

# **PROGRAMME PROJECT REPORT (PPR)**

(As approved by the Board of Studies in its Meeting held on 23.12.2019 and approved by the Academic Council in its 40<sup>th</sup> Meeting held on 3.9.2020)

## **BACHELOR OF BUSINESS ADMINISTRATION (BBA)** Three Year Programme

(OPEN & DISTANCE LEARNING MODE)

**(Course Code 403)**



**JAMIA HAMDARD**

(Deemed to be University, NAAC Accredited in A+)

**Centre for Distance and Online Education**

Hamdard Nagar, New Delhi-110062

[www.jamiahamdard.ac.in](http://www.jamiahamdard.ac.in)  
[www.jamiahamdardonline.ac.in](http://www.jamiahamdardonline.ac.in)  
[www.jamiahamdardonline.in](http://www.jamiahamdardonline.in)

# PROGRAMME PROJECT REPORT

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## OVER VIEW OF JAMIA HAMDARD AND CDOE

### About Jamia Hamdard

**Jamia Hamdard** was established as Society on 26.04.1989 under the Societies Registration Act, 1860 after the receipt of the Letter of Intent (LoI) for declaring Jamia Hamdard as deemed to be University, issued by the Ministry of Education (Erstwhile Ministry of HRD), Department of Education dated 20.03.1989. Jamia Hamdard has been created after amalgamation of six institutions being run by four Societies (i) The Institute of History of Medicine and Medical Research; (ii) Indian Institute of Islamic Studies; (iii) Hamdard Tibbi College (funded by Delhi Government); (iv) Hamdard College of Pharmacy (affiliated to University of Delhi and funded by UGC); (v) Majeedia Hospital and (vi) The School of Nursing after dissolution of their respective societies on 28.04.1989.

**Jamia Hamdard is one of the Government aided deemed to be University** and has been recognized as Minority Institution on 22.09.2014 by the National Commission for Minority Educational Institutions (NCMEI) under Article 30(1) of the Constitution of India. The Jamia Hamdard being a deemed to be University is governed by the UGC (Institutions Deemed to be Universities) Regulations as amended from time to time. Jamia Hamdard over a period of 35 years, Jamia Hamdard has evolved into a premier centre for higher learning, fulfilling the objectives.

### **The following are the teaching Schools, Centres and off campus of Jamia Hamdard:**

1. School of Pharmaceutical Education and Research (SPER)
2. School of Unani Medical Education and Research (SUMER)
3. School of Nursing Sciences & Allied Health (SNSAH)
4. School of Engineering Sciences and Technology (SEST)
5. School of Chemical and Life Sciences (SCLS)
6. School of Management and Business Studies (SMBS)
7. School of Humanities and Social Sciences (SHSS)
8. Hamdard Institute of Medical Sciences and Research (HIMSR)
9. Hamdard Institute of Legal Studies and Research (HILSR)
10. Centre for Distance and Online Education (CDOE)
11. Centre for Media and Mass Communication Studies (CMMCS)
12. Jamia Hamdard Off campus, Kannur (established in 2013 with the approval of the Govt. of India)

Jamia Hamdard is widely recognized as one of India's leading higher education institutions. The university has been accredited with an A+ grade by NAAC, securing a score of 3.41 in its fourth accreditation cycle. In the Ministry of Education's NIRF Rankings 2025, Jamia Hamdard was ranked 74th overall among institutions in India and 47th in the university category. It also achieved the top position nationwide in the Pharmacy category and was ranked 87th in Management.

At the international level, Jamia Hamdard has been featured in the QS World University Rankings 2026, where it is placed in the 1401+ band globally. Its Pharmacy & Pharmacology programme has earned exceptional recognition, ranking 59th worldwide in the QS Subject Rankings. Additionally, the university is placed in the 501–520 band in the QS Asia University Rankings.

Jamia Hamdard is known for its robust infrastructure supporting quality education and

research. It is also one of the universities selected by the UGC for promoting education abroad, attracting over 10% of its student body from more than 30 countries. Many international corporations and foreign governments employ its graduates, attesting to the global recognition of its degrees and diplomas.

### **Mission of Jamia Hamdard**

- a) *To promote and advance the cause of higher education through modern methods of teaching and advanced research in such branches of knowledge as the Jamia Hamdard may continue to develop core competence for and as may be in consonance with the emerging needs of India in general and underprivileged communities in particular.*
- b) *To co-operate, collaborate and associate with national and international organizations and institutions in any part of the world having mission wholly or partly similar to those of the Jamia Hamdard and as per the provision of the UGC Regulations in place from time to time.*
- c) *To provide avenues for higher education leading to excellence and innovations in such branches of knowledge as may be deemed fit primarily at Under-graduate, post-graduate and doctoral/research degree levels, fully conforming to the concept and idea of the University as defined in the UGC Deemed to be Universities Regulations and the vision of the founding fathers of Jamia Hamdard as autonomous institution being a Minority Institution.*

### **About Centre for Distance and Online Education (CDOE)**

In 2004, Jamia Hamdard established the School of Open and Distance Learning, which is currently named as “Centre for Distance and Online Education” (CDOE) to extend educational opportunities through innovative methods. The CDOE utilizes information and communication technologies to enhance the quality and reach of education, especially for those unable to attend on-campus programmes. This initiative aims to empower marginalized groups, including tribal populations and Muslim women, by providing access to new knowledge and skills essential for their development.

#### Programmes Offered:

- 1) Master of Business administration (MBA Online mode)
- 2) Master of Computer applications (MCA Online mode)
- 3) MA in Islamic Studies (MAIS Online mode)
- 4) MA in Political Science (MAPS Online mode)
- 5) Bachelor of Business Administration (BBA ODL & Online mode)
- 6) Bachelor of Computer Applications (BCA ODL & Online mode)
- 7) Advanced Diploma in Drug Regulatory Affairs (ADDRA)- Online mode
- 8) Diploma in Professional Arabic (DPA)- online mode

### **Mission of the Centre for Distance and Online Education (CDOE), Jamia Hamdard**

- a) to provide accessible, affordable, flexible, and quality higher education through Open and Distance Learning (ODL) and Online Learning modes.

- b) to empower learners with academic knowledge, professional competencies, digital skills, ethical values, and lifelong learning opportunities to meet the evolving needs of society, industry, and the global knowledge economy.
- c) to promote inclusive education by reaching learners from diverse geographical, social, and economic backgrounds through technology-enabled teaching-learning systems, learner support services, and outcome-based education aligned with national and international standards.

### **Targeted Groups of the Centre for Distance and Online Education (CDOE)**

The distance and online education programmes aim to reach *marginalized and excluded groups*, such as *tribal populations and Muslim women*, who have been largely overlooked by national education initiatives. These programmes provide opportunities for acquiring new knowledge and skills necessary for personal and professional development, thereby fostering inclusive growth and education.

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### **Bachelor of Business Administration (BBA)**

The Bachelor of Business Administration (BBA) is an undergraduate degree designed to provide students with a strong foundation in business and management principles. This program equips students with essential skills in areas such as marketing, finance, human resource management, and operations. With a blend of theoretical knowledge and practical applications, the BBA program prepares students to take on leadership roles in the business world or pursue further studies.

The BBA program is designed to provide students with foundational knowledge in business and management principles, preparing them for leadership roles across various sectors. It enables learners to develop key competencies in management, entrepreneurship, and decision-making, aligning them with the needs of the contemporary business world both locally and globally.

Aligned with the National Education Policy 2020, the BBA curriculum fosters critical thinking, creativity, effective communication, and problem-solving abilities. The learning design moves beyond traditional rote methods to emphasize applied learning, practical exposure, and holistic development.

**Some of the highlights of the curriculum are –**

- Provides comprehensive exposure to core business areas including Accounting, Marketing, Economics, Finance, Human Resource Management, and Organizational Behavior.
- Enhances communication skills, interpersonal abilities, business environment awareness, and technological proficiency.
- Emphasizes experiential learning through case studies, presentations, role-plays, projects, and internships.
- Curriculum is structured around Knowledge, Skills, and Attitude (KSA), in alignment with modern employability standards.
- Encourages innovation and entrepreneurship, instilling confidence in students to pursue self-employment opportunities.
- Prepares learners to take up diverse administrative and managerial roles in industry, start-ups, and public sectors.

Throughout the course, students will engage in case studies, projects, and internships, allowing them to apply their learning to real-world business challenges. By the end of the program, students will have developed a comprehensive understanding of business dynamics, critical thinking, and decision-making skills that are crucial for a successful career in the ever-evolving global market.

January and July Sessions, twice a year. The semester of the programme will be applicable accordingly.

a.	Name of the Course	<b>Bachelor of Business Administration (BBA)</b>
b.	Nature	Open and Distance Mode
c.	Duration	Minimum: Three Years Maximum: Six Years
d.	Medium of Instruction and Examinations	English
e.	Eligibility Criteria	S.S.C, Intermediate or Equivalent (recognized by Jamia Hamdard) under 10+2 system of education.
f.	Commencement of the Course	January / July. Twice in a year
g.	Special Feature	After completing the course, a student may either pursue MBA, Set up their Venture , Work in Corporate or Prepare for Govt Job.
h.	Mode of Admission	As per the norms prescribed by Jamia Hamdard from time to time.
i.	Period of Completion (Span Period)	Not more than 06 years
j.	Fees	Rs. 14,500/- per semester

## **1. PROGRAMME MISSION AND OBJECTIVES**

### **1.1 Mission:**

The mission of the CDOE is to provide contemporary education and training to meet the challenges of the evolving global scenario. The objectives include helping students develop the ability to apply multidisciplinary concepts and techniques to acquire relevant knowledge in their fields of interest. Jamia Hamdard's study programmes under CDOE are tailored to meet the learning needs of knowledge seekers, ensuring they can learn at their own pace and convenience. The CDOE is committed to offering professional and job-oriented courses with regularly updated curricula and study materials, integrating information technology tools to enhance learning experiences

- To deliver high-quality and accessible undergraduate business education that empowers students with the knowledge, values, and skills to thrive in a dynamic global economy.
- To nurture ethical, competent, and socially responsible business professionals through interactive and flexible learning environments.
- To contribute to the development of a future-ready workforce capable of driving business innovation and national development.

### **1.2 Objectives of Bachelors of Business Administration (BBA) Programme**

- a) The distance and online education programmes aim to reach marginalized and excluded groups, such as tribal populations and Muslim women, who have been largely overlooked by national education initiatives. These programmes provide opportunities for acquiring new knowledge and skills necessary for personal and professional development, thereby fostering inclusive growth and education

- b) Accessible and Inclusive Education: Offer a well-structured BBA program in online mode to reach learners across different geographies and socio-economic backgrounds.
- c) Strong Business Foundation: Equip students with a comprehensive understanding of core management functions and business practices.
- d) Develop Analytical Thinking: Foster decision-making skills and logical reasoning through real-world business cases and problem-solving exercises.
- e) Promote Entrepreneurship: Instill entrepreneurial capabilities and a spirit of innovation among students.
- f) Industry Readiness: Align learning with industry expectations to enhance employability and career development.
- g) Effective Use of Technology: Deliver education through advanced online tools and platforms that support interactive and collaborative learning.
- h) Ethical Business Understanding: Embed values of integrity, sustainability, and responsibility into students' business thinking.
- i) Global Orientation: Expose learners to international business practices and emerging global trends.
- j) Research and Application: Encourage curiosity, project-based learning, and analytical thinking through mini-projects and field assignments.

### **1.3 Program Specific Outcomes:**

- a) Graduates of the BBA program will be able to:
- b) Demonstrate managerial skills and foundational business knowledge across multiple domains.
- c) Communicate effectively and present ideas clearly in written and verbal formats.
- d) Analyze business challenges and recommend viable solutions using decision-making tools.
- e) Exhibit leadership qualities, ethical reasoning, and team collaboration.
- f) Start and manage entrepreneurial ventures or contribute to existing organizations.
- g) Pursue higher studies such as MBA, PGDM, or specialized professional certifications.
- h) Integrate technology and data insights into routine business decisions.
- i) Engage in continuous self-learning and remain agile in evolving business environments.

### **1.4 Upon the completion of the 3-year Bachelor of Business Administration (BBA) programme, students will be able to:**

**QD-1** The graduates will establish themselves as professionals by solving real-life problems using exploration and analytical skills acquired in the field.

**QD-2** The graduates will provide sustainable solutions to ever changing interdisciplinary global problems through their Research & Innovation capabilities.

**QD-3** The graduates will become employable, successful entrepreneurs as an outcome of this programme.

**QD-4** The graduates will embrace professional code of ethics while providing solution to multidisciplinary social problems in industrial, entrepreneurial and research environments to demonstrate leadership qualities.

**QD-5** Pertain ethical principles and entrust to professional ethics and responsibilities in a global economic environment.

**Mapping Quadrant Descriptors (QDs) with Mission Statements (MS)**

<b>Quadrant Descriptors</b>	<b>MS-1</b>	<b>MS-2</b>	<b>MS-3</b>
<b>QD-1</b>	3	2	3
<b>QD-2</b>	3	1	2
<b>QD-3</b>	2	3	3
<b>QD-4</b>	2	3	3
<b>QD-5</b>	3	2	3

**1.5 PROGRAM EDUCATIONAL OBJECTIVES (PEOs) OF 3 YEAR BBA (ODL/OL)**

**PEO-1:** Develop an appreciation of what a business is and the role of management in planning, decision making, organizing, directing, communicating, motivating, controlling and coordinating.

**PEO-2:** Apply critical thinking skills by identifying and analyzing the critical issues using the relevant case Studies at graduate level.

**PEO-3:** Analyze, interpret and apply concepts of management for business decision making.

**PEO-4:** Exhibit the knowledge of Business administration and entrepreneurial qualities and research skills.

**PEO-5:** Analyze and evaluate real time problems that occur at all levels of business decision making and work efficiently and effectively towards them.

**Mapping Program Educational Objectives (PEOs) with Mission Statements (MS)**

<b>Programme Educational Objectives</b>	<b>MS-1</b>	<b>MS-2</b>	<b>MS-3</b>
PEO-1	3	2	1
PEO-2	2	1	3
PEO-3	3	3	3
PEO-4	2	3	2
PEO-5	3	1	3

**1.6 PROGRAM LEARNING OUTCOMES (PLOs) OF 3 YEARS BBA (ODL/OL)**

After completing the 3-year BBA, the students should be able to:

**PLO-1:** Exhibit a coherent understanding and application of the principles of Accountancy, Finance, Marketing, Human Resource Management, Law, Services Management, International Business, and Business Strategy in Business Administration.

**PLO-2:** Demonstrate procedural knowledge expected of an Accounting, Finance, Marketing, Human resource, legal, services management & International Business professional, including professionals engaged in research and development, teaching, and government / public service.

**PLO-3:** Demonstrate skills in the areas related to their specialization in Business Administration & emerging developments in Business Administration.

**PLO-4:** Use Accounting, Finance, Marketing, Human resource, and other management-related skills to formulate and tackle business administration-related problems and identify and apply Business Administration principles and methodologies to solve a wide range of problems associated with Business Administration.

**PLO-5:** Communicate the results of studies undertaken in Business Administration in a range of different contexts using the main concepts, constructs, and techniques of Accounting, Finance, Marketing, Human Resource Management, and other related disciplines.

**PLO-6:** Understand their own areas of interest and meet their own learning needs by drawing on a range of current research and development work and professional materials.

**PLO-7:** Identify and analyze problems and issues in a given unfamiliar context and apply their disciplinary knowledge and transferable skills to solve complex problems with well-defined solutions.

**PLO-8:** Demonstrate accounting, finance, and other management-related and soft skills that are relevant to accountants, finance professionals & management professionals.

**PLO-9:** Demonstrate ICT and research skills.

**PLO-10:** Demonstrate personal skills with the ability to work both independently and in a group.

**PLO-11:** Demonstrate professionalism by identifying potential ethical issues in work-related situations and being objective, truthful, unbiased, and ethical in all aspects of work.

**PLO-12:** Demonstrate appreciation of intellectual property, environmental & sustainability issues and promote a safe learning and working environment.

**Mapping Program Learning Outcomes (PLOs) with Quadrant Descriptors (QDs)**

	<b>QD-1</b>	<b>QD-2</b>	<b>QD-3</b>	<b>QD-4</b>	<b>QD-5</b>
<b>PLO-1</b>	2	3	2	2	1
<b>PLO-2</b>	3	3	1	3	1
<b>PLO-3</b>	3	1	2	2	2
<b>PLO-4</b>	2	3	2	3	2
<b>PLO-5</b>	3	2	2	3	2
<b>PLO-6</b>	2	2	2	1	2
<b>PLO-7</b>	2	3	3	2	2

<b>PLO-8</b>	2	2	2	2	1
<b>PLO-9</b>	2	3	3	2	3
<b>PLO-10</b>	3	2	1	2	2
<b>PLO-11</b>	2	2	3	2	1
<b>PLO-12</b>	1	2	3	2	3

Write '3' in the box for 'High-level' mapping, 2 for 'Medium-level' mapping, 1 for 'Low-level' mapping.

## **2. RELEVANCE OF THE PROGRAMME WITH JAMIA HAMDARD MISSION AND GOALS:**

The ODL/Online BBA programme aligns with Jamia Hamdard's vision of providing quality, inclusive, and learner-centric education through flexible and technology-enabled learning. The programme promotes academic excellence, professional competency, ethical values, and lifelong learning while contributing to skill development and societal progress in line with the University's mission and institutional goals.

