rules of Meetings, Annual general meeting, extraordinary general meeting, Meeting of BOD, Quorum for different meetings, Kinds of resolutions, dividend, Procedure for Conducting Meetings (including Board meetings). **Winding Up-** Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order.

Recommended Readings:

1. Avtar Singh, "Company Law".
2. N. D. Kapoor, "Company Law & Secretarial Practice".

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

Note II: The teacher will use simulation method and will hold at least one statutory meeting, one Annual General Meeting, one Extraordinary Meeting and one Board Meeting.

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

BBA503: WORKSHOP ON EXCEL FOR MANAGERS

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

Course Description: This course explains the advanced features of Excel. It helps in analyzing data, build financial models and streamline decision-making. It describes the computation of debt or loan repayment using excel, amortization functions.

Course Objectives:
CO1: To equip with essential spreadsheet skills to streamline tasks, interpret data and drive informed business decisions.
CO2: Learn to estimate a simple and multiple regressions using Data Analysis Tool Pack.
CO3: To know about advanced features of Excel.
CO4: To understand the basic mathematical functions.

Course Content:

Unit- I

Introduction to Excel- Understanding Advanced Features of Excel: Text functions (Concatenate, Left, Right, Mid, Length, Proper, Upper, Lower, Trim, Replace, Substitute), Logical functions (including nested functions) Data Filter and Sort. Creating Dynamic Models.
Understanding basic mathematical functions, **Describing data:** Descriptive statistics, Moving Average, Random Number generator, Rank and Percentile, Variance, Standard deviation, Illustrating data using Scatter Plot, Bar chart and Histogram.

Unit-II

Measuring and incorporating Risk in Capital Budgeting projects: PV, FV, NPV, IRR, Computation of debt or loan repayment using excel, amortization functions i.e. PMT, IPMT, PPMT
Data Analysis: Estimating a simple and multiple regression using Data Analysis Tool Pack, Plotting a simple and multiple regression, Plotting the least square residuals, Prediction using Excel.

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

1. Danielle Stein Fairhurst, "Financial Modeling in Excel for Dummies" 2017.
2. Oluwa Shmuel, "Hands-On Financial Modeling with Microsoft Excel 2019: Build practical models for forecasting, valuation, trading, and growth analysis using Excel", Pack Publishing, 2019.
3. Paul Pignataro "Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity" (Wiley Finance) Hardcover-2013.
4. Barlow, John F. "Excel Models for Business and Operations Management". Wiley India Pvt. Limited, 2nd Edition, 2005.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)
BBA-IIIrd SEMESTER - Vth
BBA504: INTERNSHIP REPORT EVALUATION AND VIVA

Internal Evaluation: 100 **Credits: 04**

Minimum Passing Marks: 35% **Lecture to be delivered: 45-55 hrs.**

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.. After the training, students will submit certificate from company along with training report. The break up of marks for the Evaluation of Internship report will be as under:

i. Report/ Portfolio/ Project Work	40 %
ii. Presentation/ Demonstration	40%
iii. Viva-Voce	20 %

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - Vth

BBA505: SERVICES MARKETING

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: Services Marketing course teaches how to promote and manage intangible products (like healthcare, hospitality, and IT). It focuses on mastering the "7 Ps" of services (Product, Price, Place, Promotion, People, Process, and Physical Evidence), understanding consumer behavior, and optimizing service quality and customer satisfaction.

Course Objectives:

CO1: To teach students how to manage the unique challenges of marketing intangible offerings.
CO2: To train students to apply the expanded 7Ps marketing mix.
CO3: To analyze the four unique traits of services: intangibility, inseparability, variability and perishability.
CO4: To develop operational and marketing solutions to handle service fluctuations and waiting lines.

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

Marketing in Services Economy: Importance of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services: a process perspective. Different features of services and their implications. The 7 Ps, the marketing & its integration with other management functions, the service profit chain. **Consumer Behavior in a Service Context:** Three stage model of service consumption, repurchase stage, service encounter stage, post encounter stage.