### **Relevance of the Programme with Jamia Hamdard Mission and Goals**

- i. The ODL/Online BBA programme supports Jamia Hamdard's mission of providing quality higher education opportunities to diverse learner groups through flexible learning pathways.
- ii. The programme is designed to maintain high academic standards aligned with the University's commitment to excellence in teaching and learning.
- iii. Through self-learning materials, mentoring, counselling sessions, and digital resources, the programme promotes student-focused learning.
- iv. The curriculum develops managerial competencies, leadership qualities, communication skills, and business acumen relevant to industry requirements.
- v. The programme leverages Learning Management Systems (LMS), e-learning resources, and digital platforms to facilitate modern education delivery.
- vi. The programme aligns with the University's emphasis on ethics, social responsibility, and value-based education.
- vii. Flexible learning opportunities enable learners to continuously upgrade knowledge and skills for professional growth.
- viii. Curriculum design and periodic revisions ensure alignment with emerging business trends and industry expectations.

- ix. The programme contributes to creating skilled human resources capable of contributing to economic and societal development.
- x. The ODL/Online mode expands educational access to working professionals, remote learners, and individuals seeking flexible higher education opportunities, supporting Jamia Hamdard's commitment to inclusive education.

### **3. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS:**

The Online/Open and Distance Learning (ODL) BBA Programme is designed to cater to a diverse group of learners seeking flexible, accessible, and industry-relevant business education. The programme enables learners to pursue higher education without geographical, professional, or personal constraints, while developing managerial, entrepreneurial, and leadership competencies required in the contemporary business environment.

#### **The prospective target group of learners includes**

- a) Students who have completed 10+2 and aspire to build a strong foundation in business administration and management.
- b) Learners from rural and semi-urban areas who have limited access to quality higher education institutions and professional business programmes.
- c) Individuals intending to join or manage family-owned businesses and seeking formal managerial knowledge and skills.
- d) First-generation learners and aspiring entrepreneurs who wish to acquire business acumen and entrepreneurial competencies.
- e) Women learners requiring flexible learning opportunities to balance academic pursuits with personal, family, or professional responsibilities.
- f) Working professionals and lifelong learners seeking to enhance their qualifications, career prospects, and managerial capabilities.
- g) Learners from economically weaker sections looking for affordable, flexible, and employment-oriented higher education opportunities.

The programme promotes inclusivity, accessibility, and democratization of higher education by providing a flexible, technology-enabled learning environment that supports diverse learner needs and facilitates academic and professional advancement.

#### **4. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN & DISTANCE, AND ONLINE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE:**

The BBA programme offered through Open and Distance Learning (ODL) and Online Learning (OL) mode is designed to provide flexible, accessible, and learner-centric education while ensuring the development of managerial and professional competencies. The programme combines self-paced learning, technology-enabled delivery, mentorship, counselling sessions, and academic support mechanisms to facilitate effective learning. The instructional framework enables learners to acquire business knowledge, practical understanding, and employability skills required for professional growth and higher education opportunities.

1. Flexible and Learner-Centric Education: The ODL and OL modes allow learners to pursue higher education at their own pace while balancing academic, professional, and personal responsibilities.
2. Development of Managerial and Business Competencies: The programme strengthens analytical thinking, decision-making abilities, leadership qualities, communication skills, and entrepreneurial competencies essential for business management roles.
3. Technology-Enabled Learning Environment: Learning through LMS, digital resources, recorded lectures, e-library access, and online assessments supports effective acquisition of knowledge and digital competencies.
4. Academic Support and Mentorship: Weekend counselling sessions, one-to-one mentorship, faculty guidance, and learner support mechanisms ensure continuous academic engagement and skill development.
5. Blended Learning for Holistic Competence Development: The integration of Self-Learning Materials (SLMs), physical classroom counselling sessions, digital learning resources, and continuous assessments promotes comprehensive learning and professional readiness.

## 5. INSTRUCTIONAL DESIGN

The Bachelor of Business Administration (BBA) Programme offered through Open and Distance Learning (ODL)/Online mode at Jamia Hamdard is designed to provide flexible, learner-centric, and outcome-based education through a blended instructional framework integrating self-learning, digital delivery, academic mentoring, and campus-based learner support. The programme follows a structured curriculum approved by the Academic Council and is periodically updated to align with industry requirements and contemporary academic standards.

### 5.1 Curriculum Design

The instructional delivery is supported through comprehensive Self-Learning Materials (SLMs) provided in both hard copy and digital formats, enabling learners to study at their own pace. Learning is further strengthened through a customized Learning Management System (LMS) providing access to e-content, recorded lectures, learning resources, discussion forums, assignments, and assessments.

To promote academic engagement and personalized support, weekend counselling sessions are conducted on Saturdays and Sundays at the Jamia Hamdard campus through state-of-the-art classroom infrastructure. These sessions facilitate learner interaction, doubt resolution, peer discussions, and academic guidance. Students are also provided one-to-one mentorship and learner support services to ensure continuous academic assistance throughout the programme. The University's physical and digital academic resources further enrich the learning experience, including access to library facilities, e-library resources, and technology-enabled learning platforms. Continuous assessment mechanisms, assignments, practical learning activities, and semester-end examinations ensure achievement of programme outcomes and holistic learner development across six semesters over a duration of three years.

**Core Subjects:** Accounting, Marketing, Organizational Behaviour, HRM, Business Economics, Business Law.

- **Electives:** Entrepreneurship, Digital Marketing, Supply Chain Management, Financial Services, etc.
- **Skill Enhancement Courses:** Communication Skills, Business Analytics, Leadership & Teamwork.
- **Project Work / Internship:** Mandatory in the final year for industry exposure.

### The Program Structure

The Bachelor of Business Administration (BBA) is divided into three parts as under.  
Each part will consist of two semesters

Year	Semester-Odd	Semester-Even
1 <sup>st</sup>	Semester-I	Semester-II
2 <sup>nd</sup>	Semester-III	Semester-IV
3 <sup>rd</sup>	Semester-V	Semester-VI

### Total Credits at a Glance for 3-year BBA programme

Nature of the Course	Per credit	Total
Discipline Specific Core (DSC)	4	68
General Elective	4	16
Discipline Specific Elective (DSE)	4	20
Skill Enhancement Course (SEC)	4	10
Ability Enhancement Course (AEC)	2	08
Value Added Course (VAC)	2	08
Project based Course	4	04

### Distribution of Credits for 3-year BBA Programme

Semester	Discipline Specific Core (DSC)	Generic Elective (GE)	Discipline Specific Elective (DSE)	Skill enhancement Course (SEC)	Ability Enhancement Course (AEC)	Value Added Course (VAC)	Dissertation/ Seminar/ Research Project	Semester wise Total
I	08	4	4	2	2	2	-	22
II	12	4		2	2	2	-	22
III	12	-	4	2	2	2	-	22
IV	12	-	4	2	2	2	-	22
V	12	4	4	-	-	-	4	24
VI	12	4	4	2	-	-	-	22
Total credits	68	16	20	10	08	08	04	134

### Total Credits at a Glance for 3-year BBA programme

Nature of the Course	Per credit	Total
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<b>Discipline Specific Core (DSC)</b>	<b>4</b>	<b>68</b>
<b>General Elective</b>	<b>4</b>	<b>16</b>
<b>Discipline Specific Elective (DSE)</b>	<b>4</b>	<b>20</b>
<b>Skill Enhancement Course (SEC)</b>	<b>4</b>	<b>10</b>
<b>Ability Enhancement Course (AEC)</b>	<b>2</b>	<b>08</b>
<b>Value Added Course (VAC)</b>	<b>2</b>	<b>08</b>
<b>Project based Course</b>	<b>4</b>	<b>04</b>

Semester-wise Distribution of Courses in BBA 1<sup>st</sup> Year

<b>BBA 1<sup>st</sup> Semester</b>							
<b>Paper Code</b>	<b>Subject</b>	<b>Discipline</b>	<b>Marks Internal</b>	<b>Marks Semester</b>	<b>Total</b>	<b>Hours</b>	<b>Credits</b>
BBA-F-01	Principles of Management	Core	30	70	100	12	4
BBA-F-02	Business Communication	Core	30	70	100	12	4
BBA-F-03	Marketing Management – 1	Core	30	70	100	12	4
BBA-F-04	Business Economics	Core	30	70	100	12	4
	Any one from elective-2	Minor	30	70	100	12	4
	Any one from elective -3	SEC	30	70	100	12	4
<b>Total</b>						<b>72</b>	<b>24</b>

<b>BBA 2<sup>nd</sup> Semester</b>							
<b>Paper Code</b>	<b>Subject</b>	<b>Discipline</b>	<b>Marks Internal</b>	<b>Marks Semester</b>	<b>Total</b>	<b>Hours</b>	<b>Credits</b>
BBA-F-05	Business Statistics	Core	30	70	100	12	4
BBA-F-06	Business Law	Core	30	70	100	12	4
BBA-F-07	Organizational Behaviour	Core	30	70	100	12	4
BBA-F-08	Cost Accounting	Core	30	70	100	12	4
	Any one from elective-2	Minor	30	70	100	12	4
	Any one from elective-3	SEC	30	70	100	12	4
<b>Total</b>						<b>72</b>	<b>24</b>

Semester wise Distribution of Courses in BBA 2<sup>nd</sup> Year

<b>BBA 3<sup>rd</sup> Semester</b>							
<b>Paper Code</b>	<b>Subject</b>	<b>Discipline</b>	<b>Marks Internal</b>	<b>Marks Semester</b>	<b>Total</b>	<b>Hours</b>	<b>Credits</b>
BBA-F-09	Human Resource Management	Core	30	70	100	12	4
BBA-F-10	Business Environment	Core	30	70	100	12	4
BBA-F-11	MIS	Core	30	70	100	12	4
BBA-F-12	Business Ethics and Corporate Governance	Core	30	70	100	12	4
	Any one from elective-1	Generic	30	70	100	12	4
	Any one from elective-2	Minor	30	70	100	12	4
<b>Total</b>						<b>72</b>	<b>24</b>

<b>Semester-4</b>							
<b>Paper Code</b>	<b>Subject</b>	<b>Discipline</b>	<b>Marks Internal</b>	<b>Marks Semester</b>	<b>Total</b>	<b>Hours</b>	<b>Credits</b>
BBA-F-13	Business Research Methods	Core	30	70	100	12	4
BBA-F-14	Financial Management	Core	30	70	100	12	4
BBA-F-15	International Business Environment	Core	30	70	100	12	4
BBA-F-16	Marketing Management - 2	Core	30	70	100	12	4
	Any one from elective-1	Generic	30	70	100	12	4
	Any one from elective-2	Minor	30	70	100	12	4
<b>Total</b>						<b>72</b>	<b>24</b>

**Semester wise Distribution of Courses in BBA 3<sup>rd</sup> Year**

<b>BBA 5<sup>th</sup> Semester</b>							
<b>Paper Code</b>	<b>Subject</b>	<b>Discipline</b>	<b>Marks Internal</b>	<b>Marks Semester</b>	<b>Total</b>	<b>Hours</b>	<b>Credits</b>
BBA-F-17	Quantitative Techniques for Managers	Core	30	70	100	12	4

BBA-F-18	Income Tax	Core	30	70	100	12	4
BBA-F-19	Production and Operations Management	Core	30	70	100	12	4
BBA-F-20	Project Work	Core	40	60	100	-	4
	Any one from elective-1	Generic	30	70	100	12	4
	Any one from elective-3	SEC4	30	70	100	12	4
<b>Total</b>						<b>60</b>	<b>24</b>

### Semester-6 (Option between BBA-F-23 and BBA-S-04)

BBA 6 <sup>th</sup> Semester							
Paper Code	Subject	Discipline	Marks Internal	Marks Semester	Total	Hours	Credits
BBA-F-21	Business Policy and strategy	Core	30	70	100	12	4
BBA-F-22	Project Management	Core	30	70	100	12	4
BBA-F-23	Dissertation (Optional)	Core	30	70	100	12	4
BBA-F-24	Grand Viva	Core	00	100	100	N/A	4
BBA-S-04	Personality Development (Optional)	Core	30	70	100	12	4
	Any one from elective-1	Generic	30	70	100	12	4

### Elective-1 Discipline Specific

#### *Finance*

Paper Code	Subject	Marks Internal	Marks Semester	Total	Hours	Credits
BBA-DF-101	Investment Management	30	70	100	12	4
BBA-DF-102	Corporate Analysis and Valuation	30	70	100	12	4
BBA-DF-103	International Finance	30	70	100	12	4
BBA-DF-104	Wealth Management	30	70	100	12	4
BBA-DF-105	Financial Derivatives	30	70	100	12	4
BBA-DF-106	Insurance and Risk Management	30	70	100	12	4
BBA-DF-107	Financial Markets and Institutions	30	70	100	12	4
BBA-DF-108	Security Analysis & Portfolio Management	30	70	100	12	4
BBA-DF-109	Project Appraisal and Analysis	30	70	100	12	4

## Marketing

Paper Code	Subject	Marks Internal	Marks Semester	Total	Hours	Credits
BBA-DM-101	Advertising Management	30	70	100	12	4
BBA-DM-102	Sales and Distribution Management	30	70	100	12	4
BBA-DM-103	Retail Management	30	70	100	12	4
BBA-DM-104	Rural Management	30	70	100	12	4
BBA-DM-105	International Marketing	30	70	100	12	4
BBA-DM-106	Supply Chain Management	30	70	100	12	4
BBA-DM-107	Services Marketing	30	70	100	12	4
BBA-DM-108	Digital Marketing	30	70	100	12	4
BBA-DM-109	Consumer Behaviour	30	70	100	12	4

## Human Resource Management

Paper Code	Subject	Marks Internal	Marks Semester	Total	Hours	Credits
BBA-DH-101	Performance Management	30	70	100	12	4
BBA-DH-102	Maintenance of Human Resources	30	70	100	12	4
BBA-DH-103	Industrial Relation and Trade Union	30	70	100	12	4
BBA-DH-104	Compensation Management	30	70	100	12	4
BBA-DH-105	Labour Legislations	30	70	100	12	4
BBA-DH-106	Human Resource Development	30	70	100	12	4
BBA-DH-107	Counselling & Negotiation	30	70	100	12	4
BBA-DH-108	Cross Cultural HRM	30	70	100	12	4
BBA-DH-109	Talent & Knowledge Management	30	70	100	12	4

## Services Management

Paper Code	Subject	Marks Internal	Marks Semester	Total	Hours	Credits
BBA-DS-101	Managing Insurance Services	30	70	100	3-1	4
BBA-DS-102	Managing Tourism Services	30	70	100	3-1	4
BBA-DS-103	Managing Banking Services	30	70	100	3-1	4
BBA-DS-104	NGO Management	30	70	100	3-1	4
BBA-DS-105	Managing IT enabled Services	30	70	100	3-1	4

## International Business

Paper Code	Subject	Marks Internal	Marks Semester	Total	Hours	Credits
BBA-DIB-101	International Trade Policy & Strategy	30	70	100	3-1	4
BBA-DIB-102	International Economic Organizations	30	70	100	3-1	4
BBA-DIB-103	International Supply Chain Management	30	70	100	3-1	4
BBA-DIB-104	International Diversity Management	30	70	100	3-1	4
BBA-DIB-105	Foreign Exchange Management	30	70	100	3-1	4

### Elective-2 Generic Course

Paper Code	Subject	Marks Internal	Marks Semester	Total	Hours	Credits
BBA-G-01	Small Business and Entrepreneurship	30	70	100	3-1	4
BBA-G-02	Goods and Services Tax	30	70	100	3-1	4
BBA-G-03	Production & Operations Management	30	70	100	3-1	4
BBA-G-04	Environment Management	30	70	100	3-1	4
BBA-G-05	Indian Economy	30	70	100	3-1	4
BBA-G-06	Legal Environment of Business	30	70	100	3-1	4
BBA-G-07	International Business Management	30	70	100	3-1	4

### Elective-3 Skill Enhancement Course

Paper Code	Subject	Marks Internal	Marks Semester	Total	Hours	Credits
BBA-S-01	Business Mathematics	30	70	100	3-1	4
BBA-S-02	Basics of Computers and Office Management	30	70	100	3-1	4
BBA-S-03	Digital Economy	30	70	100	3-1	4
BBA-S-04	Personality Development	30	70	100	3-1	4
BBA-S-05	Social Media Ethics	30	70	100	3-1	4
BBA-S-06	Communicative English	30	70	100	3-1	4
BBA-S-07	E-Commerce	30	70	100	3-1	4

## 5.2 Detailed Syllabus of Bachelors of Business Administration Programme

# Semester I

## BBA: Semester- I Principles of Management

Course Code: BBAD-01

Credits: 4

### Course Learning Outcomes CLOs:

After completing this Course, the students should be able to:

CLO 1: - After completion of this course students will be able to understand the concept & functions and importance of management and its application.

CLO 2: - It will also make the student understand principles, functions and different management theories.

CLO 3: - Students will be adept with various techniques of controlling and co-ordination management techniques like Quality Circle, TQM, BPR and Six Sigma.

CLO 4: - After completion of this course students will understand concepts like Leadership, Planning, Decision-Making, Organizing, Communication, Selection and Training, Controlling, Motivation and Direction.

CLO 5: - To familiarize the contextual knowledge with the outside world.

The learners will achieve the below listed course learning outcomes through classroom teaching, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Mapping of Course Learning Outcomes (CLOs)with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	1	2	3	1	3	2	3	1	2	1	3
<b>CLO2</b>	3	1	2	3	1	3	2	3	1	2	1	-
<b>CLO3</b>	3	2	2	3	1	3	2	3	1	2	1	2
<b>CLO4</b>	2	2	2	3	2	3	2	3	1	2	1	1
<b>CLO5</b>	2	1	2	1	1	1	2	1	1	2	2	1

### UNIT I: Business Organization

Introduction to business, Forms of organizations, Objectives of business, social responsibilities of business, Business risks, Business systems and environment.

### UNIT II: Finance

Methods of raising finance, Sources of long-term finance.

### UNIT III: Marketing and Advertising

Nature and functions of marketing, Advertising, Channels of Distribution.

#### **UNIT IV: Management**

Nature of management, Development of management thought.

#### **UNIT V: Functions of Management**

Leadership, Planning, Decision-Making, Organizing, Communication, Selection and Training, Controlling, Motivation and Direction.

#### **Suggested Readings:**

1. Basu. Business Organization and Management Tata McGraw Hill, New Delhi.
2. Gupta, C.B. Modern Business Organisation. Mayur Paper Backs, New Delhi.
3. Lele, R.K. and J.P. Mahajan. Business Organisation. Pitamber Publishing, New Delhi.
4. Mishra, N. Modern Business Organisation. Sahitya Bhawan, New Delhi.
5. Prasad, Lallan and S.S. Gulshan. Management Principles and Practices. S. Chand & Co. Ltd., New Delhi.
6. Chhabra, T.N. Principles and Practice of Management. Dhanpat Rai & Co., Delhi.
7. Singh, B.P. and T.N. Chhabra. Business Organisation and Management. Dhanpat Rai & Co., Delhi.
8. Suggested Readings: T Ramaswamy. Principles of Management
9. R.C. Bhatia, Business Organization and Management
10. Jim, Barry, John Chandler, Heather Clark. Organisation and Management. Thomson Learning.
11. Bushkirk R.H. et al Concepts of Business: An Introduction to Business System. Dryden Press, New York.
12. Bowen, H.R. Social Responsibilities of Business. Harper and Row, New York.
13. Allen L.A. Management and Organisation. McGraw Hill, New York.
14. Ansoff, H.J. Corporate Strategy. John Wiley, New York.
15. Burton Gene and Manab Thakur. Management Today Principles and Practice. TataMcGraw Hill, New Delhi.

#### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

#### **Assessment methods and weightages**

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

**BBA: Semester- I**  
**Environmental Management**  
**BBA-D-02**  
Credits: 4

**Course Learning Outcomes (CLOs)**

After completing this Course, the students should be able to:

**CLO:** Explain the fundamental concepts, principles, and importance of environmental management and sustainable development in business and society.

**CLO:** Analyse the environmental impacts of business activities and evaluate environmental challenges at local, national, and global levels.

**CLO 3:** Assess environmental laws, regulations, standards, and policies relevant to organizational operations and sustainability practices.

**CLO 4:** Apply environmental management tools and techniques, such as environmental audits, impact assessments, and waste management practices, to improve organizational performance.

**CLO 5:** Develop sustainable business strategies and environmental management plans that promote resource conservation, corporate social responsibility, and long-term sustainability.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	1	2	3	1	3	2	3	1	2	1	3
<b>CLO2</b>	3	1	2	3	1	3	2	3	1	2	1	-
<b>CLO3</b>	3	2	2	3	1	3	2	3	1	2	1	2
<b>CLO4</b>	2	2	2	3	2	3	2	3	1	2	1	1
<b>CLO5</b>	2	1	2	1	1	1	2	1	1	2	2	1

**Unit-I: Introduction to Environmental Sciences: Natural Resources:**

Environmental Sciences - Significance - Public awareness – Natural Resources- Forest resources - Waterresources - Mineral resources - Food resources - conflicts over resource sharing –

***Unit-II: Ecosystem, Biodiversity and Its Conservation:***

Ecosystem - concept - structure and function - producers, consumers and decomposers - Food chain - Food web - Ecological pyramids - Energy flow - Forest, Grassland, desert and aquatic ecosystem. Biodiversity - Definition - Types - Values and uses of biodiversity - biodiversity at global, national (India) and local levels  
- conservation of biodiversity – In-situ & Ex-situ.

**Unit-III: Environmental Pollution And Management**

Environmental Pollution - Causes - Effects and control measures of Air, Water, Soil, Noise, Thermal, Nuclear pollution and Disaster Management - Floods, Earth quake, Cyclone and Landslides. Role of individuals in prevention of pollution - pollution case studies.

***Unit-IV: Social Issues - Human Population***

Urban issues - Energy - water conservation - Environmental Ethics - Global warming - Resettlement and Rehabilitation issues - Environmental legislations - Environmental protection Act. 1986 - Air, Water, Wildlife and forest conservation Act - Population growth and Explosion - Human rights and Value Education - Environmental Health - HIV/AIDS - Role of IT in Environment - Case studies.

#### ***UNIT-V: FIELD WORK***

Visit to a local area / local polluted site / local simple ecosystem - Report submission and presentation

#### ***References***

1. A Text Book Of Environmental, Agarwal, K.M., Sikdar, P.K., Deb, S.C. (2002) published by Macmillan India Ltd. Kolkata, India.
2. Uberoi, N. K. (2002). Environmental Management. Excel Books.
3. Environment management by Dr. Swapan Deb”, published by Jaico Publishing House.
4. Environmental Management by S K Agrawal”, published by A.P.H. publishing Corporation.

#### ***Readings***

1. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad – 380 013, India
3. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480
4. Cunningham WP, Cooper TH, Gorhani E & Hepworth MT, 2001. Environmental Encyclopedia, Jaico Publishing House, Mumbai, 1196.

**Note: Latest edition of text book may be used**

#### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

#### **Assessment methods and weightages**

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

**BBA SEMESTER -1**  
**Marketing Management-I**  
**Paper BBA-D-03**  
**Credit 4**

**Course Learning Outcomes CLOs**

After completing this Course, the students should be able to:

**CLO 1:** Keeping in mind the ever-changing market, this course is meant to enable the students to understand the various strategies and principles necessary for the business world.

**CLO 2:** This course will help the students in understanding the fundamentals of marketing and the nitty- gritty of its relevance in businesses.

**CLO 3:** Students will be able to demonstrate effective understanding of relevant functional areas of marketing management as well as their application.

**CLO 5:** Students will be able to relate their understanding of the different concepts with the marketing strategies they encounter in their day-to-day life.

Mapping of Course Learning Outcomes (CLOs)with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
CLO1	3	2	3	2	2	2	2	2	2	2	-1	-
CLO2	3	3	2	2	2	2	2	2	2	2	-	-
CLO3	3	2	2	3	3	3	3	2	2	2	-	1-
CLO4	3	3	3	3	3	2	3	2	2	3	-	-
CLO5	3	3	3	3	3	3	3	2	2	2	-	-2

**Unit I**

**Marketing:** nature and scope of marketing; marketing concepts- traditional and modern; selling and marketing; marketing mix; marketing environment; service marketing- characteristics of service.

**Unit II**

**Consumer behavior** and market segmentation: nature, scope and significance of consumer behavior; market segmentation- concept and importance; bases for market segmentation.

**Unit III**

**Product:** concept of product; consumer and industrial goods; product planning and development; packaging- role and functions;

**Unit-IV**

**Branding:** brand name and trade mark; product life cycle; after sales service.

**Unit-V**

**Price:** importance of price in marketing mix; factors affecting price; discounts and rebates; pricing strategies.

### **Suggested Readings:**

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, Marketing Management: A South Asian Perspective, Pearson Education
2. Cundiff E.W. and Still, R.R., Basic Marketing Concepts, Decisions and Strategy; Prentice Hal of India, New Delhi.
3. Stanton W.J., Etzel Michael J and Walter Bruce J; Fundamentals of Marketing; McGraw Hill, New York.
4. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. Marketing: Concepts and Cases. (Special Indian Edition). McGraw Hill Education
5. Rorsiter Johan R, Percy Larry: Advertising and Promotion Management; McGraw Hill, New York
6. Aaker, David and Myers Johan G, et. al, Advertising Management; Prentice Hall of India; New Delhi

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

### **Assessment methods and weightages**

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## **BBA SEMESTER-1 BUSINESS ECONOMICS Paper Code BBA-D-04 Credit 4**

### **Course Learning Outcomes CLOs**

After completing this Course, the students should be able to:

**CLO 1** Apply the micro economic concepts and techniques in evaluating business decisions taken by firms

**CLO 2** Understand the concept of demand analysis and forecasting

**CLO 3** Comprehend the concepts of cost, nature of production and its relationship to business operations.

**CLO 4** Understand the four basic market models of perfect competition, monopoly, monopolistic and oligopoly competition.

**CLO 5** Integrate the concept of price and output decisions of firms under various market structures

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12
<b>CLO1</b>	3	2	3	2	-	-	2	2	-	-	2	-
<b>CLO2</b>	1	3	1	3	-	-	3	3	-	-	1	1-
<b>CLO3</b>	3	2	2	3	2	-	1	2	-	-	-	-
<b>CLO4</b>	3	2	2	3	2	1	-	2	-	2	-	-
<b>CLO5</b>	3	3	2	2	2	-	-	-	-	-	-	-1

**UNIT-I**

**Meaning and scope of Managerial Economics** - Relationship between managerial economics and other subjects - Role and Responsibilities of Managerial Economists.

**UNIT-II**

**Demand Analysis and Forecasting:** Types of demand - Determinants of demand - Demand function - Elasticity's of demand - Its importance - Demand forecasting Techniques.

**UNIT-III**

**Production Analysis:** Production function - Law of diminishing return - Isoquants - Marginal rate of Substitutions - Elasticity of substitution - Laws of returns to scale - Economies and diseconomies of scale

**UNIT-IV**

**Cost Analysis:** Cost concepts - short run cost - output relations - Long run cost - output relations - Cost control and cost reduction - Break - Even Analysis.

**UNIT-V**

**Market Structure and Pricing:** Features, Price and output decisions under perfect competition, Monopoly, Monopolistic Competition, Oligopoly - Pricing methods.

Suggested Readings:

1. AHUJA .H.L. –Business Economics: Recommended by UGC in its Model Curriculum, S.Chand & Co, New Delhi. S. Chand & Company Ltd, 2013, Revised edition.
2. Ferguson, Charles E.(1972), Microeconomic theory"Cambridge University press.
3. R.R.Barthwal, Microeconomic Analysis (3<sup>rd</sup>ed), Wiley Eastern Ltd.
4. W.J.Baumol, Economic Theory and Operational Analysis, Prentice Hall.
5. A.Koutsyanni's, Modern Microeconomics, Macmillan.
6. M.L.Trivedi, Managerial Economics – Theory and Applications, Tata McGraw Hill
7. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L. Microeconomics, Pearson Education.
8. Gould, J.P., and Lazear, E.P. Microeconomic Theory, All India Traveller Bookseller, New Delhi.
9. Salvatore, D. Schaum's. Outline of Theory and Problems of Microeconomic Theory, McGraw-Hill International Edition.

10. Pindyck, Rubinfeld and Mehta. (2009). Microeconomics. (7th ed). Pearson.

*Note: Latest edition of textbooks may be used.*

### Teaching-Learning Strategies

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## BBA SEMESTER-1 Indian Economy BBA-E-05 Credit 4

### Course Learning Outcomes (CLOs)

After completing this Course, the students should be able to:

**CLO 1:** Explain the structure, characteristics, and development of the Indian economy, including its major sectors and economic indicators.

**CLO 2:** Analyze the impact of economic policies, reforms, and government initiatives on economic growth, employment, and development in India.

**CLO 3:** Evaluate contemporary economic issues such as inflation, poverty, unemployment, income inequality, and sustainable development in the Indian context.

**CLO 4:** Assess the role of agriculture, industry, services, foreign trade, and financial systems in shaping India's economic performance.

**CLO 5:** Develop informed recommendations on economic and business issues by interpreting economic data, policy measures, and emerging trends in the Indian economy

### Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
<b>CLO1</b>	3	1	1	1	1	1	1	-	-	-	-	1
<b>CLO2</b>	3	2	1	1	2	2	2	1	-	-	1	-
<b>CLO3</b>	2	1	3	2	2	2	3	3	-	2	1	-
<b>CLO4</b>	1	1	-	1	2	2	-	1	-	1	-	1
<b>CLO5</b>	1	1	1	1	1	1	1	1	1	1	1	1

### UNIT I

Economic Growth, Development and Underdevelopment Economic Growth, Development and Underdevelopment, Economic and Human Development, The environment and development.

### ***UNIT II***

Structure of Indian Economy; Colonialism and underdevelopment of the Indian Economy, Nature of the Indian Economy, Natural resources, Infrastructure, Human Resource Development.

### ***UNIT III***

Basic Issues in Agriculture; Indian Agriculture: Role, nature and cropping pattern, Issues in Indian Agricultural Policy and Rural development, Agricultural production and productivity trends, Land reforms.

### ***UNIT IV***

The Industrial Sector and Services In Indian Economy; Industrial development during the planning period, Some major Industries of India, Industrial Policy, Labour relations, social security and exit policy, Services sector in Indian economy.

### ***UNIT V***

Economic Planning and Policy; Economic planning-Rationale, features and objectives, Economic reforms and liberalization.

### ***References:***

1. Todaro, Michael P. and Stephen C. Smith. Economic Development. Eighth edition.
2. Bettelheim. Charles India Independent.
3. Bhagwati, J. and Desai, P. India: Planning for industrialization, OUP,
4. Patnaik, Prabhat. Some Indian Debates on Planning. T. J. Byres (ed.). The Indian Economy: Major Debates since Independence, OUP.
5. Dandekar, V. M. Forty Years After Independence in Bimal Jalan. (ed.). The Indian Economy: Problems and Prospects, Viking, New Delhi.
6. Ahluwalia, Montek S. State-level Performance under Economic Reforms in India in A. O. Krueger. (ed.). Economic Policy Reforms and the Indian Economy, The University of Chicago Press.
7. Nagaraj, R. Indian Economy since 1980: Vitrious Growth or Polarisation? Economic and Political Weekly. pp. 2831-39.
8. Ray, S. K. Land Systems and its Reforms In India. Sections II & III, Indian Journal of Agricultural Economics. Vol. 51. Nos. 1 & 2.
9. Visaria, Pravin. Demographic Aspects of Development: The Indian Experience. Indian Journal of Social Sciences. Vol. 6. No. 3.
10. Deepashree, "Indian Economics, Performance and Policies", ANE Books Pvt. Ltd. New Delhi

**Note: Latest edition of text book may be used.**

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from

students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examination

**BBA SEMESTER-1**  
**Business Mathematics**  
**Paper Code: BBA-P-01**  
**Credit 4**

***Course Learning Outcomes (CLOs)***

After completing this Course, the students should be able to:

**CLO 1:** Explain and apply fundamental mathematical concepts, including algebra, matrices, functions, and equations, to solve business-related problems.

**CLO 2:** Use mathematical techniques to analyze business situations involving profit, cost, revenue, interest, discounts, and financial decision-making.

**CLO 3:** Apply differential and integral calculus to solve optimization and business applications such as marginal analysis and rate of change problems.

**CLO 4:** Utilize matrix algebra and quantitative methods to model and solve managerial and economic problems.

**CLO 5:** Interpret mathematical results and formulate data-driven recommendations for effective business planning and decision-making.

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	3	2	3	3	3	3	2	2	3	3	3
<b>CLO2</b>	3	2	3	3	3	3	3	2	2	3	3	3
<b>CLO3</b>	2	2	2	2	2	2	2	2	2	1	3	3
<b>CLO4</b>	3	2	2	1	1	3	2	2	3	2	3	2
<b>CLO5</b>	3	3	2	2	2	2	2	2	3	2	3	3

***Unit I***

Matrix: Introduction, Square Matrix, Row Matrix, Column Matrix, Diagonal Matrix,

Identity Matrix, Addition, Subtraction & Multiplication of Matrix, Use of Matrix in Business Mathematical Induction.

***Unit II***

Inverse of Matrix, Rank of Matrix, Solution to a system of equation by the adjoint matrix methods & Gaussian Elimination Method.

***Unit III***

Percentage, Ratio and Proportion, Average, Mathematical Series-Arithmetic, Geometric & Harmonic, Simple Interest & Compound Interest.

***Unit IV***

Set theory- Notation of Sets, Singleton Set, Finite Set, Infinite Set, Equal Set Null Set, Subset, Proper Subset, Universal Set, Union of Sets, Inter-section of Sets, Use of set theory in business, Permutation & Combination.

***Unit V***

Concept of Differentiation and Integration, Maxima and Minima in Differentiation, Application of Differentiation & Integration in Business (No proof of theorems.Etc)

***Suggested Books:***

- 1.Mehta&Madnani, Mathematics for Economics
- 2.Mongia, Mathematics for Economics
- 3.Zamiruddin, Business Mathematics
- 4.Raghavachari, Mathematics for Management

**Note: Latest edition of text book may be used.**

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examination

**SEMESTER II**

**BBA SEMESTER-II**

**Business Statistics**

**Paper Code: BBA -D-05**

**Credit 4**

Course Learning Outcomes CLOs

After completing this Course, the students should be able to:

CLO 1 Learn to calculate the measures of central tendency and measures of dispersion

and their application in business

CLO 2 To examine the association and causal relationship among variables

CLO 3 Describe the concept of operation research and linear programming

CLO 4 To understand the application of probability distributions to various business problems.