Positioning Services in Competitive Markets: Segmenting service markets, principles of positioning services: positioning maps for competitive strategy, developing an effective positioning strategy. **Service products:** Components of service product; the flower of services, facilitating supplementary services, enhancing supplementary services. **Service Process:** Flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer participation in service processes, The

customer as co-producer; self-service technologies. **Service Environment:** Purpose of service environments, the theory of consumer response to service environments, the service scape model, dimensions of the service environment.

Unit-II

Managing People for Service Advantage: Importance of service employees, frontline work: Difficult and stressful, cycles of failure, mediocrity and success; human resource management; Service leadership and culture. **Managing Relationships and Building Loyalty:** Importance of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategies for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management (CRM).
Complaint Handling and Service Recovery: Customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior. **Improving Service Quality and Productivity:** Integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, GAPS model, measuring service quality, learning from customer feedback, hard measures of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity. World class service organizations: Losers to leaders: four levels of service performance.

Recommended Readings:

1. Lovelock, Christopher., Wirtz, Jochen. and Chatterjee, Jayanta. "Services Marketing: People,Technology, Strategy", 8th edition, Pearson Education, New Delhi. (2018)
2. Zeithaml, V.A., Bitner, Mary Jo, Pandit, "Services Marketing", Tata McGraw Hill, New Delhi.
3. Payne, Adrian, "The Essence of Services Marketing", Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra, "Services Marketing", Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P., "Services Marketing-A Strategic Approach", Prentice Hall International, New Jersey.
6. Jauhari, Vinnie, Dutta, "Services-Marketing, Operations Management", Oxford University Press, New Delhi.
7. Srinivasan, R., "Services Marketing-The Indian Context", Prentice Hall of India, New Delhi.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - Vth

BBA506: MARKETING RESEARCH

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: Marketing Research is an applied business course that teaches how to collect, analyze and interpret data to solve real-world marketing problems. It helps in learning how to design research studies, conduct surveys and focus groups, and transform raw consumer data into actionable strategies for product, price, and promotion.

Course Objectives:
CO1: To understand the concept of marketing research.
CO2: To familiar with the concepts of research designs.
CO3: To knowledge about the factor analysis.
CO4: How to apply the marketing research techniques for the Product Research, Advertising Research etc.

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

Concepts of Marketing Research: Nature, Scope, and Concept of Marketing Research; Marketing Research Process; Marketing Research and MIS; Marketing Decision Support Systems; Problem Analysis and Identification of MR Objectives. **Types of Data:** Sources of Information: Primary and Secondary Data.
Research Designs and their Applications: Exploratory, Descriptive, and Causal Research. **Sampling Decisions:** Basics, Methods/Techniques, and Determination of Sample Size. **Measurement Process:** Measurement in Marketing; Difficulties in Measurement.
Concepts of Validity and Reliability: Attitude Measurement: Importance of Attitude Marketing; Nature of Attitudes and their Measurement; Attitude Scaling Procedures: Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and their Applications.

Unit-II

Concepts of Factor Analysis: Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis, and Conjoint Analysis; Report Writing and Presentations.
Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.
Applications of Marketing Research: Demand Measurement and Forecasting; Product Research; Advertising Research; Distribution Research; Sales Control Research; Pricing Research; Motivation Research.

Recommended Readings:

1. Iacabucci. (2006). Marketing Research, Thomson Publications, Mumbai.
2. Kinner, T.C. and Taylor, J.R. (1995). Marketing Research: An Applied Approach, McGraw-Hill, New York, 5th Edition.
3. Green, Tull and Album, Research for Marketing Decision, Prentice-Hall of India, New Delhi, 7th Edition.
4. Beri, G.C. (2023). Marketing Research, Tata McGraw Hill, New Delhi.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - Vth

BBA507: MANAGEMENT OF INSURANCE SERVICES

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: This course explores the operational, strategic and regulatory frameworks of the insurance industry. It covers risk assessment, underwriting, claims management and policy administration. Students learn how to design insurance products, manage corporate risk and ensure compliance within financial markets.

Course Objectives:
CO1: To be familiar with the types of risk management.
CO2: To equip with the skills to analyze and manage risk within the insurance sector.
CO3: To identify various types of Insurance i.e. health insurance, group insurance etc.
CO4: To ensure deep familiarity with governance standards and legal doctrines (such as utmost good faith and indemnity) governing contracts.