CLO 5 To apply the Z –test and t-test for mean comparison and perform hypothesis testing

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	3	2	3	3	3	3	2	2	3	3	3
<b>CLO2</b>	3	2	3	3	3	3	3	2	2	3	3	3
<b>CLO3</b>	2	2	2	2	2	2	2	2	2	1	3	3
<b>CLO4</b>	3	2	2	1	1	3	2	2	3	2	3	2
<b>CLO5</b>	3	3	2	2	2	2	2	2	3	2	3	3

### **UNIT – I: Statistical Data and Descriptive Statistics**

Measures of Central Tendency Mean, median and mode, Measures of Variation: absolute and relative. Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance

### **UNIT - II: Simple Correlation, Regression Analysis and Time Series Analysis**

Correlation Analysis. Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson’s coefficient of correlation; calculation and properties (proofs not required). Correlation and Probable error; Rank Correlation, Regression Analysis. Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients; Standard Error of Estimate, Introduction to Time Series Analysis.

**UNIT – III: Linear Programming Problem** Introduction to OR, Linear Programming - Graphical and Algebraic Solution (maximization and minimization).

### **UNIT – IV: Probability and Probability Distributions**

Introduction to Probability, Normal Probability Distribution, Standardized Normal Distribution

### **UNIT - V: Theory of Estimation and Hypothesis Testing**

Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean.

Suggested Readings:

1. R.P. Hooda, Statistics for business and Economics.
2. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
3. Richard Levin & David Rubin: Statistics for management, Prentice Hall.

4. Tondan, Ravi: Business Statistics.
5. Ken Black, Business Statistics.

### Teaching-Learning Strategies

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

## BBA SEMESTER -II

### Business Law

Course Code: BBA-D-202  
Credits: 4

### Course Learning Outcomes CLOs

After completing this Course, the students should be able to:

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

**CLO 1** Understand the legal environment of business and get a basic and broad understanding of business laws.

**CLO 2** Learn about the discharge and remedies for breach of legal contracts.

**CLO 3** Acquire knowledge of sale of goods act which governs the contract relating to sale of goods.

**CLO 4** Have a basic understanding of Memorandum of Association (MoA) and Article of Association (AoA) which define a company's scope of work, objectives, rules and internal management.

**CLO 5** Learn the basics of Annual General Meetings and Statutory meetings and legal process of resolution.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	3	3	3	2	2	2	2	1	2	1	1
<b>CLO2</b>	3	3	3	3	3	1	3	2	2	2	1	1
<b>CLO3</b>	3	3	3	3	2	1	3	1	2	2	1	1
<b>CLO4</b>	3	3	2	3	2	2	3	2	2	2	1	1
<b>CLO5</b>	3	3	2	3	2	2	3	2	2	2	1	1

### UNIT – I

Indian Contract Act - Formation - Terms of contract - Forms of contract - Offer and Acceptance Considerations. Capacity - Flaw in consent, Void agreements

### UNIT - II

Contracts: Performance - Tender - Quasi contract - Discharge - Remedies for breach of contract. Contract of Agency - Types, creation, duties, rights of principal and agent - Termination of agency.

### **UNIT - III**

Sale of Goods Act - Sale and agreement to sell - Formation - Caveat emptor - Implied conditions and warranty. Definition of Joint Stock Company - Kinds

### **UNIT - IV**

Memorandum of Association - Contents - Doctrine of Ultra Vires - Articles of Association – Contents - Distinction between the Two - Doctrine of Indoor Management - Prospectus - Contents

### **UNIT – V**

Meetings and Resolutions - Statutory Meeting - Annual General Meeting - Extra - Ordinary General Meeting - Resolutions - Ordinary & Special. Winding up of a company-Types

Suggested Readings:

1. N.D. Kapoor, Business Laws, Sultan Chand and Sons, New Delhi 2004
2. MC Kuchhal, Modern Indian Company Law, Shri Mahaveer Book Depot (Publishers), Delhi.
3. Chadha, P.R, Business Law, Galgotia Publishing Company, New Delhi
4. Maheshwari& Maheshwari, Business Law, National Publishing House, New Delhi.
5. M.R. Sreenivasan, Business Laws, Margam Publications.
6. M.V. Dhandapani, Business Laws, Sultan Chand and Sons.
7. S. Badre Alam and P. Saravanel, Mercantile Law

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

### **Assessment methods and weightages**

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

## **BBA SEMESTER -II**

### **Organizational Behavior Course Code BBA-D-06 Credit 4**

Course Learning Outcomes CLOs

After completing this Course, the students should be able to:

**CLO 1** Analyze the organizational behaviour concepts, and correlate organizational behaviour concepts with individual and group behaviour.

**CLO 2** Evaluate personality types, perception and learning process on human behaviour. In addition to this, Analysis and implications of values and attitude in the corporate world.

**CLO 3** Recognize the importance of group and group formation stages in the organisation. Implications of various decision-making approaches in the organisation.

**CLO 4** Evaluation and analysis of how the study of organizational behaviour can aid in improving the various management processes and practices such as controlling etc.

**CLO 5** Identify the critical issues organizational culture and organizational climate and factors influencing organizational culture.

Mapping of Course Learning Outcomes (CLOs)with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	3	2	3	3	3	3	2	2	3	3	3
<b>CLO2</b>	3	2	3	3	3	3	3	2	2	3	3	3
<b>CLO3</b>	2	2	2	2	2	2	2	2	2	1	3	3
<b>CLO4</b>	3	2	2	1	1	3	2	2	3	2	3	2
<b>CLO5</b>	3	3	2	2	2	2	2	2	3	2	3	3

#### UNIT I

**Organizational behavior:** Meaning, importance, historical development of organizational behavior. Nature and models of Organization Behavior. Concept of Individual Behavior, Determinants of Individual behavior.

#### UNIT II

**Personality** - Concept, Nature, determinants of personality, stages of personality development. Various theories of personality, Learning and Behavior modification.

Perception – Nature and meaning of Perception, perceptual errors, Values and different types of values. Attitude – concept and different forms of attitude.

#### UNIT III

**Nature of group dynamics,** reasons for the formation of groups, characteristics of groups, theories of group formation, Importance of groups to the organization, Problems created by small groups, Team building, group decision making.

#### UNIT IV

**Importance to organizations,** Process of controlling, some important management tools as means of controlling, Management of change: meaning, importance, resistance to change, factors contributing to organizational change, introducing change in large organizations, change agents.

#### UNIT-V

**Organizational culture and effectiveness;** concept, distinction between organizational

culture and organizational climate, factors influencing organizational culture. Organizational effectiveness indicators, achieving organizational effectiveness.

### **Suggested Readings:**

1. Rao, VSP and Narayana, P.S. → Organization Theory & Behavior → Konark Publishers Pvt. Ltd., Delhi, 1987.
2. Prasad, L.M → Organizational Theory & Behavior → Sultan Chand & Sons, New Delhi, 1988.
3. Sekaran, Uma → Organizational Behavior → text & cases → Tata McGraw Hill Pub Ltd., New Delhi, 1989.
4. Robbins, P.Stephen → Organizational Behavior → concepts, controversies & Applications → Prentice Hall of India Ltd., New Delhi, 1988.
5. Chhabra T.N. &Taneja P.L. Organizational Behaviour, Dhanpat Rai and Company (P) Ltd., Delhi, India,2003

*Note: Latest edition of textbooks may be used.*

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## **BBA SEMESTER II**

### **Cost Accounting**

**Course Code: BBA-D- 06**

**Credits: 4**

### **Course Learning Outcome (CLOs)**

Upon successful completion, students will have the knowledge and skills to:

**CLO 1** Understand the important concepts and principles related to cost accounting and a basic distinction of cost accounting with other branches of accounting.

**CLO 2** Develop an understanding of the various elements of cost in order to control and reduce costs.

**CLO 3** Learn the need of various costing including job costing, activity costing and process costing to help businesses keep track of all the costs they have to pay to produce a product or deliver a service.

**CLO 4** Demonstrate mastery over budgetary control system and performance measurement systems;

**CLO 5** Understand the importance of break-even analysis which is key to analyzing the profit structure of an enterprise

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	3	3	3	2	1	-	2	1	2	1	<b>1</b>
<b>CLO2</b>	3	3	3	3	3	1	3	2	2	2	1	<b>1</b>
<b>CLO3</b>	3	3	3	3	2	1	2	1	2	2	1	<b>1</b>
<b>CLO4</b>	3	3	3	3	2	2	2	2	2	2	1	<b>1</b>
<b>CLO5</b>	3	3	3	3	3	2	2	2	1	2	1	<b>1</b>

**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

**UNIT II: Elements of cost**

Classification of cost & Types of Costs, Preparation of Cost Sheet; Material, Labour and overhead cost,

**UNIT III: Methods of Costing**

Job Costing – Meaning, Features, Advantages and Limitation, Contract Costing – Basic Concepts, Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains, Operating Costing – Meaning, Features & Objectives Techniques of Costing

**UNIT IV: Budget and Budgetary Control-**

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

**UNIT V. Cost Accounting Techniques**

Marginal Costing; Meaning of Marginal Cost and Marginal Costing; Absorption Costing vs. Marginal Costing; Break-even analysis; Margin of safety and Application of Marginal Costing for decision making

**Suggested Reading**

1. Advanced cost Accounting by Saxena and Vasistha.
2. Jain S.P., Narang K.L., AggrawalSimmi, Cost Accounting Principles and Practice, Paperback, 2016
3. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)
4. Shukla, M.C., T.S. Grewal and M.P. Gupta. Cost Accounting: Text and Problems. S. Chand & Co. Ltd., New Delhi
5. Arora, M.N. Cost Accounting – Principles and Practice. Vikas Publishing House, New Delhi.
6. Nigam, B.M. Lall and I.C. Jain. Cost Accounting: Principles and Practice. Prentice Hall of India, New Delhi
7. Cost Accounting by Ratnam.

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling

Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

**Assessment methods and weightages**

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

**BBA SEMESTER II**  
**Social Media Ethics**  
**Course Code BBA-P-05**  
**Credit 4**

**Course Learning Outcome (CLOs)**

After completing this Course, the students should be able to:

**CLO 1:** Understand the ethical principles, legal issues, and societal responsibilities associated with the use of social media in personal, professional, and organizational contexts.

**CLO 2:** Identify and analyze ethical challenges related to privacy, data security, cyberbullying, misinformation, intellectual property, and digital rights on social media platforms.

**CLO 3:** Evaluate the impact of social media practices on individuals, organizations, and society from ethical, legal, and cultural perspectives.

**CLO 4:** Apply ethical decision-making models and professional standards to resolve social media-related ethical dilemmas in business environments.

**CLO 5:** Develop ethical social media policies, strategies, and communication practices that promote responsible digital citizenship, transparency, and accountability.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
CLO1	1	1	2	2	1	3	2	1	1	1	2	1

<b>CLO2</b>	1	1	1	1	1	3	1	1	1	2	2	1
<b>CLO3</b>	1	2	1	1	1	3	1	2	1	3	1	1
<b>CLO4</b>	1	2	1	1	2	3	1	1	2	3	1	1
<b>CLO5</b>	1	2	2	1	1	3	1	1	1	3	2	1

***Unit I Social Media Concepts***

Social media sites and monetization; 4 Zones of social media introduced; 5<sup>th</sup> P of marketing (participation); Careers in social media marketing

**Unit II Strategic social media marketing**

(Overview; planning process introduced; Campaigns (tactics and results), Steps in social media marketingplanning.

***Unit III Zones of social media***

**Social Community:** Participation in social networks, Diffusion of digital innovation, Roger’s diffusion theory of innovation, Characteristics of social media sites, Audience engagement, Brand Fans, Marketing applications of social publishing zone. **Social Publishing:** Types of content, Channels of content distribution, Social media publishing strategies, Search Engine optimization, social media optimization, **SocialEntertainment:** Social Entertainment as play, elements of social gaming. **Social Commerce:** Social Commerce and customer decision making process, Social commerce tools for decision stages, Best practicesto leverage social ratings. Benefits of Social Commerce.

***Unit IV Social media measurement and metric***

Quantifying success; Data mining and social media; Role of social media in marketing research

**Unit V social media and privacy/ethics**

Introduction to Social Media Ethics, Defamation on Social media platforms, Cyberbullying, forms ofCyberbullying, Cyberstalking

***Recommended Books:***

1. Tuten, T. & Solomon, M. (2013). *Social Media Marketing*. Boston, MA: Pearson.
2. Van Dijck, J. (2013). *The Culture of Connectivity*. New York, NY: Oxford University Press.

**Note: Latest edition of text book may be used.**

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

### Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## BBA SEMESTER-II

### Consumer Behavior Course Code: BBA-E-04 Credit 4

#### Course Learning Outcome (CLOs)

After completing this Course, the students should be able to:

**CLO 1:** Explain the concepts, theories, and factors influencing consumer behavior in individual and organizational buying decisions.

**CLO 2:** Analyze the psychological, social, cultural, and personal determinants that affect consumer decision-making processes.

**CLO 3:** Evaluate consumer needs, preferences, motivations, and purchasing patterns using consumer behavior models and market research data.

**CLO 4:** Apply consumer behavior insights to develop effective market segmentation, targeting, positioning, and marketing strategies.

**CLO 5:** Design marketing recommendations and customer engagement strategies based on consumer analysis, ethical considerations, and changing market trends.

#### Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	3	3	3	2	1	-	2	1	2	1	<b>1</b>
<b>CLO2</b>	3	3	3	3	3	1	3	2	2	2	1	<b>1</b>
<b>CLO3</b>	3	3	3	3	2	1	2	1	2	2	1	<b>1</b>
<b>CLO4</b>	3	3	3	3	2	2	2	2	2	2	1	<b>1</b>

<b>CLO5</b>	3	3	3	3	3	2	2	2	1	2	1	<b>1</b>
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***Unit I***

Meaning, relevance and importance of consumer behavior, Relationship between consumer behaviour and marketing strategy, Market segmentation, Profiling consumers, Notion of psychographics and life-style.

***Unit – II***

Consumer involvement and decision-making; Consumer decision-making process; Information search process; Evaluative criteria and decision rules. Personality Meaning and nature of personality, Theories of personality: Freudian Theory, Carl Jung Personality Types, Neo- Freudian Personality Theory, and Trait Theory.

***Unit III***

Consumer as an individual; Motivation for purchase; Needs and goals; Rational and emotional motives; Concept of consumer frustration; Maslow’s theory applied to consumer behavior.

***Unit – IV***

What is learning? How consumers learn, Elements of learning, Classical conditioning theory of learning, Reference group influence, Opinion leadership.

***Unit V***

Role of culture in consumer buying behavior, Profile of Indian consumers, Behavioural patterns of Indian consumers, Problems faced by Indian consumers, Consumer protection in India.

***Suggested Readings:***

1. Leon G. Schiffman and Leslie Lazar Kanuk; Consumer Behaviour, Pearson Education.
2. S Sumathi and P Saravanel; Marketing Research and Consumer Behaviour, Vikas Publishing House Pvt. Ltd.
3. Satish K Batra and Kazmi S H H: Consumer Behaviour, Text and Cases; Excel Books, New Delhi.
4. M S Raju and Dominique Xardel: Consumer Behaviour, Concepts and Applications, Vikas Publishing House Pvt. Ltd.
5. Loudon and Della Bitta: Consumer Behaviour, Concepts and Applications; Tata Mc-GrawHill.

**Note: Latest edition of text book may be used.**

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

### Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

## SEMESTER III

### BBA SEMESTER -III Human Resource Management Paper Code BBA-D-09 Credit 4

#### Course Learning Outcome (CLOs)

(After the completion of the course, the students will be able to)

**CLO 1** Explain the importance of human resources and identify the best corporate policies and strategies along with the different strategic and operational control strategies.

**CLO 2** It provides a basic understanding of human capital requirement and its planning. It also highlights the different tools used in forecasting and planning of human resources.

**CLO 3** State the significance of competitive compensation, employee benefits to both employers and employees.

**CLO 4** It also appraises a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labor market.

**CLO 5** Identify the critical issues in the implementation of disciplines, grievances and trade union.

#### Mapping of Course Learning Outcomes (CLOs)with Program Learning Outcomes (PLOs) and Program Specific Outcomes (PSOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	3	3	3	2	1	-	2	1	2	1	<b>1</b>
<b>CLO2</b>	3	3	3	3	3	1	3	2	2	2	1	<b>1</b>
<b>CLO3</b>	3	3	3	3	2	1	2	1	2	2	1	<b>1</b>
<b>CLO4</b>	3	3	3	3	2	2	2	2	2	2	1	<b>1</b>
<b>CLO5</b>	3	3	3	3	3	2	2	2	1	2	1	<b>1</b>

## **UNIT I**

### **Introduction to HRM & HRD:**

Concept of HRM, Objectives, Process, HRM vs. Personnel Management, HRM vs. HRD, Objectives of HRD, focus of HRD System, Structure of HRD System, role of HRD manpower.

## **UNIT II**

### **Human Resource Policies & Strategies**

Introduction, role of HR in strategic management, HR policies & Procedures, HR Programme, developing HR policies and strategies, Strategic control, Types of Strategic control, Operational Control System, Functional and grand strategies, Strategy factors.

## **UNIT III**

### **Manpower planning:**

Human Resource Procurement & Mobility, Productivity & improvement job analysis & Job design, work measurement, ergonomics' Human Resource planning-objectives, activities, manpower requirement process Recruitment & Selection, Career planning & development, training methods, basic concept of performance appraisal. Promotion & Transfer.

## **UNIT IV**

### **Compensation:**

Employee Compensation, Wage policy, Wage determination, and Wage board, factors affecting wages & Salary, systems of payments, Job evaluation, components of wage/salary-DA, incentives, bonus, fringe benefits etc., Minimum Wages Act 1948, Workmen Compensation Act 1923, Payment of bonus Act 1965.

## **UNIT V**

### **Employee relations:**

Discipline & Grievance handling types of trade unions, problems of trade unions

### **Suggested Readings:**

1. Mondy, A. W. and Noe, R. M., Human Resource Management, Pearson Education.
2. Decenzo, D.A. and Robbins, S. P., Fundamentals of Human Resource Management, Wiley, India.
3. TN Chhabra, Human Resource Management, Dhanpat Rai & Co., Delhi
4. Dessler, G. and Varkkey, B., Human Resource Management, Pearson Education, Delhi.
5. Dipak Kumar Bhattacharya, Human Resource Management, Excel Books, 2009, 2<sup>nd</sup>ed
6. Arun Monappa, Managing Human Resource,
7. Essential of HRM and Industrial Relations-P. Subba Rao
8. C.B. Memoria, Personnel Management

*Note: Latest edition of textbooks may be used.*

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## **BBA SEMESTER-III**

### **Business Environment Course Code: BBA-D-10 Credit 4**

#### **Course learning outcomes (CLOs)**

After completing this Course, the students should be able to:

**CLO 1:** Understand the concept of business environment and its scope and nature.

**CLO 2:** Analyze various forms of business environments and its impact on corporate world.

**CLO 3:** Role of socio-cultural and technological changes in business environment. Corporate Governance

**CLO 4:** Michel porter's five force model and its application to form competitive strategies.

**CLO 5:** Exploring various International Institution which are fostering international trade among countries throughout the world.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs) and Program Specific Outcomes (PSOs)

	<b>PLO 1</b>	<b>PLO 2</b>	<b>PLO 3</b>	<b>PLO 4</b>	<b>PLO 5</b>	<b>PLO 6</b>	<b>PLO 7</b>	<b>PLO 8</b>	<b>PLO 9</b>	<b>PLO 10</b>	<b>PLO 11</b>	<b>PLO 12</b>
<b>CLO1</b>	3	3	3	3	2	1	-	2	1	2	1	<b>1</b>
<b>CLO2</b>	3	3	3	3	3	1	3	2	2	2	1	<b>1</b>
<b>CLO3</b>	3	3	3	3	2	1	2	1	2	2	1	<b>1</b>
<b>CLO4</b>	3	3	3	3	2	2	2	2	2	2	1	<b>1</b>
<b>CLO5</b>	3	3	3	3	3	2	2	2	1	2	1	<b>1</b>

#### **UNIT I Introduction to Business Environment**

Business – Meaning, Definition, Nature & Scope, Types of Business Organizations.

Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment.

Micro and Macro Environment – Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.

Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal)

#### **UNIT II Political, Economic and Legal environment**

Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, public sector and Joint sector. Sunrise sectors of India Economy. Challenges of Indian economy.

### **UNIT III Social and Cultural Environment**

Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business.

### **UNIT IV Technological environment**

Features, impact of technology on Business Competitive Environment – Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies

### **UNIT V International Environment**

GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India. FDI – Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,

#### **Suggested Readings:**

1. Cherunilam Francis: Business Environment: Himalaya Publishing House
2. Sherlekar S A, Modern Business Organisation and Management System Approach
3. Justin Paul: Business Environment-Text and Cases, McGrawHill.
4. Sengupta: Government and Business, Vikas Publishing House, New Delhi.
5. Misra&Puri: Economic Environment of Business, Himalaya Publishing House
6. Morrison J, The International Business Environment, Palgrave
7. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
8. MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
9. Business Environment Raj Aggarwal Excel Books, Delhi
10. Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi
11. Business and society – Lokanathan and Lakshmi Rajan, Emerald Publishers.
12. Economic Environment of Business – M. Adhikary, Sultan Chand & Sons

#### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

#### **Assessment methods and weightages**

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

**BBA SEMESTER -III**  
**Management Information System**  
**Course Code: BBA-D-11**  
**Credit 4**

#### **COURSE LEARNING OUTCOMES (CLOs)**

After completing this Course, the students should be able to:

**CLO 1** Evaluate the major role played by information systems in today’s changing business environment, where we are using IT-enabled services (ITES)

**CLO 2** Identify the major management challenges and their resolution by application of Information system & technology

**CLO 3** Define an information system from both a technical and a business perspective since they are going to lead digital business and managing a digital economy.

**CLO 4** Able to identify the role of Information in decision making process which is the backbone of any organization.

**CLO 5** Understand the concept of Business Process Re-engineering (BPR) and their relationship with technology.

Mapping of Course Learning Outcomes (CLOs)with Program Learning Outcomes (PLOs) and Program Specific Outcomes (PSOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	2	2	1	2	1	3	2	3	3	3	3
<b>CLO2</b>	3	2	1	1	2	2	2	1	2	3	3	2
<b>CLO3</b>	2	1	3	2	2	2	3	3	3	2	2	3
<b>CLO4</b>	1	1	1	1	2	2	3	1	3	3	3	3
<b>CLO5</b>	3	3	2	3	2	2	3	2	3	2	3	3

**UNIT I Introduction to MIS:** Concept, Definition, Role of MIS, Impact of MIS, MIS and user, Management effectiveness and MIS. Strategic Management of Business: Types of strategies, MIS and Strategic Business Planning Communication Networks-Concept, Network Topologies, LAN, WAN, TCP/IP

**UNIT II MIS and Decision Making**

Concepts, Process, MIS and Security challenges, MIS and Information and Knowledge, Database Management Systems: Introduction, Hierarchical Database Model, Network Database Model, Relational Database Model

**UNIT III Business Process Re-Engineering**

Concept, MIS and BPR, Decision Support Systems (DSS) - Concept, Application, Knowledge Management Systems, MIS and Benefits of DSS.

**UNIT IV Enterprise Management Systems**

Concept, Enterprise Resource Planning System, EMS and MIS, E- Business Enterprise – E-Business, E-Commerce, E-Communication, E-Collaboration

**UNIT V Applications of MIS in Manufacturing Sector**

Personnel Management, Financial Management, Production Management, Marketing Management, MIS applications in Service Industry, Management Ethics and Governance

Suggested Reading:

1. Waman S Jawadekar, MIS. McGraw Hill Publications.
2. Kenneth C Laudon and Jane P Laudon, “Management Information Systems-

- Managing the Digital Firm”, Pearson Education, 2/e, 2009.
3. CSV Murthy, “Management Information Systems- Text & Applications”, Himalaya Publishing House, 3/e, 2011
  4. Gordon B. Davis, Magrethe H.Olson, “Management Information Systems, Conceptual Foundations Development”, Tata McGraw Hill, 2008.
  5. Satyasekhar. GV,” Management Information Systems”, Excel Books, 2007.

### Teaching-Learning Strategies

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

### Assessment methods and weightages

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

## BBA SEMESTER -III

### Business Ethics and Corporate Governance

Course Code: BBA-D-12

Credit 4

### COURSE LEARNING OUTCOMES (CLOs)

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

**CLO 1** To develop understanding of basics of ethics, values and Morals

**CLO 2** To provide an insight into the evolution of different ethical theories & its impact on business  
**CLO 3** To be aware of the financial complications in business and human resource issues

**CLO 4** To provide an overview of origin and development of corporate governance in India

**CLO 5** To elaborate on the role of different authorities in corporate governance

### Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	O 1	O 2	O 3	O 4	O 5	O 6	O 7	O 8	O 9	O 10	O 11	O 12
<b>CLO1</b>	3	2	3	3	2	3	2	3	2	3	3	3
<b>CLO2</b>	2	2	3	3	3	3	3	3	2	3	3	3
<b>CLO3</b>	3	2	3	3	2	2	3	3	2	3	3	3
<b>CLO4</b>	2	3	3	3	2	1	3	3	2	3	3	3
<b>CLO5</b>	2	3	3	3	3	2	2	3	2	3	3	3

### UNIT-1 Introduction:

What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg’s 6 stages of Moral Development), Ethics and Business, Myth of a moral business

### UNIT-2 Decision making (Normal Dilemmas and Problems):

Application of Ethical theories in Business: Utilitarianism. Economic Justice: Distributive

Justice, Ethical Issues in Functional Areas of Business. Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising).

**UNIT-3 Finance:**

Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute. HR: Workers Right and Duties: Workplace safety, sexual harassment, whistleblowing.

**UNIT-4 Origin and Development of Corporate governance:**

Theories underlying Corporate Governance, Agency theory, Separation of ownership and control, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

**UNIT-5 Role of Board of Directors and Board Structure:**

Role of Board of Directors, Role of the Non-executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India.

**CASE ANALYSIS COMPULSORY**

**Suggested Readings:**

1. C.S.V. Murthy, Business Ethics and Corporate Governance, HPH
2. Francis & Mishra, Business Ethics, TMH
3. Fernando, Corporate governance, Pearson
4. S. Prabakaran, Business Ethics & Corporate Governance, EB
5. Mallin, Corporate Governance, Oxford
6. U.C. Mathur, Corporate Governance & Business Ethics, MacMillan

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

**BBA SEMESTER -III**  
**Sales and Distribution Management**  
**Paper BBA-M-102**  
**Credit 4**

**Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the concepts, principles, and importance of sales and distribution management in achieving organizational marketing objectives.

**CLO 2:** Analyze sales processes, customer relationship strategies, and factors influencing sales performance in different business environments.

**CLO 3:** Evaluate distribution channel structures, channel partner relationships, and logistics decisions for efficient product and service delivery.

**CLO 4:** Apply sales management techniques, including sales forecasting, territory management, quota setting, and sales force motivation, to improve organizational effectiveness.

**CLO 5:** Develop integrated sales and distribution strategies that enhance customer satisfaction, market coverage, and business profitability.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	1	1	2	2	1	3	2	1	1	1	2	1
<b>CLO2</b>	1	1	1	1	1	3	1	1	1	2	2	1
<b>CLO3</b>	1	2	1	1	1	3	1	2	1	3	1	1
<b>CLO4</b>	1	2	1	1	2	3	1	1	2	3	1	1
<b>CLO5</b>	1	2	2	1	1	3	1	1	1	3	2	1

***Unit I***

**Sales Management;** Objectives and Functions, Setting up a sales organization, Personal Selling, Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Compensating Sales Force

***Unit II***

**Theories of Selling:** AIDAS, Right Set of circumstances, Buying formula theory. Sale forecasting, Territory Management, Sales Budget, Sales Quota.

***Unit III***

**Distribution Management,** Design of Distribution Channel, Channel Conflict, Co-operation & Competition

***Unit IV***

**Vertical marketing system,** Horizontal Marketing system, Designing Customer Oriented Marketing Channels: Wholesaling, Retailing.

***Unit V***

**Transportation,** Warehousing, Inventory, Order Processing, Market Logistics Decision, SCM, Emerging Trends. Case analysis compulsory

***Recommended Books:***

1. Havaladar, Cavale, Sales & Distribution Management Tata McGraw Hill.
2. Rusell, F. A. Beach and Richard H. Buskirk, Selling: Principles and Practices, Tata McGrawHill.
3. Still, Richard R., Edward W. Cundiff and Norman A. P. Govoni, Sales Management: Decision Strategies and Cases, Prentice Hall of India Ltd., New Delhi.
4. S.L. Gupta, Sales & Distribution Management, Excel Books
5. Chunnwala, Sales & Distribution Management, –HPH
6. Salesmanship & Sales Management – Sahu&Raut – Vikas
7. Sales & Distribution Management, Panda and Sahadev, Oxford
8. Charles Futrell: Fundamentals of Selling, McGrawHill

**Note: Latest edition of the readings may be used.**

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

## **BBA SEMESTER -III Small Business and Entrepreneurship Course Code: BBA-E-01 Credit 4**

### **Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the concepts, characteristics, and significance of small businesses and entrepreneurship in economic growth and employment generation.

**CLO 2:** Identify and evaluate entrepreneurial opportunities by analyzing market needs, business environments, and innovation potential.

**CLO 3:** Apply entrepreneurial skills and business planning techniques to develop feasible small business ventures.

**CLO 4:** Analyze the financial, operational, legal, and managerial challenges faced by small businesses and propose appropriate solutions.

**CLO 5:** Develop a comprehensive business plan that demonstrates entrepreneurial thinking, sustainability, risk management, and value creation.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12
<b>CLO1</b>	3	3	1	2	2	3	3	1	-	1	1	-
<b>CLO2</b>	2	2	1	2	2	2	3	1	-	2	2	-
<b>CLO3</b>	2	1	1	2	3	3	3	2	-	2	2	-
<b>CLO4</b>	2	1	2	2	2	1	3	1	1	2	2	1
<b>CLO5</b>	3	3	3	3	3	3	3	2	2	2	2	2

### ***Unit I***

Entrepreneurship-Enterprise: Conceptual issues. Entrepreneurship vs. Management. Roles and functions of manager in relation to the enterprise and in relation to the economy. Entrepreneurship is an interactive process between the individual and the environment. Small business as seedbed of Entrepreneurship. Entrepreneur competencies, Entrepreneur motivation, performance and rewards

### ***Unit II***

Opportunity scouting and idea generation: role of creativity and innovation and business research. Sources of business ideas. Entrepreneur opportunities in contemporary business environment, for example opportunities in net-work marketing, franchising, business process outsourcing in the early 21 century.

### ***Unit III***

The process of setting up a small business: Preliminary screening and aspects of the detailed study of the feasibility of the business idea and financing/non-financing support; Preparation of Project Report and Report on Experiential Learning of successful and unsuccessful entrepreneurs.

### ***Unit IV***

Management roles and functions in a small business. Designing and re-designing business process, location, layout, operations planning and control. Basic awareness on the issues impinging on quality, productivity and environment. Managing business growth. [The pros and cons of alternative growth options: internal expansion, acquisitions and mergers, integration and diversification. Crisis in business growth.

### ***Unit-V***

Issues in small business marketing. The contemporary perspectives on Infrastructure Development, Product and Procurement Reservation, Marketing Assistance, Subsidies and other Fiscal and Monetary Incentives. National state level and grass-root level financial and non-financial institutions in support of small business development.

### ***Reference Books:***

1. Brandt, Steven C., The 10 Commandments for Building a Growth Company, Third

- Edition, MacmillanBusiness Books, Delhi, 1977
2. Bhide, Amar V., The Origin and Evolution of New Business, Oxford University Press, New York, 2000.
  3. Dollinger M.J., 'Entrepreneurship strategies and Resources', 3rd edition, Pearson Education, New Delhi2006.
  4. Desai, Vasant Dr. (2004) Management of small scale enterprises New Delhi: Himalaya Publishing House,
  5. Taneja, Gupta, Entrepreneur Development New Venture Creation,: 2nd ed. Galgotia Publishing Company
  6. Holt, David H., Entrepreneurship: Strtegies and Resources, Illinois, Irwin, 1955

**Note: Latest edition of text book may be used.**

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## **SEMESTER IV**

### **BBA SEMESTER -IV Business Research Methods Course Code: BBA -D-13 Credit 4**

#### **Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the fundamental concepts, principles, and processes of business research and their application in managerial decision-making.

**CLO 2:** Formulate research problems, objectives, hypotheses, and research questions relevant to business and management issues.

**CLO 3:** Design appropriate research methodologies, including sampling techniques, data collection methods, and research instruments.

**CLO 4:** Analyze and interpret qualitative and quantitative data using suitable statistical and analytical techniques to draw meaningful conclusions.

**CLO 5:** Prepare and present a professional business research report that demonstrates ethical research practices and provides actionable recommendations.

Mapping of Course learning Outcomes (CLOs) with Program learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12
<b>CLO1</b>	3	3	1	2	2	3	3	1	-	1	1	-
<b>CLO2</b>	2	2	1	2	2	2	3	1	-	2	2	-
<b>CLO3</b>	2	1	1	2	3	3	3	2	-	2	2	-
<b>CLO4</b>	2	1	2	2	2	1	3	1	1	2	2	1
<b>CLO5</b>	3	3	3	3	3	3	3	2	2	2	2	2

**Unit I**

**Business research:** meaning and definition – features of business research, Business Research Process, Ethical issues in Research, process of problem definition – understanding background of the problem - determination of unit of analysis – determine the relevant variables and state the research questions – hypothesis and research objectives.

**Unit II**

**Research Design:** Meaning and Types. Exploratory research- objectives & methods, experience survey, secondary data analysis, case study, pilot study by focus group interview, Descriptive and Causal research – survey, experiments, secondary data studies and observation

**Unit III**

**Sampling Design:** simple random sampling – restricted random sampling – stratified, cluster and systematic - nonrandom sampling – convenient and judgment sampling – sampling error and non-sampling error.

**Unit IV**

**Measurement and scaling:** nominal - ordinal – interval and ratio scale, designing questionnaire, Survey methods

**Unit V**

**Data processing:** processing stages, editing, coding and data entry, descriptive analysis under different types of measurements – percentages frequency table, measures of central tendency.

**Reference Books:**

1. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Latest edition, Irwin McGraw-Hill International Editions, New Delhi.
2. John Adams, Hafiz T.A. Khan, Robert Raeside, David White: Research Methods for graduate business and social science students, Response Books, New Delhi – 110044.

3. Naresh K. Malhotra: Marketing research, latest edition, Pearson Education.
4. William G. Zikmund, Business Research methods, Thomson
5. Wilkinson T.S. and Bhandarkar P.L.: Methodology and Techniques of social research, Himalaya Publishing House.

**Note: Latest edition of text books may be used.**

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## **BBA SEMESTER-IV**

### **Financial Management Course Code: BBA-D-14 Credit 4**

#### **Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the fundamental concepts, principles, and objectives of financial management and their role in business decision-making.