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

Risk: Concept, Types, Risk Management Objectives, Process, Strategies, Risk Management and Insurance. Concept of Insurance, Need/Purpose, Principles of Insurance: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith, Proximate Cause, Contribution. An overview of Insurance Industry: Nature of Insurance Business, Structure. **Regulatory Aspects:** Brief overview of the Legal and Regulatory Frameworks Relating to Life and General Insurance in India, Role of IRDA. Re-insurance-Concept, Features, Types. **Financial Planning and Taxation:** Different Types of Insurance Plans: Whole Life, Term Assurance, Endowment, Tax Benefits under Insurance Policies.

Unit-II

Types of Insurance-Group insurance, Health Insurance, Unit linked Insurance Plans, Fire Insurance-Meaning and Principles, Marine Insurance- Meaning and Principles. Life Insurance

Documents, Insurance premium-Net premium, Gross premium, Bonus, Surrender value, Paid up value, Annuities, Riders. Claim settlement in Life Insurance-Types of claims, Procedure. Claim settlement in Fire Insurance- Settlement procedure.

Distribution Channels for Insurance: Agency, Direct Marketing, Bancassurance, Brokers. Role of Professional Specialists/ Insurance Intermediaries: Underwriters, Surveyors, Actuaries. Role of Ombudsman, Role of Tariff Advisory Committee. Insurance in Rural/Social Sectors, Role of Insurance in Socio-Economic Development.

Recommended Readings:

1. Risk Management & Insurance, Arhur Williams - McGraw Hill.
2. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill.
3. Edition Sethi Jyotsna and Bhatia, Nishwan. (2011). Elements of Banking and Insurance.
4. Sahoo, SC and Das, SC (2011) "Insurance Management - Text and cases, Himalaya Publishing House.
5. Rejda, George E. (2011). Principles Risk Management and Insurance, Pearson Education, New Delhi.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - Vth

BBA508: INDIAN FINANCIAL SYSTEM

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: This course provides a comprehensive framework of India's financial markets, institutions and regulatory bodies. It equips students to understand how funds are channeled from savers to investors, covering essential topics like banking structures, capital markets, monetary policy and modern financial services.

Course Objectives:
CO1: To provide an in-depth understanding of India's financial architecture.
CO2: To know about functions of commercial and cooperative banks, non-banking financial companies (NBFCs), mutual funds and development financial institutions.
CO3: It equips students and professionals with the knowledge to analyze financial markets, institutions and regulatory frameworks to make strategic financial and investment decisions.
CO4: The role of the Reserve Bank of India (RBI) in monetary policy along with the regulatory oversight of SEBI (securities) and IRDAI (insurance).

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

Financial System: Functions, organisation/structure and an overview of Indian Financial System. **Financial Markets:** Functions, organisation and types of financial markets, Securities Contract (Regulations) Rules, SEBI (Securities Exchange Board of India).
An Overview of Primary and Secondary Markets: Money Market Organisation & RBI (Role and functions). Non-banking financial companies (NBFCs)

Unit-II

Mutual Funds: Its introduction and guidelines, schemes and products. IRDA Act of Insurance Companies. **Financial Assets/Instruments:** An Overview of Capital Market instruments. An introduction to FII's and FDI's and is importance.

Recommended Readings:

1. Khan, M.Y, "Indian Financial System" fifth edition by Tata McGraw Hill Publishing Co.Ltd.
2. Vasant Desai, "The Indian Financial System & Development", Himalaya Publishing House.
3. K.Ravichandran, "Merchant Banking & Financial Services", Himalaya Publishing House.
4. Bhole, L.M, "Indian Financial Institutions and Market", Tata McGraw Hill Publishing Co. Ltd.
5. Avadhani V.A., "Capital Market Management", Himalaya Publishing House.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - Vth

BBA509: COUNSELLING AND NEGOTIATION SKILLS FOR MANAGERS

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: This course equips leaders to handle workplace behavioral issues and resolve complex conflicts. It explores counseling techniques for employee well-being, alongside negotiation frameworks to secure collaborative, win-win business outcomes.

Course Objectives:
CO1: To handle workplace behavioral issues and resolve disputes.
CO2: To develop strategies for mutual-gain negotiations.
CO3: To provide insights into integrative and distributive negotiation dynamics.
CO4: Learn to apply specific counseling techniques.

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

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.
Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

Unit-II

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks. Role of trust in negotiations; negotiation and IT; ethics in

negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Recommended Readings:

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R.: The counselling process: A multitheoretical integrative approach, New York: Brooks Cole.
6. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
8. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HR

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - Vth

BBA510: INDUSTRIAL PSYCHOLOGY

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 explores how to improve employee productivity, hiring processes, training programs and overall job satisfaction. Students learn to evaluate workplace behavior, design fair performance appraisals and foster healthy, motivating work environments.

Course Objectives:
CO1: To apply psychological principles to the workplace. It aims to enhance employee well-being, improve productivity, and.
CO2: To know about diversity and discrimination issues at workplaces.
CO3: To optimize organizational effectiveness by systematically studying human behavior in work environments.
CO4: To know about causes and remedies of frustration.

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

Psychology: Nature and Scope, Psychology and Management, Organizational/Industrial Psychology Nature and Scope. **Individual Differences and Behaviour:** Personality Differences. Human Needs and their Implications for an Organization. Personnel Selection, Importance of Testing Techniques, Psychological and Projective Tests. Employee Training & Development, Performance Management and Feedback. **Job Satisfaction:** Importance and Measurement. **Leadership Development:** Transformational. Authentic, By Walking around and Level Five Leadership. Human side of mergers & Acquisitions, **Employee Attrition:** Issues and Strategies.

Unit-II

Psychological Contract: Breach of Psychological Contract, its Implications. **Psychological Labour:** Implications for Employees. Occupational Stress. Work-life Balance. Occupational Health and well-being. **Organizational Justice**: Aggression at workplace, Bullying.
Diversity and discrimination Issues at Workplace: Managing Diversity.
Gender Issues: Glass Ceiling and Its Implications and Remedies, **Frustration:** Symptoms, Causes and Remedies.

Recommended Readings:

1. H.L. Kaila, (2015). Industrial Psychology, The Associated Publishers, 1st Edition.
2. Cary L. Cooper and Edwin A. Locke (2006). Industrial and Organizational Psychology, Blackwell Publishing.
3. Paul E. Spector (2016) Industrial and Organizational Psychology: Research and Practice, Wiley.
4. Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen. (1987). Industrial Psychology, Prentice hall of India Pvt. Ltd., New Delhi.
5. Michael G. Aamodt, (2008). Industrial/Organizational Psychology, Cengage Learning.
6. Wayne Weiten and Margaret A. Lloyd (2007). 8th Edition.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA601: INTERNATIONAL BUSINESS

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 examines how companies operate across national borders, covering global trade theories, cross-cultural management, and international finance. It prepares students to navigate foreign economic, political and legal environments.

Course Objectives:
CO1: To understand the global economic environment.
CO2: To analyze international trade theories and master cross-border business strategies.
CO3: To learn how political, legal, and cultural differences affect trade.
CO4: To understand globalization and its impact on local and world markets.

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 of International Business, Importance, nature and scope of International Business; Modes of entry into International Business; Globalisation and its growing importance in world economy; International business v/s domestic business; complexities of international business. International Business Environment: National and foreign environments and their components- economic, cultural, political and legal environment.

Unit-II

International Organizations and Arrangements: WTO- Its objectives, principles, organizational structure and functioning; An overview of other organisations- UNCTAD, World Bank and IMF. Regional Economic Co-operation: Forms of regional groupings NAFTA, EU, ASHAN and SAARC, Foreign investments- types and flows, Foreign investments in India, Measures for promoting foreign investments into and from India.

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

1. Charlos, W.L.Hilland Jain, Kumar, Arun, International Business, Tata McGraw, Hill, New Delhi.
2. Cherunilam, Francis, International Business: Text and Cases, Prentice Hall of India Ltd. New Delhi.

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA602: FUNDAMENTALS OF CAPITAL MARKETS

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: This course provides a foundational overview of the financial industry, detailing how companies and governments raise capital and how investors trade securities. It covers the mechanics of primary and secondary markets, asset classes like equities and fixed-income and basic valuation, risk management, and derivatives.