**CLO 2:** Analyze financial statements and evaluate the financial performance and position of an organization using relevant financial tools and ratios.

**CLO 3:** Apply capital budgeting techniques to assess investment opportunities and make informed financial decisions.

**CLO 4:** Evaluate financing alternatives and working capital management strategies to optimize organizational financial resources.

**CLO 5:** Develop financial plans and recommendations by considering risk, return, cost of capital, and value maximization objectives.

Mapping of Course learning Outcomes (CLOs) with Program learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12

<b>CLO1</b>	3	3	1	2	2	3	3	1	-	1	1	-
<b>CLO2</b>	2	2	1	2	2	2	3	1	-	2	2	-
<b>CLO3</b>	2	1	1	2	3	3	3	2	-	2	2	-
<b>CLO4</b>	2	1	2	2	2	1	3	1	1	2	2	1
<b>CLO5</b>	3	3	3	3	3	3	3	2	2	2	2	2

### ***UNIT 1 Introduction***

Meaning, nature and scope of finance, financial goals, finance functions

### ***UNIT II Time Value of Money***

Concepts of Present Value, Future Value, Value of Annuity

### ***UNIT III Capital Budgeting***

The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital rationing

### ***UNIT IV Working Capital Decisions***

Meaning, significance and types of working capital, Financing of working capital, Management of Inventor, management of cash; management of account receivables

### ***UNIT V Capital structure and Dividend Decisions***

Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MMHypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capitalstructure, determining capital structure in practice, Cost of capital, Principles of Dividend Policy

### ***Books:***

1. Chandra, P. Financial Management-Theory and Practice, Tata McGraw Hill
2. Pandey, I M. Financial Management, Vikas Publications UNCTAD Reports
3. Khan, M.Y. and P.K. Jain, Financial Management: Text and Problems, Tata McGraw Hill
4. Vanhorne, J.C.: Financial Management and Policy; Prentice Hall of India, New Delhi.
5. Ravi M kishore: Fundamentals of Financial Management Books:
6. Rustagi, R.P., Financial Management, Galgotia Publishing Company

**Note: Latest edition of text books may be used.**

### Teaching-Learning Strategies

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examination

## BBA SEMESTER -IV

### International Business Environment

Course Code: BBA-D-15

Credit 4

#### Course learning outcomes (CLOs)

After completing this Course, the students should be able to:

**CLO 1:** Understand the concept of business environment and its scope and nature.

**CLO 2:** Analyze various forms of business environments and its impact on corporate world.

**CLO 3:** Role of socio-cultural and technological changes in business environment. Corporate Governance

**CLO 4:** Michel porter's five force model and its application to form competitive strategies.

**CLO 5:** Exploring various International Institution which are fostering international trade among countries throughout the world.

Mapping of Course Learning Outcomes (CLOs)with Program Learning Outcomes (PLOs) and Program Specific Outcomes (PSOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	2	2	1	2	1	3	2	3	3	3	3
<b>CLO2</b>	3	2	1	1	2	2	2	1	2	3	3	2
<b>CLO3</b>	2	1	3	2	2	2	3	3	3	2	2	3
<b>CLO4</b>	1	1	1	1	2	2	3	1	3	3	3	3
<b>CLO5</b>	3	3	2	3	2	2	3	2	3	2	3	3

#### Detailed Syllabus:

##### UNIT I Introduction to Business Environment

Business – Meaning, Definition, Nature & Scope, Types of Business Organizations.

Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment.

Micro and Macro Environment – Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.

Introduction to Micro-Environment –Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal)

## **UNIT II Political, Economic and Legal environment**

Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, public sector and Joint sector. Sunrise sectors of India Economy. Challenges of Indian economy.

## **UNIT III Social and Cultural Environment**

Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business.

## **UNIT IV Technological environment**

Features, impact of technology on Business Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies

## **UNIT V International Environment**

GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India. FDI – Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,

### **Suggested Readings:**

1. Cherunilam Francis: Business Environment: Himalaya Publishing House
2. Sherlekar S A, Modern Business Organisation and Management System Approach
3. Justin Paul: Business Environment-Text and Cases, McGrawHill.
4. Sengupta: Government and Business, Vikas Publishing House, New Delhi.
5. Misra&Puri: Economic Environment of Business, Himalaya Publishing House
6. Morrison J, The International Business Environment, Palgrave
7. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
8. MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
9. Business Environment Raj Aggarwal Excel Books, Delhi
10. Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi
11. Business and society – Lokanathan and Lakshmi Rajan, Emerald Publishers.
12. Economic Environment of Business – M. Adhikary, Sultan Chand & Sons

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

### **Assessment methods and weightages**

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## BBA SEMESTER -IV

### Marketing Management-2

Course Code: D-16

Credit 4

#### Course Learning Outcomes (CLOs)

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

**CLO 1:** Analyze consumer behavior, market dynamics, and environmental factors to develop effective marketing strategies.

**CLO 2:** Evaluate market segmentation, targeting, and positioning (STP) strategies for different products and services.

**CLO 3:** Design integrated marketing mix strategies, including product, pricing, distribution, and promotion decisions, to achieve organizational objectives.

**CLO 4:** Assess the role of digital marketing, social media, and emerging marketing technologies in creating customer value and competitive advantage.

**CLO 5:** Develop comprehensive marketing plans and recommendations based on market research, performance metrics, and ethical marketing practices.

Mapping of Course learning Outcomes (CLOs) with Program learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	2	2	1	2	1	3	2	3	3	3	3
<b>CLO2</b>	3	2	1	1	2	2	2	1	2	3	3	2
<b>CLO3</b>	2	1	3	2	2	2	3	3	3	2	2	3
<b>CLO4</b>	1	1	1	1	2	2	3	1	3	3	3	3
<b>CLO5</b>	3	3	2	3	2	2	3	2	3	2	3	3

#### *Unit-I*

**Promotion:** promotion mix; methods of promotion; advertising; personal selling; selling as a career.

#### *Unit-II*

**Distribution:** physical distribution; channels of distribution-concept and role; types of channels; factors affecting choice of a particular channel; physical distribution of goods;

#### *Unit III*

**Advertising:** functions of advertising; advertising media; different types of media; relativemerits and demerits; characteristics of effective advertisement;

#### ***Unit-IV***

**Media:** measuring media effectiveness; media planning and scheduling; Legal and ethical aspects of advertising.

#### ***Unit V***

**Sales promotion:** meaning, nature and functions; limitations of sales promotion; sales promotionschemes: sample; coupon; price off; premium plan; consumer contests and sweep stakes; POP displays; demonstration; trade fairs and exhibitions; sales promotion techniques and sales force.

#### ***Reference Books:***

1. Kotler, Philip: Marketing Management; Prentice Hall, New Jersey.
2. Cundiff E.W. and Still, R.R., Basic Marketing Concepts, Decisions and Strategy; Prentice Halof India, New Delhi.
3. Stanton W.J., Etzel Michael J and Walter Bruce J; Fundamentals of Marketing; McGraw Hill,New York.

**Note: Latest edition of text books may be used**

#### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

#### **Assessment methods and weightages**

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

**BBA SEMESTER -IV**  
**Managing Tourism**  
**Services**  
**Course Code: BBA-S-**  
**102**  
**Credit 4**

#### **Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the concepts, structure, and significance of the tourism and hospitality industry and its contribution to economic development.

**CLO 2:** Analyze the operations and management of tourism services, including travel agencies, tour operators, accommodation, transportation, and destination management.

**CLO 3:** Evaluate customer needs, service quality standards, and visitor experiences to enhance tourism service delivery and customer satisfaction.

**CLO 4:** Apply tourism planning, marketing, and sustainable tourism practices to manage tourism services effectively in diverse environments.

**CLO 5:** Develop strategic recommendations for tourism organizations by integrating service management, sustainability, technology, and ethical considerations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>	<b>PLO9</b>	<b>PLO10</b>
<b>CLO1</b>	3	1	3	3	2	3	1	2	1	2
<b>CLO2</b>	2	3	3	3	1	3	2	2	2	3
<b>CLO3</b>	2	2	3	3	2	2	3	3	1	2
<b>CLO4</b>	2	3	3	3	2	3	2	3	3	2
<b>CLO5</b>	2	3	3	3	3	1	1	3	1	1

### ***Unit I***

Concepts, definitions, origin and development of Tourism Industry, Types of tourism, domestic, international, regional, inbound, outbound, components of tourism. Nature, characteristics, significance and scope of tourism.

### ***Unit II***

Growth and development of tourism, Components & typology of tourism. Tourism organizations: World Tourism Organization (WTO), Pacific Asia Travel Association (PATA), World Tourism & Travel Council, (WTTC)

### ***Unit III***

Role and function of Ministry of Tourism, Govt. of India, ITDC, visitor, tourist, traveler, excursionist. Tourist Destination Life Cycle.

### ***Unit IV***

Concept of tourism product. Characteristics of Tourism Product, forms of tourism product both natural & man-made. Heritage Monuments, arts, craft, Flora, Fauna Environmental Ecology.

### ***Unit V***

Tourist Resources -- Definition & Differentiation, Types, religious & spiritual centers, fairs & Festivals. Yoga meditation & others centers. Role of Travel Agencies in Tourism, MICE Tourism

### ***Suggested Readings***

1. Introduction to Tourism & Hotel Industry, Zulfikar, SPD
2. Marketing Mgmt. for Travel & Tourism, Nelson Thrones
3. Marketing of Hospitality Kotler, Bowen, Makens.

- 4.Event Management in leisure & tourism – David Watt  
 5.Tourism Development Principles and Practices,A K Bhatia6.Travel and Tourism  
 ManoharPuri ,GianChand

**Note: Latest edition of text book may be used.**

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

**Assessment methods and weightages**

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

**BBA SEMESTER -IV**

**Goods and Services Tax  
 Course Code: BBA-E-02  
 Credit 4**

**Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the concepts, structure, objectives, and legal framework of the Goods and Services Tax (GST) system in India.

**CLO 2:** Analyze GST provisions related to registration, supply, valuation, input tax credit, and tax liability for different business transactions.

**CLO 3:** Apply GST rules and procedures to compute tax liabilities, claim input tax credits, and maintain GST-related records and documentation.

**CLO 4:** Evaluate GST compliance requirements, including return filing, payment procedures, assessments, and audit provisions.

**CLO 5:** Develop practical solutions and recommendations for GST planning and compliance while ensuring adherence to statutory and ethical requirements.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)**

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PL 09	PLO10	PLO11	PLO12
<b>CLO1</b>	3	1	1	1	1	1	1	-	-	-	-	1
<b>CLO2</b>	3	2	1	1	2	2	2	1	-	-	1	-
<b>CLO3</b>	2	1	3	2	2	2	3	3	-	2	1	-
<b>CLO4</b>	1	1	-	1	2	2	-	1	-	1	-	1
<b>CLO5</b>	1	1	1	1	1	1	1	1	<b>1</b>	1	<b>1</b>	1

***Unit 1***

Basic Concept of Indirect Taxes and Introduction of GST, Supply, Levy and collection Under GST

***Unit 2***

Exemption from GST, Taxability of Composite and Mixed supply, Location of the suppliers and place of supply of Goods and services under GST

***Unit 3***

Composition Levy (Composition Scheme), Time of supply and valuation of supply in GST,

***Unit 4***

Input tax credit and its utilization, Tax invoice, Credit & Debit Notes, Registration, payment of tax and Returns under GST.

***Unit-5***

Customs Law: Basic concepts, Territorial water, High Seas, Types of custom duties, valuation, Baggage Rule & Exemptions.

***Suggested Readings:***

1. GST and Customs- Law & Practices- V.S. Datey, Taxmann
2. Indirect Taxes-Snowwhite Publications.
3. GST Ready Reacnor- Saxena
4. Elements of Indirect Taxes- Law & Practices- V.S. Datey, Taxmann

**Note: Latest edition of text book may be used**

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

**Assessment methods and weightages**

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

**SEMESTER V****BBA SEMESTER V****Quantitative Techniques for Managers**

**Course Code: BBA-D-17**  
**Credit 4**

**Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the role and importance of quantitative techniques in managerial decision-making and problem-solving.

**CLO 2:** Apply statistical and mathematical tools to organize, summarize, and analyze business data.

**CLO 3:** Use probability concepts and forecasting techniques to support business planning and decision-making under uncertainty.

**CLO 4:** Formulate and solve managerial problems using quantitative models such as linear programming, transportation, and assignment models.

**CLO 5:** Interpret the results of quantitative analyses and recommend appropriate managerial actions based on data-driven insights

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
CLO1	3	3	2	2	2	2	2	3	2	2	3	3
CLO2	3	2	2	2	2	3	3	3	2	2	2	2
CLO3	3	2	2	3	2	3	3	2	2	2	2	2
CLO4	3	3	2	3	2	2	2	2	2	2	2	2
CLO5	3	3	3	3	3	2	2	2	2	2	2	2

**Unit I**

**Theory of probability:** Probability rules – Bayes theorem - Probability distribution - Binomial, Poisson and Normal.

**Unit II**

**Statistical decision theory:** Decision environment - decision making under certainty and uncertainty and risk conditions - EMV, EOL and marginal analysis - value of perfect information  
- decision tree analysis - simulation and sensitivity analysis.

**Unit III**

**Sampling theory:** meaning of sampling - random sample - characteristics of random sampling method - non random sampling methods and their uses - determining sample size - sampling error and standard error.

**Unit IV**

**Sampling distribution:** Features central limit theorem - uses of sampling distribution - estimation - estimating population parameters - point and interval estimates - estimating proportion, percentage and mean of population from large sample and small sample. Testing of hypothesis - testing of proportions and means of large samples - through small

samples - one tailed and two tailed tests - testing differences P between two samples for mean and proportions - errors in hypothesis testing

### **Unit V**

**Chi square distribution:** characteristics – applications - tests of independence and tests of goodness of fit - test of association - F distribution - testing of population variance - analysis of variance - one way and two way analysis.

Correlation and regression analysis - simple, partial and multiple correlation - computation methods - simple, partial and multiple regressions - computation methods - estimating values using regression equation - standard error of estimate - testing significance of correlation and regression coefficients - interpreting correlation - explained variation and unexplained variation - coefficient of determination.

### **Reference Books:**

1. N.D.Vohra, “Quantitative Techniques in Management”, Tata McGraw Hill, 3<sup>rd</sup> edition.
2. Anderson, D. R., D. J. Sweeney and T. A. Williams. 2003. *Quantitative Methods for Business*. South-Western Educational Publishing.
3. Anderson, D. R., D. J. Sweeney, T. A. Williams and J. D. Camm. 2009. *Quantitative Methods for Business*. South-Western College Publishing.

**Note: Latest edition of text books may be used.**

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

### **Assessment methods and weightages**

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## **BBA SEMESTER -V**

### **Income Tax**

**Course Code: BBA -D-18**

**Credit 4**

### **Course Learning Outcomes CLOs**

On successful completion of this course, the student will be able to

**CLO 1** Demonstrate knowledge of direct taxes and identify the technical terms related to Income Tax.

**CLO 2** Students would determine the residential status of an individual and scope of total income.

**CLO 3** Students would compute income from salaries, house property, business/profession, capital gains and income from other sources.

**CLO 4** Discuss the various benefits/ deductions under Chapter VI-A of the Income tax act;

1961

**CLO 5** Compute the net total income of an individual.

Mapping of Course Learning Outcomes (CLOs)with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
CLO1	3	3	2	2	2	2	2	3	2	2	3	3
CLO2	3	2	2	2	2	3	3	3	2	2	2	2
CLO3	3	2	2	3	2	3	3	2	2	2	2	2
CLO4	3	3	2	3	2	2	2	2	2	2	2	2
CLO5	3	3	3	3	3	2	2	2	2	2	2	2

**UNIT -1: Introduction of Income Tax Act 1961**

Charge of Income tax, person, assessment year, previous year, Maximum amount, which is not chargeable to income tax, Assesses, Rounding off of total income tax, Scope of total income, residential status.

**UNIT -2: Income Under the head –salary**

Meaning of salary, Taxability of component of salary, perquisites, Perquisites where taxable only in the case of specified employees, tax free perquisites (for all employees), Treatment of leave travel concession or assistance(LTC/LTA), treatment of provident fund for income-tax purposes, Gratuity, uncommitted and Commuted pension leave encashment, deduction from salary. Problems on salary computation and taxability.

**UNIT-3: Income under the head- Income from House Property**

Meaning of house property, ownership, use of the house property, Computation of net annual value of a property, treatment of unrealised, deductions from net annual value of property, computation of income of a property which is self-occupied, interest when not detectable, unrealised rent received charges, Practical problems under this head.

**UNIT- 4: Income under the head – Profit and Gain of Business or Profession**

Meaning of P&G of business or profession, study of deductions under this head, Depreciation, assets installation, manufacture incomes, site restoration funds, expenditure on Scientific research, Time of payment of fees, Amortization of preliminary expenses, Specified expenditure, deemed profit chargeable to tax, practical Problems under this head.

**UNIT-5: Income under the head Capital Gain, Income from other sources, TDS & PAT**

Computation of income under the head ‘Capital Gain’ from investment and Income from other sources. Income which does not form part of Total income. Deduction u/s 80A to 80U, Practical problem under this heading, Deduction of tax at sources, Payment of advance tax.

**Suggested Readings:**

1. Lal, B.B., (2009), Income Tax and Central Sales tax Law and Practice, 30<sup>th</sup> edition, Pearson Education.
2. Singhanian, V. K and Singhanian, Monica, Students Guide to Income Tax, latest edition, Taxman Publications.
3. Ahuja, Girish and Gupta, Ravi, Systematic Approach to Income Tax, Latest Edition, Bharat Law House.