Course Objectives:
CO1: To familiar with primary markets (where new securities like IPOs are issued) and secondary markets (where existing assets are traded).
CO2: To know the basic concepts of derivatives such as futures, options, and swaps, along with how they are priced and used for hedging.
CO3: To identify the key players in the market, including institutional investors, retail investors, investment banks, central banks and market regulators.
CO4: To gain practical insights into listing procedures, the depository system and trading mechanisms.

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: Evolution, structure, functions, objectives and importance of capital market in India. **Components of capital market:** Introduction to New issue market, stock market, financial institutions.
Instruments in capital market-Shares (Equity and Preference), Warrants, Bonds and its types, GDRs, ADRs, ETFs, Mutual Funds, Derivatives (forwards, futures and options). Participants in Capital Market Difference between Capital Market and Money Market.

Unit-II

Stock Exchanges-Stock Exchanges in India, Organisation, Management, Membership, rules of stock exchange, operators at stock exchanges SEBI guidelines on Stock Exchange, weaknesses of stock exchange in India.
Listing of securities-requirement for listing, objectives of listing, advantages of listing.
Security Market Indices-Uses of Security Market Indices, Types of Indices, Differentiating Factors in constructing Market Indices.

Recommended Readings:

1. V.A Avadhani, "Security Analysis and Portfolio Management", Himalaya Publishers, New Delhi
2. Brown, Reilly, "Investment Analysis and Portfolio Management", Thomson Publishers.
3. Singh, Preeti, "Investment Management", Himalaya Publishers, New Delhi.
4. NCFM Modules (www.nseindia.com)
5. www.sebi.gov.in, www.nseindia.com, www.capitalmarket.com

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA603: WORKSHOP ON DIGITAL MARKETING

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

Course Description: This course equips students with the strategic and technical skills to promote brands, products and services online. It covers core areas like Search Engine Optimization (SEO), pay-per-click (PPC) advertising, social media marketing and web analytics, combining consumer psychology with hands-on training to generate online leads and track conversions.

Course Objectives:
CO1: To understand the concept of digital marketing and its real-world iterations.
CO2: To eloquent innovative insights of digital marketing enabling a competitive edge.
CO3: To understand how to create and run digital media based campaigns.
CO4. To Identify and utilize various tools such as social media etc.

Course Content:

Unit- I

Basics of Digital Marketing: Understanding the concepts of Digital Marketing, internet, WWW, Traditional Marketing v/s Digital Marketing, History of Digital Marketing, Evolution of Digital Marketing, and Benefits of Digital Marketing.
Introduction to E-commerce: Introduction, Concept of E-commerce, characteristics of E-commerce, E-tailing, Digital Media, Digital Marketing Strategies, Search Engine Optimisation (SEO). **Models of E-Commerce and Technology:** - Models of E-Commerce, Business-to-Business (B2B), Business- to- Consumer (B2C), Consumer - to - Consumer (C2C), Consumer – to-Business (C2B), Business- to- Government (B2G), Government- to- Business (G2B), Government- to- Citizen (G2C). **Web Planning:** Concept of Web design and planning, characteristics & content of Web planning, segmentation, targeting. Types of websites, planning of website.

Unit-II

E-Marketing: Introduction to E- marketing, Email Marketing challenges faced in bulk emails, types of email marketing. **Social Media Marketing:** Concept of Social media marketing, tools & techniques of social media marketing, various platforms of Social Media Marketing.
Mobile Marketing and Strategies: Introduction to mobile marketing, Research for Information, Identify Your Target Audience, Define the Value of Your Offerings, Outline Your Goals & Objectives. Emerging Trends in Information.

Recommended Readings:

1. Understanding Digital Marketing by Damian Ryan.
2. Internet Marketing by Rob Stokes and the agency experts known as **"Minds of Quirk"**

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA604: CONSUMER BEHAVIOUR

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: This course explores how individuals, groups and organizations make purchasing decisions and choose products, services or ideas. It blends psychology, sociology, anthropology and economics to help students analyze buyer motives and apply these insights to build effective marketing strategies, segmentation, and brand positioning.

Course Objectives:
CO1: To equip with the skills to analyze how individuals, groups and organizations make purchasing decisions.
CO2: To understand human behavior in an informed and systematic way.
CO3: To analyze personal, socio-cultural and environmental dimensions that influence consumer decision making.
CO4: To know about consumer learning and Perception.

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 Consumer Behaviour: Nature, Scope and Importance. **Consumer Motivation:** Nature of Motivation, Types of Consumer Needs and Motives, Dynamics of Motivation, Need Conflict, Need Hierarchy Theory of Motivation and its Applications, Measurement of Motives. **Personality and Consumer Behaviour:** Definition of Personality, Theories of Personality, Personality and Consumer Diversity, Self Concept and Self Image, Life Style and Psychographics. **Consumer Perception:** Elements of Perception, Dynamics of Perception, Perceptual Process, Perception and Marketing Strategy, Perceived Risk. **Consumer Learning:** Elements of Consumer Learning, Behavioural Theories and Cognitive Theories of Learning. **Consumer Attitude Formation:** Definition of Attitudes, Structural Models of Attitudes, Attitude Theories, Attitude Formation, Strategies of Attitude Change, Measuring Attitude.

Unit-II

Reference Group and Family Influences: Power of Reference Groups, Types of Consumer Related Reference Groups, Celebrity and Other Reference Group Appeals, Family Decision Making and Consumption Related Roles, Family Life Cycle. **Social Class:** Definition, Measurement of Social Class, Social Class Dynamics. Cultural and Sub cultural Influences on Consumer Behaviour, Definition of Culture and Subculture, Affect of Culture on Consumer Behaviour, Nature of Culture, Measurement of Culture, Subculture and Consumer Behaviour, Sub cultural Categories. Diffusion of Innovation; Diffusion Process, Adoption Process. **Opinion Leadership:** Definition, Dynamics of the Opinion Leadership Process, Motivation behind Opinion Leadership Consumer Decision Making: Consumer Decision Process, Types of Decisions, Information Search Process, Alternative Evaluation and Selection, Decision Rules. Models of Consumer Behaviour: E.K.B; Howard and Sheth, Nicosia's Model.

Recommended Readings:

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.
2. Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA605: ADVERTISING & SALES 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: This course is designed to provide a wider perspective on various aspects of advertising and sales management. The course includes advertising, media selection, sales management and sales-force management. It covers promotional strategies and revenue generation. It explores advertising campaigns, media planning and creative messaging.

Course Objectives:
CO1: To understand the importance of advertisements, advertising media, advertising budget and advertising measurement.
CO2: To understand the concepts of sales management, sales forecasting and sales budgeting.
CO3: To explain various sales promotion techniques and their applications in different market situations.
CO4: To enhance knowledge of sales force management, including recruitment, training, motivation, and evaluation.

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

Advertising: Definition, Nature and Evolution of Advertising, its functions, role and types of Advertising. Social, Economic and Legal Aspects of Advertising. Advertising and Marketing Mix, Advertising and Communication Process. **Advertising Budget:** Objectives, Preparation and Methods of Advertising Budget. **Advertising Agency:** Function, Selection and Compensation. **Advertising Media:** Different Types of Media, Function, Merits and Demerits of Media, Selection of Media and its Vehicles. **Copy Writing:** Different Elements of a Copy and Layout.

Unit-II

Introduction to Sales Management: Nature, role and importance. Functions of Sales Manager, **Sales Organization:** Formal, Informal, Horizontal, Vertical, Centralized, Decentralized, Geographic, Customer, Product, Combination, Organizations. **Planning and recruitment of**

sales force: Job analysis specification, Job description, Sources of Recruitment, Selection of Sales Person. **Sales Training**: Objective, Designing Training Programme. **Sales Force Motivation:** Nature, Importance, Factors Influencing the Motivation of sales force. **Compensations:** Types, Compensations Plan. **Evaluation of Sales Forces Performance:** Qualitative and Quantitative Basis to Evaluate Sales Force Control and Budget.