4. Datey, V.S., Indirect Taxes-Law and Practice, latest edition, Taxmann Publications.
5. Government of India, Bare Acts (Income Tax, Service Tax, Excise and Customs)
6. Vashisht, Nitin and Lal, B.B., (2009), Direct Taxes: Income Tax, Wealth Tax and Tax Planning, 30<sup>th</sup> edition, Pearson Education.

**Note: Latest edition of textbooks may be used.**

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

## **BBA SEMESTER-V**

### **Production and Operations Management**

#### **Course Code: BBA-D-19**

#### **Credit 4**

### **Course Learning Outcomes (CLOs)**

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

**CLO 1** The students will be able to develop a vast understanding of the concepts of Production and Operations Management.

**CLO 2** The students have developed an understanding of the application-oriented approach in operations management.

**CLO 3** The ability to grasp the latest developments in operations management spanning the international arena.

**CLO 4** The ability to comprehend the role of operations in an organization during strategic decision making, planning and operational control.

**CLO 5** The students would be well acquainted with the mechanics that come into play while delivering high-quality, cost-competitive products and service.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	<b>PLO 1</b>	<b>PLO 2</b>	<b>PLO 3</b>	<b>PLO 4</b>	<b>PLO 5</b>	<b>PLO 6</b>	<b>PLO 7</b>	<b>PLO 8</b>	<b>PLO 9</b>	<b>PLO 10</b>	<b>PLO 11</b>	<b>PLO 12</b>
<b>CLO1</b>	3	3	2	2	2	2	2	3	2	2	3	3
<b>CLO2</b>	3	2	2	2	2	3	3	3	2	2	2	2
<b>CLO3</b>	3	2	2	3	2	3	3	2	2	2	2	2
<b>CLO4</b>	3	3	2	3	2	2	2	2	2	2	2	2
<b>CLO5</b>	3	3	3	3	3	2	2	2	2	2	2	2

### **UNIT I Introduction**

Meaning and Functions of Production Management, Role and Responsibility of Production Function in Organization, Types of Production System- Continuous Intermittent, Joblotsetc Plant Layout- Objectives, Types, Materials Flow, Pattern. Safety Considerations and

Environmental Aspects.

### **UNIT II      Production Design**

Definition, Importance, Factors affecting product Design, Product Policy-Standardization, Simplification. Production Development-Meaning, Importance, Factors Responsible for Development, Techniques of Product Development.

### **UNIT III      Production Planning and Control**

Meaning, Objectives, Scope, Importance & Procedure of Production Planning, Routing scheduling Master Production Schedule, Production Schedule, Dispatch, Follow up, Production Control-Meaning, objectives, Factors affecting Production Control.

### **UNIT IV      Methods Study, Work Study and Time Study**

Methods Study- Concept, Questioning Techniques, Principles of Motion Economy, Flow Process Chart, Multiple Activity Chart, SIMO Chart, Travel Chart. Work Study- Concepts, Scope and Applications, Work Study and Production Improvement.

Time Study –Routing Concepts, Stopwatch Study, Allowance, PMTS Systems (Concepts Only) Quality Control, Quality Circles, Effects of Globalization on Business.

### **UNIT V      Ergonomics**

Definition, Importance, Work and Rest Cycles, Biomechanical Factors, Effects of Factors such as Light, Ventilation, Noise, Heat on Performance. Importance, Safe Practices in handling Chemicals, Gases, Bulk Materials, Safety with cargo handling equipment, Safetyequipment's and Devices, Statutes Governing Safety.

### **Suggested Readings:**

1. James Apple & John, Plant Layout and Material Handling, Wileysons
2. Aswathappa, K & Shridhara Bhat, K. "Production and Operations Management", Himalaya Publishing House Mumbai, 2/e, 2009
3. R S Goel, Production & Operations Management, Pragati Prakashan
4. Chunawalla & Patel, "Production and Operations Management", Himalaya Publishing House, Mumbai, 2009.
5. Chavy, SN. Production & Operation Management, TMH Delhi
6. Elwood S Butta, Modern Production and Operation Management

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## **BBA SEMESTER-V**

### **Maintenance of Human Resources**

**Course Code: BBA-H-102**  
**Credit 4**

**Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the concepts, objectives, and importance of human resource maintenance in enhancing employee well-being and organizational effectiveness.

**CLO 2:** Analyze factors affecting employee health, safety, welfare, job satisfaction, and work-life balance in organizational settings.

**CLO 3:** Evaluate human resource maintenance practices related to compensation, benefits, employee welfare, grievance handling, and labor relations.

**CLO 4:** Apply relevant labor laws, occupational health and safety standards, and employee welfare measures to maintain a productive workforce.

**CLO 5:** Develop strategies and policies for employee retention, engagement, well-being, and workplace harmony to support organizational goals.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	<b>PLO 1</b>	<b>PLO 2</b>	<b>PLO 3</b>	<b>PLO 4</b>	<b>PLO 5</b>	<b>PLO 6</b>	<b>PLO 7</b>	<b>PLO 8</b>	<b>PLO 9</b>	<b>PLO 10</b>	<b>PLO 11</b>	<b>PLO 12</b>
<b>CLO1</b>	3	3	3	3	2	1	-	2	1	2	1	<b>1</b>
<b>CLO2</b>	3	3	3	3	3	1	3	2	2	2	1	<b>1</b>
<b>CLO3</b>	3	3	3	3	2	1	2	1	2	2	1	<b>1</b>
<b>CLO4</b>	3	3	3	3	2	2	2	2	2	2	1	<b>1</b>
<b>CLO5</b>	3	3	3	3	3	2	2	2	1	2	1	<b>1</b>

**Unit I**

Career Management: Understanding Careers, Career planning and Management, Career paths, Career development, the role of HR department in Career management of Employees. The psychosocial work environment.

**Unit II**

High potential employees: Definition and categories of high potential (HipO) employees; characteristics of high -potential employees; Identification and development of high potential employees; Retention of high potential employees.

**Unit III**

Labour Welfare: Need for labour welfare, Principles of Labour Welfare, Types of Labour welfare, Classification of labour welfare, Administration of welfare facilities. Welfare Provisions under Factories Act, 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act, 1970.

**Unit IV**

Health and Safety: Healthy working Environment, Occupational Health Hazards, Safety

ofworkers, Industrial Accidents, Industrial Safety programmes

## **Unit V**

Social Security Measures: Nature of social security, methods of social, social security in India

### ***Recommended Books:***

- (1.) A.M. Sharma, Industrial Jurisprudence & Labour Legislation, HPH
- (2.) Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar - Vrinda
- (3.) Human Resource Management, Principles and practice, P.G'Aquinas
- (4.) Human Resource management, A.K.Singh, B.R.Duggal, Puneet Mohan, Sun India Publications
- (5.) Human Resource Management; Sharon Pande, SwapnalekhaBasak, Pearson

**Note: Latest edition of text book may be used.**

### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## **BBA SEMESTER -V**

### **Office Management Course Code: BBA-P-02 Credit 4**

#### **Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the principles, functions, and significance of office management in supporting organizational efficiency and effectiveness.

**CLO 2:** Analyze office systems, procedures, communication channels, and administrative workflows to improve office operations.

**CLO 3:** Apply modern office technologies, record management practices, and information systems for efficient office administration.

**CLO 4:** Evaluate office layouts, resource utilization, budgeting, and workplace coordination to enhance productivity and cost effectiveness.

**CLO 5:** Develop office management plans and administrative strategies that promote effective communication, coordination, and organizational performance.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
CLO1	3	3	2	2	2	2	2	3	2	2	3	3
CLO2	3	2	2	2	2	3	3	3	2	2	2	2
CLO3	3	2	2	3	2	3	3	2	2	2	2	2
CLO4	3	3	2	3	2	2	2	2	2	2	2	2
CLO5	3	3	3	3	3	2	2	2	2	2	2	2

**Unit I: Office Management and IT**

Role of Computer in modern business and in various functional areas of business and its applications Introduction to office organization and management, Forms and Types of organization, , Objectives and Principles of Office Management, Functions of Office Manager, Qualities required for Office Manager..

**Filing and Indexing**

Filing and Indexing – Its meaning and importance, essentials of good filing, centralized vs. decentralized filing, system of classification, concept of paperless office methods of filing, Digitalization and retrieval of records, Managing old records, meaning and need for indexing, various types of indexing.

**Unit II: Mailing Procedures and understanding different applications**

Mailing Procedures – meaning and importance of mail, centralization of mail handling work, office equipment and accessories, Inward and outward mail, courier services, Operating Systems: Functions, Process Management: Multi-programming, Multi-processing, Multi-tasking, Multi-threading, Real time OS; Memory Management: virtual memory; User Interface: GUI, File system

**Unit III: Understanding setting up of Modern Office**

Modern Office Equipment Introduction, meaning and Importance of office automation, objectives of office mechanization, advantages, disadvantages, factors determining office mechanization. Kind of office machines. Modern technology and office communication, email, voice mail, internet, multimedia, scanner, video-conferencing, web-casting.

**Unit IV: Setting and Managing Budgets and Expenses through IT systems**

Budget - Annual, revised and estimated. Recurring and non-recurring heads of expenditure; Audit process-Vouching and verification of Assets & Liabilities. Consumables/ Stock register and Asset register; Procedure for disposal of records and assets. Managing Online platforms for office meetings and protocols

**Unit V: Changing facets of Office Management and Security Issues**

Introduction to Co-working spaces. Advantages and disadvantages of co-working spaces. Use of Modern technology in business functions like data analytics, Artificial intelligence

etc. Modern office equipments like Alexa, Biometric machines, AI enabled spaces, IOT devices etc.

Internet Security: Types of attacks, DOS attacks, Viruses and Worms, Identity Theft, Snooping and Sniffing. Cyber Law and Internet security Legislation

***Recommended Books:***

1. Information Technology for Managers, Sudalaimuthu & Hariharan, HPH
2. Understanding Computers Today & Tomorrow, D. Monley & CS Parker, Cengage/Thomson
3. Introduction to Computer Science, ITL Education Solutions Ltd, Pearson
4. Information Technology, Dr. Sushila Madan, Taxmann
5. Computer Fundamentals by P K Sinha
6. Ghosh, P. K. Office Management, Sultan Chand & Sons, New Delhi
7. Duggal, B, Office Management & Commercial Correspondence, Kitab Mahal, New Delhi
8. Pillai, R.S.N and Bagavathi, Office Management, S. Chand & Company Ltd, New Delhi
9. Chopra R. K., Office Management, Himalaya Publishing House.
10. Bhatia, R.C. Office Management - Galgotia Publishers, New Delhi
11. Kuchhal M.C. Secretarial practice, Vikas Publishing House, Paperback, New Delhi.
12. Publications of the Institute of Company Secretaries of India.
13. Sinha, K.K., Business Communication, Galgotia and Sons, New Delhi.
14. Ghosh, P.K & Balachandra, V., Company Secretarial Practice, Sultan Chand & Sons, New Delhi.
15. Manual of Company's Act, 2013 by Bharat Law House. Note: Latest edition of text books may be used

***Note: Latest edition of text book may be used.***

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

Assessment methods and weightages

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

**BBA SEMESTER -V**

**Project Work  
Course Code BBA-D-20**

**Course Learning Outcomes (CLOs)**

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

**CLO 1:** Identify and formulate a business-related problem, research question, or project objective through systematic investigation and analysis.

**CLO 2:** Apply appropriate research methods, analytical tools, and business concepts to collect, interpret, and evaluate relevant data.

**CLO 3:** Demonstrate the ability to integrate knowledge gained from various business disciplines to address real-world organizational issues.

**CLO 4:** Develop practical solutions, recommendations, or project outcomes based on critical analysis, evidence, and professional judgment.

**CLO 5:** Prepare and present a comprehensive project report and oral presentation that effectively communicate findings, conclusions, and recommendations while adhering to ethical and professional standards.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
CLO1	3	3	2	2	2	2	2	3	2	2	3	3
CLO2	3	2	2	2	2	3	3	3	2	2	2	2
CLO3	3	2	2	3	2	3	3	2	2	2	2	2
CLO4	3	3	2	3	2	2	2	2	2	2	2	2
CLO5	3	3	3	3	3	2	2	2	2	2	2	2

## SEMESTER VI

### BBA SEMESTER -VI Business Policy and Strategy Course Code: BBA-D-21

#### Course Learning Outcomes CLOs

After the completion of the intended course on Business Policy and Strategy, students should be able to:

**CLO 1** To understand and explain business policy and strategy, long-range planning, strategic planning, etc.

**CLO 2** To understand and explain the strategic management process and various factors affecting it like environmental factors, organizational factors, etc.

**CLO 3** To understand and explain the environmental scanning process via discussion of various socio-cultural, economic, legal, and political factors.

**CLO 4** To understand and explain the process of internal analysis of any business by using various tools like swot analysis, functional area profile and resource and development matrix, etc.

**CLO 5** To understand and explain various strategy formulation approaches via strategy options like growth and expansion, diversification, retrenchment, BCG Model, stop-light strategy model etc.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
CLO1	3	3	2	2	2	2	2	3	2	2	3	3
CLO2	3	2	2	2	2	3	3	3	2	2	2	2
CLO3	3	2	2	3	2	3	3	2	2	2	2	2
CLO4	3	3	2	3	2	2	2	2	2	2	2	2
CLO5	3	3	3	3	3	2	2	2	2	2	2	2

**UNIT I**

Introduction: Nature, scope and importance of the course on Business Policy; Evolution of this course – Forecasting, Long-range planning, strategic planning and strategic management.

**UNIT II**

Strategic Management Process: Formulation Phase – vision, mission, environmental scanning, objectives and strategy; implementation phase – Strategic Activities, Evaluation and Control.

**UNIT III**

Environmental Analysis: Need, Characteristics and categorization of environmental factors; approaches to the environmental scanning process- structural analysis of competitive environment; ETOP a diagnosis tool.

**UNIT IV**

Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of analysis and diagnosing Corporate Capabilities – Functional Area Profile and Resource, Deployment Matrix, Strategic Advantage Profile; SWOT analysis.

**UNIT V**

Formulation of Strategy: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model

**Suggested Reading**

1. Ghosh, P. K.; Strategic Planning and Management, Sultan Chand & Sons, New Delhi
2. Kazmi, Azhar; Business Policy, Tata McGraw-Hill, New Delhi.
3. Suri R.K.; Business Policy & Strategic Management, Brijwasi Publisher & Distributor.

*Note: Latest edition of textbooks may be used.*

**Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

**Assessment methods and weightages**

The assessment will comprise 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations

## BBA SEMESTER VI

### Project Management Paper BBA-D-22

#### Course Learning Outcomes (CLOs)

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

**CLO 1** To memorize and to understand the basic concepts of project management.

**CLO 2** Apply these concepts in industrial projects or any other projects.

**CLO 3** To analyse the role of administrative agencies and Project Life Cycle in Project Management.

**CLO 4** Evaluate the projects on the grounds of project formulation, feasibility study and detailed project report etc.

**CLO 5** Design the project timeline, work break down structure using the techniques and tools of project management, to achieve the objectives of the project effectively and efficiently.

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	2	-	3	3	3	2	1	1	-	3	-	-
<b>CLO2</b>	3	2	3	3	2	3	3	2	-	3	2	-
<b>CLO3</b>	1	3	3	3	3	3	2	2	-	1	-	3
<b>CLO4</b>	3	3	3	3	3	2	3	3	3	3	2	2
<b>CLO5</b>	3	3	3	3	2	2	3	3	3	3	2	-

#### UNIT-I

Concepts of project management - concept of a project category of projects - project life -cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of project manager.

#### UNIT-II

Project formulation - formulation stages - bottlenecks - feasibility report –financing arrangements - finalization of project implementation schedule.

#### UNIT-III

Administrative agencies for project approval Ministry of Finance - Bureau of public enterprises planning commission public investment board. Organizing human resources and contracting - delegation project manager's authority -project organization - accountability in project execution - contracts - R' of contracting - tendering and selection of contractors - team building.

#### UNIT-IV

Organizing systems and procedures - working of systems - design of systems - project work

system' design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and project diary.

#### **UNIT-V**

Project implementation stages project direction - communications in a project -coordination guidelines for effective implementation reporting in project management -project evaluation and its objectives, types and methods.

#### **Text and Suggested Readings:**

1. Project Management - Choudhary–Tata McGraw Hill Pub.
2. Project Management: The Managerial Process (Special Indian Edit.) -Clifford F Gray, Oregon State University.
3. Chandra. Prasanna, Project Preparation Appraisal and Implementation. Tata McGraw Hill.
4. You can win-Shiv Khera –McMillan India ltd.
5. Basic Managerial Skill for all-Prentice –Hall of India Pvt ltd, New Delhi.
6. 8 th Habit-Stephen covey
7. Management thoughts-PramodBatra.

#### **Teaching-Learning Strategies**

The learners will achieve the above-listed course learning outcomes through Counselling Sessions, and the recording lectures are also available on our LMS, learning by doing case study, group task, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students.

#### **Assessment methods and weightages**

The assessment will comprise of 100 marks, out of which 30 marks will be for internal assessment and 70 marks will be for Semester Examinations.

## **BBA SEMESTER – VI**

### **Performance Management Course Code: BBA-H-101**

#### **Course Learning Outcomes (CLOs)**

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

**CLO 1:** Explain the concepts, objectives, and significance of performance management systems in achieving individual and organizational goals.