Recommended Readings:

1. Belch, George E. and Belch, Michael A. "Advertising and Promotion", Tata McGraw Hill.
2. Guinn, Allen, Chris T., Semenik, Richard J. "Advertising & Integrated Brand Promotion", Thomson- South Western.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. "Advertising Management", Pearson Education, New Delhi.
4. Spiro, Stanton and Rich "Management of a Salesforce", Tata McGraw Hill.
5. Richard R Still, Cundiff W Edward Govoni A P Norman, "Sales Management Decision Strategy and Cases", Pearson Education.
6. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, "Marketing Management", South Asian Perspective, Pearson Education, New Delhi.
7. Aaker, David A and Myera John G., "Advertising Management", Prentice Hall of India, New Delhi.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA606: MANAGEMENT OF BANKING OPERATIONS

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 Management of Banking Operations course provides a comprehensive framework of modern commercial banking. It covers the mechanics of retail and corporate banking, payment systems, foreign exchange, risk assessment, and regulatory compliance. Students gain practical skills in deposit structures, lending decisions, and operational audits.

Course Objectives:
CO1: Understand the structure of the banking industry, commercial banking principles, and bank balance sheets.
CO2: To demonstrate adequate knowledge and skills for managing commercial banks.
CO3: To know about the risk management in banks.
CO4: To know KYC norms.

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

Management of banks: Regulatory role of RBI, Monetary Policy: meaning and its implications Laws in banking-RBI Act 1934, Negotiable Act 1881, The Banking Regulation Act 1949, Types of Bank Accounts- Fixed or time deposit account, Savings bank deposit account, Current deposit account, Recurring deposit account. **Lending**- Features of bank credit, types of lending, terms and conditions of lending, different types of loans and their features. Risk management in banks-types of risks, Capital Adequacy-the Basel Accord implications for bank.

Unit-II

CRAR and Prudential Norms for asset classification, income recognition and provisioning, Anti-money laundering and KYC norms. Introduction to Asset Liability Management, Customer

Relationship Management. Corporate Governance in Commercial Banks, Innovations in Banking with special reference to Fee Based Services.

Recommended Readings:

1. Padmalatha, Suresh and Justin Paul, "Management of Banking and Financial Services", Pearson Education, New Delhi.
2. Sharma, R.K., Gupta, Shashi K, Jagwant Singh, "Banking and Insurance".
3. Agarwal O.P, "Banking and Insurance".
4. Sethi, Jyotsana and Bhatia, Nishwan, "Elements of Banking and Insurance".

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA607: INSURANCE AND RISK 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: The course explores how individuals and organizations identify, assess, and mitigate financial and operational exposures. Students learn core insurance principles (e.g., indemnity, insurable interest), underwriting processes, claim settlements and regulatory frameworks, equipping them for careers in risk analysis, compliance and corporate finance.

Course Objectives:
CO1: To equip individuals to identify, analyze and mitigate financial and operational exposures.
CO2: To master fundamental risk management techniques, understand various insurance products (life, health, and property) and navigate the legal and regulatory frameworks governing the sector.
CO3: Learn to recognize measure and predict different types of perils and hazards.
CO4: To understand the fundamental principles of insurance contracts, including utmost good faith, insurable interest, indemnity, and proximate cause.

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

Insurance: Definition, nature, Role and Importance of Insurance, Salient Feature of IRDA Act 1999, Rationale for opening up of the Insurance Sector to the private sector. Nature of Life Insurance Contract. Annuities, Surrender Value, Calculation of Premium and measurement of risk. Progress of Life Insurance Business in India. **Fire Insurance:** Nature and Use, Policy Condition, Rate Fixation, Payment of Claims, Reinsurance, **Marine Insurance:** Nature. Premium Calculation, Payment of Claims, Motor Insurance Policy and Covers, Comprehensive Policy, Third Party Act Policies, Extra Benefits cover Motor Insurance Claims.

Unit-II

Concept of Risk: Corporate and Personal Risk Management, **Identification of Risk:** Tools/Techniques for perception of risk; Methods for determining the operative causes of peril; Safety audit. **Evaluation of Risk:** Risk Avoidance & Reduction of Risk, methods of loss prevention and risk reduction; Role of surveyors in loss prevention/ risk reduction. Techniques of Risk Financing: Retention of risk; Captive insurance companies, **Transfer of Risk:** Types of risk transfer; Benefits and limitation of Insurance: Partial insurance arrangements.

Recommended Readings:

1. Insurance Regulation and Development Act.
2. Gopal Krishan, G, "Insurance Principles and Practice", Sterling Publishers, New Delhi.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA608: INDUSTRIAL RELATIONS & LABOUR LEGISLATIONS

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: This course explores the dynamics between employers, employees, trade unions and the state. It equips students to navigate workplace regulations, resolve disputes, and ensure compliance with social security and wage laws.

Course Objectives:
CO1: To know the practical and legal frameworks required to manage employer-employee dynamics.
CO2: To develop strategies to prevent industrial disputes, strikes and lockouts, thereby maintaining peaceful and productive employer-workman relationships.
CO3: To equip with negotiation and grievance-handling skills to constructively address worker aspirations and union demands.
CO4: To maintain congenial relations between employees and employer.

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

Concept of Industrial Relations: Factors affecting industrial relations. Importance of Industrial Relations, Collective Bargaining and Labour Management Co-Operation in India including Works Committee. Discipline and Grievance Management, Negotiation and Collective Settlements. Workers Participation in Industry, Productive Bargaining and Gain Sharing. Employee Empowerment and Quality Management, Industrial Relations and Technological Change. Emergence and Objectives of Labour Laws and their Socio-economic Environment.

Unit-II

Industrial Relations Laws-Laws Relating to Industrial Disputes, Trade Unions, and Standing Order; Social Security. Workmen's Compensation Act, Employees' State Insurance Act.
Wages and Bonus Laws-The Law of Minimum Wages, Payment of Wages, Payment of Bonus; Laws relating to working conditions: The Law Relating to Factories.

Recommended Readings:

1. Sinha, P.R.N, Sinha, InduBala and Shekhar, Seema Priyadarshani, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
2. Sarma, A.M, "Industrial Relations and Labour Laws", Himalaya Publishing House, Mumbai.

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

BACHELOR OF BUSINESS ADMINISTRATION (BBA HONS.)

BBA-IIIrd SEMESTER - VIth

BBA609: CROSS CULTURAL AND GLOBAL 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: This course equips with the cultural intelligence and strategic skills necessary to navigate global markets. Students learn to decode diverse cultural dimensions, adapt leadership and negotiation styles, manage international teams and drive organizational success across borders.

Course Objectives:
CO1: To understand theories such as Hofstede's cultural dimensions.
CO2: To Identify and mitigate cross-cultural misunderstandings and conflicts.
CO3: Learn to develop the cultural intelligence, adaptability, and strategic skills needed to lead diverse, globally distributed teams.
CO4: To understand how different national, corporate and functional cultures shape managerial behavior, decision-making and communication.

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 and Cultural Variables in Global Organizations: Evolution of an International Enterprise, Environmental Variables in Global Business, Understanding Culture (Dimensions of Culture and Management Styles in Selected Countries), Cross Cultural Differences and Managerial Implications.
Human Resource Management in Global Organizations: Difference between Domestic and International Human Resource Management.

Unit-II

Introduction to Global Organizations: Cross Cultural Research Methodologies and Hofstede's Hermes study, Structural Evolution of Global Organizations, Leadership across Borders and Cultures, Cross-Cultural Business Communications: Edward hall's contribution, cultural factors in communication, types of communication, high/low context cultures. **Negotiations:** cross cultural negotiation skills & strategies.

Structural Evolution of Global Organizations: Staffing:-International staffing policy, Ethnocentric approach, Polycentric approach, Geocentric approach. Training and Development, Compensation, Performance Management, Expatriation-Expatriate Adjustment, expatriate selection & Repatriation Management in Global Organizations, Ethical Dilemmas in International Management.

Recommended Readings:

1. Browaeys, M. J., & Price, R. (2019). Understanding Cross-Cultural Management (4th ed.). New Delhi: Pearson.
2. Deresky, H. (2016). International Management: Managing Across Borders and Cultures (9th ed.). New Delhi: Pearson.
3. Gupta, S.C. (2006). Textbook of International HRM., Macmillan Publishers India Ltd.
4. Thomas, D. C., & Peterson, M. F. (2018). Cross-Cultural Management: Essential Concepts (4th ed.). SAGE Publications.
5. Dowling, P., Festing, M., & Engle, A. D. (2017). International Human Resource Management (7th ed.). Cengage Learning.
6. Tayeb, M. H. (2005). International Human Resource Management: A Multinational Company Perspective. New Delhi: Oxford University Press.

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