**CLO 2:** Analyze various performance appraisal methods, key performance indicators (KPIs), and performance measurement frameworks used in organizations.

**CLO 3:** Apply performance planning, monitoring, feedback, and evaluation techniques to enhance employee and organizational performance.

**CLO 4:** Evaluate the effectiveness of performance management systems and identify challenges related to employee motivation, development, and productivity.

**CLO 5:** Develop performance management strategies and improvement plans that align employee performance with organizational objectives and ethical practices.

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>	<b>PLO9</b>	<b>PLO10</b>
<b>CLO1</b>	3	1	3	3	2	3	1	2	1	2
<b>CLO2</b>	2	3	3	3	1	3	2	2	2	3
<b>CLO3</b>	2	2	3	3	2	2	3	3	1	2
<b>CLO4</b>	2	3	3	3	2	3	2	3	3	2
<b>CLO5</b>	2	3	3	3	3	1	1	3	1	1

### **Unit I**

Performance Management (PM) Conceptual Frame Work: Introduction to Performance Management, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management

### **Unit II**

Performance Planning, Role Analysis and Evaluating Performance Management. Performance Appraisal, Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results.

### **Unit III**

360° feedback, Assessment centres, Performance reviews, Coaching and Counselling, Performance Management in Manufacturing, Services and IT Sector, Strategies for improving performance. Performance Management and development, Performance Management and pay.

### **Unit IV**

Performance Management Application & Improvement: Performance Management for Teams, Performance Management in practice, Analysing Performance problems. Performance counselling- Concept, Principles and Skills competency based Performance Management.

### **Unit V**

Performance Management linked Reward Systems: Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

#### **Recommended Books:**

- (1.) Armstrong, M. & HellenMurlis. Reward Management. A handbook of RemunerationStrategy.

- (2.) Dwivedi, R.S. Managing Human Resources; Personnel Management in the Indian Enterprises. Galgotia Publishing Co.
- (3.) Venkataratnam, C.S., & B. K. Srivastava. Personnel Management and Human Resources. Tata McGraw Hill.
- (4.) Thomas, J. Bergman, V.G. Scarpello and F.S. Hills. Compensation Decision Making. Dryden Press.
- (5.) Dunn, J.D. and F. M. Rachal. Wage and Salary Administration: Total Compensation System. McGraw Hill, New York.
- (6.) Human Resource Management; Sharon Pande, Swapnalekha Basak, Pearson

## BBA SEMESTER -VI

### Personality Development Course Code BBA-P-04

#### Course Learning Outcomes (CLOs)

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

**CLO 1** The student will be able to understand, analyze, develop and exhibit accurate sense of self.

**CLO 2** Think critically.

**CLO 3** Demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment.

**CLO 4** Learn to balance confidence with humility and overcome problems associated with personality.

**CLO 5** To exhibit the best professional personality traits in the industry

Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12
<b>CLO1</b>	3	3	1	2	2	3	3	1	-	1	1	-
<b>CLO2</b>	2	2	1	2	2	2	3	1	-	2	2	-
<b>CLO3</b>	2	1	1	2	3	3	3	2	-	2	2	-
<b>CLO4</b>	2	1	2	2	2	1	3	1	1	2	2	1
<b>CLO5</b>	3	3	3	3	3	3	3	2	2	2	2	2

#### **UNIT I**

**Introduction:** Define personality, perception- personality, Man-personal personality, Personality Factors- Factors of association Personality Relationship at home-friends-environment educational factor- Situational Factors- Conditional Genetic-- spiritual-public relations factors

## ***UNIT II***

**Trait Personification/ Personality Traits:** Personality Traits-personality person-formation- factors influencing person habits of highly effective people & personality habits- Be proactive— Begin with the end in mind—Put first things first—Think win-Seek first to understand then to be understood – Synergize- body language.

## ***UNIT III***

**Five Pillars of Personality Development:** Introspection – Self Assessment – Self Appraisal – Self Development- Self Introduction.

## ***UNIT IV***

**Self Esteem** - Term of self-esteem- symptoms- advantages- Do's and don'ts to develop positive  
– Positive self-esteem& negative self esteem

## ***UNIT V***

**Personality Formation Structure:** Mind mapping, Competency mapping& 360\* assessment & development, Types of persons – Extrovert- Introvert, Ambivert person

### ***Recommended Books:***

1. 7 Habits of highly effective people-Stephen Covey

## **BBA SEMESTER-VI**

### **Dissertation**

#### **Course Code: BBA-D-23**

#### **Course Learning Outcomes (CLOs)**

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

**CLO 1:** Identify and formulate a significant business research problem by conducting a comprehensive review of relevant literature and industry practices.

**CLO 2:** Design and implement an appropriate research methodology for collecting, analyzing, and interpreting data related to the selected research topic.

**CLO 3:** Apply theoretical concepts, analytical tools, and business knowledge to investigate and address complex organizational or managerial issues.

**CLO 4:** Critically evaluate research findings and develop evidence-based conclusions and recommendations that contribute to business knowledge and practice.

**CLO 5:** Prepare and defend a well-structured dissertation that demonstrates academic rigor, ethical research practices, effective communication, and independent research capability.

Mapping of Course Learning Outcomes (CLOs)with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12
<b>CLO1</b>	3	3	2	3	3	3	3	2	2	3	3	3
<b>CLO2</b>	3	2	3	3	3	3	3	2	2	3	3	3
<b>CLO3</b>	2	2	2	2	2	2	2	2	2	1	3	3
<b>CLO4</b>	3	2	2	1	1	3	2	2	3	2	3	2
<b>CLO5</b>	3	3	2	2	2	2	2	2	3	2	3	3

## **BBA SEMESTER-VI**

### **Grand Viva Course Code: BBA-D-24**

#### **Course Learning Outcomes (CLOs)**

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

**CLO 1:** Demonstrate comprehensive knowledge and understanding of key concepts, theories, and practices across various functional areas of business administration.

**CLO 2:** Analyze business problems and situations by integrating knowledge acquired from different courses within the BBA program.

**CLO 3:** Apply critical thinking, analytical reasoning, and problem-solving skills to respond effectively to academic and practical business questions.

**CLO 4:** Communicate ideas, arguments, and solutions confidently and professionally through oral presentations and discussions.

**CLO 5:** Defend academic work, project findings, and business decisions by providing logical, evidence-based, and well-structured responses.

#### **5.3 Duration of the programme 3 years (six semesters)**

The duration of BBA Programme ODL/OL mode is three Years spread into six semesters. A candidate can complete the programme with a maximum duration of six years (span period). Beyond the said period, such cases shall be considered on case-to-case basis with the approval of the Vice Chancellor or Academic Council as per the extent norms of Jamia Hamdard. In such cases, the student has to seek readmission as per 'Re-Admission' rules and pay the requisite fees.

#### 5.4 Faculty and support staff requirement

As per the UGC ODL/OL Regulation norms, the following faculties have been attached to the CDOE Jamia Hamdard on full time basis to cater the needs of BBA (ODL/OL) and MBA (Online):

##### Full Time Faculty:

<i>S.No.</i>	<i>Name of the Faculty (full time)</i>	<i>Qualification</i>	<i>Date of appointment/ joining CDOE</i>
01.	Prof. M. A. Sikandar	MA, MBA (HR), LL.B, M.Phil (Management) & Ph.D (Commerce & Business).	18.4.2025
02.	Ms. Azza Ayyub Siddiqui	MBA NET	
03.	Dr. Javid Majeed Pandith	Ph.D. NET Management	21-10.2025

Besides, as per the following Academic Counsellors have been engaged for counselling/PCP and Laboratory classes for BBA programmes on ODL/OL mode (2025-26 session):

**List of Academic Counselors for BBA Programme**

S.N.	Name of the Academic Counselors	Designation	Qualification	Experience in Teaching/ Research	Area of Specialization	Courses Recommended for Academic Counseling
1.	Mohd. Abdul Moid Siddiqui	Assistant Professor	Ph.D. (Business Administration)	6 years	General Management Strategic Management Human Resource Management Organizational Behaviour Marketing Research	Organization Behaviour, Human Resource Management
2.	Dr. Waseem Khan	Research Assistant	Ph.D (Agricultural Economics & Business Management)	2 years	Managerial Economics, Marketing Research, Business Statistics, Business Environment	Business Environment, Managing Tourism Services
3.	Dr Abdullah	Assistant Professor	Ph.D. (Management)	4 years and 11 months	Marketing Research, Statistics, Computer Applications, Consumer Behavior	Principle of Management, Social Media Ethics
4.	Mr Mohd. Arshad Khan	Research Associate	P.h.D. (Agricultural Economics & Business Management)	9 years one month	Indian Economy, Rural Enterprises, Business Policy, General Management	Business Economics, Business Policy and Strategy
5.	Mohd . Sarim	Assistant Professor	Ph.D. (Finance)	4 /and half years	Management Accounting, Project Appraisal and Financing, Financial Markets and Institutions and Business Communications	International Business Environment,

6.	Dr Mohamad Awais	Research Associate	Post Doctorate	5 years and 4 months	Agricultural Economics, General Management, Policy Research	Business Research
7.	Dr Matloob Ullah Khan	Assistant Professor	Ph.D. (Management)	11 years	Financial Engineering, Business Mathematics, Income Tax, Applied Finance, Financial Derivatives	Business Mathematics, Indirect Taxes
8.	Dr Saad Bin Azhar	Assistant Professor, NDIM, New Delhi	Ph.D. (Management)	3 years	Marketing Management, Advertising, Management, Entrepreneurship Development	Industrial Economy, Sales and Distribution Management
9.	Ms Neelofar Khan	Research Scholar	UP-SLET, M.S.W., B.Ed., Ph.D (Mathmetics) Pursuing	9 years	Linear Algebra, Business Mathematics, Quantitative Techniques, Matrix, Integral Calculus, Business Statistics, Differential Calculus, Numerical Analysis	Business Statistics, Quantitative Techniques for Managers
10.	Dr Mohammad Jamshed	Assistant Professor, SMBS	Ph.D. in Business Management	12 years	Financial Management, Capital Market, Commodity Market, Risk Management, Marketing Management, Retail Management, Supply Chain Management, Logistics, Agricultural Marketing, Computer Software Packages and MIS	Environmental Management, Consumer Behaviour, Business Ethics and Corporate Governance, Projects

11.	Dr . Faizan Khan Sherwani	Guest Faculty, SMBS	Ph.D. in Finance & Economics	11 years	Financial Management, Financial Accounting, Cost & Management Accounting, Rural Finance, Islamic Finance, Income Tax, Indirect Tax, HRM, Marketing Management, Marketing of Services	Indian Economy, Cost Accounting, Financial Management,
12.	Dr Asad Ahmad	Assistant Professor, SMBS	Ph.D. (Marketing)	7 years	Marketing Consumer Behavior; Advertisement; E-marketing; E-service Quality	Marketing Management
13.	Dr Obaidur Rahman	Research Associate, ICAR	MBA (Marketing) Ph.D. Thesis (Submitted)	4 years	Marketing Research; Consumer Behavior; Marketing; e-Commerce; Service Quality	Business Research Methods,
14.	Dr Arif Anwar	Guest Faculty, SMBS	Ph.D. (Business Administration)	3 years	Business Research, Operation Research, Consumer Behavior, Marketing Management, Service Marketing, Data Analytics, Programming	Small Business and Entrepreneurship, Production and Operations Management
15.	Dr. Syed Aijazuddin	Consultant, JHRCA, Jamia Hamdard	Ph.D. (Social Sciences)	30 years	General Management, Business Communication, HRM, Performance Management, Compensation Management	Performance and Compensation Management, Maintenance of Human Resources

16.	Dr. Abdul Wahid Farooqi	Asst. Professor, Dept. of Commerce, Zakir Husain College, DU	Ph.D. (Management)	20 years	Business Law, General Management, Rural Marketing, Banking, Insurance	Business Law, Taxation Law
17.	Syed Zakir Hussain	Guest Faculty	MBA, PMP, Ph.D. (Pursuing)	18 years	Project Management, MIS, Computer Applications	Management Information System, Project Planning and Evaluation
18.	Dr. Afaq Husain	Guest Faculty	MBA, Ph.D., Post- Doc.	8 years	Marketing, Business Stats, Supply Chain Management	Marketing Management II, Office Management

### 5.5 Instructional Delivery Mechanisms

The Bachelor of Business Administration (BBA) programme is offered through both Online and Open & Distance Learning (ODL) modes using a blended and technology-enabled teaching-learning approach designed to ensure flexibility, accessibility, academic quality, and effective learner engagement.

The delivery of the programme is supported through a Learning Management System (LMS), digital learning resources, self-learning materials, live interactive sessions, recorded lectures, assignments, practical exercises, discussion forums, and academic mentoring. The programme is designed to facilitate both self-paced learning and faculty-guided instruction to achieve the desired learning outcomes and professional competencies.

#### *Delivery Method in Open & Distance Learning (ODL) Mode*

A blended approach combining self-learning with face-to-face academic support. The delivery mechanism includes:

- i. Printed and digital Self-Learning Materials (SLMs) prepared in accordance with UGC-DEB Regulations to facilitate independent learning.
- ii. Academic counseling and Personal Contact Programme (PCP) conducted on weekends within the university campus to support learners academically and practically.
- iii. Weekend classes are conducted by qualified CDOE Faculty and, Department of Management, School of Management and Business Studies JH Faculty members as well as from other Department and qualified teachers from other institutions who provide lectures, practical guidance, discussions, mentoring, and doubt-clearing support to learners.
- iv. Laboratory sessions, programming practice, project work, and practical demonstrations are conducted during contact sessions to enhance hands-on learning and technical competency.

- v. Learners are also provided access to digital learning resources, recorded lectures, online support systems, and LMS facilities for supplementary learning.
- vi. Assignments, practical activities, internal assessments, and project evaluations are conducted periodically to monitor learner progress and ensure attainment of programme outcomes.

### ***Delivery Method in Online Mode***

In the Online mode, teaching-learning activities are conducted primarily through digital platforms and online technologies. The programme delivery includes:

- i. Live online classes conducted through video conferencing platforms by qualified university faculty and subject experts.
- ii. Access to e-Self Learning Materials (e-SLM), e-books, lecture notes, presentations, recorded video lectures, and multimedia content through the LMS.
- iii. Interactive learning through webinars, virtual classrooms, online discussion forums, quizzes, assignments, and project-based activities.
- iv. Continuous learner support through online mentoring, doubt-clearing sessions, email communication, and academic counseling.
- v. Online practical demonstrations, coding exercises, software-based laboratory activities, and virtual lab sessions to strengthen technical and programming skills.
- vi. Continuous internal assessment through assignments, presentations, quizzes, practical work, and project evaluation.

### **5.6 Identification of Media: The Print, Audio or Video, Online, Computer aided**

The Bachelor of Business Administration (BBA) programme offered through Online and Open & Distance Learning (ODL) modes utilizes a variety of instructional media to facilitate effective teaching-learning processes, learner engagement, and attainment of programme outcomes. The media adopted by the university are selected based on their suitability for delivering theoretical knowledge, practical skills, learner support, and interactive learning experiences.

The following media is being utilized for programme delivery:

- i. ***Print Media:*** The CDOE provides printed or e-published Self-Learning Materials (SLMs) developed in house by Jamia Hamdard in accordance with UGC-DEB guidelines. The printed study materials are designed to facilitate self-paced learning and include learning objectives, explanatory content, illustrations, examples, self-assessment exercises, references, and review questions. These materials serve as the primary learning resource for learners enrolled in the programme.
- ii. ***Video Media:*** The CDOE provides recorded video lectures by experts and faculty members of Jamia Hamdard, live interactive classes, practical demonstrations, webinars, expert sessions, tutorials, and multimedia learning content. Video

resources enable learners to gain conceptual understanding as well as practical exposure to programming, software development, database management, networking, and emerging technologies.

- iii. **Online Media:** Online lectures by experts and faculty members are delivered to the enrolled students covering the syllabus during the weekends for not less than 12 hours each course through the LMS portal. Though these online media is aimed to provide counselling and mentoring for the online students, these resources are also made available to ODL students equally for their benefits. Learners of ODL/OL can access recorded lectures, assignments, quizzes, discussion forums, announcements, academic resources, and learner support services. Besides webinar and lectures expert members in the field is also arranged by the CDOE in a given topic to create interest of the learners in the subject.
- iv. **Online Computer Aided Services:** Computer-aided learning forms an integral part of the Bachelor of Business Administration (BBA) programme. Learners are provided opportunities to use programming environments, software development tools, database management systems, simulation software, virtual laboratories, cloud-based platforms, networking tools, and other computing resources required for practical learning. These tools support hands-on skill development, project work, experimentation, and application-oriented learning.
- v. **Interactive and Digital Learning Resources:** -The CDOE also provides a range of interactive digital learning resources including:
  - a. E-books and digital study materials
  - b. Online assessments and quizzes
  - c. Discussion forums and collaborative learning platforms
  - d. Digital library resources and research databases
  - e. Virtual laboratory facilities
  - f. Project-based and case-study-based learning resources
  - g. Faculty mentoring and academic support services

The integration of print, audio, video, online, and computer-aided learning media ensures a comprehensive, flexible, learner-centric, and technology-enabled educational environment that supports effective learning, practical skill development, and achievement of programme objectives in both Online and ODL modes.

### **5.7. Student Support service systems.**

The delivery methodology ensures flexibility, inclusiveness, practical exposure, industry relevance, and learner-centric education while maintaining academic standards and quality assurance in accordance with UGC-DEB regulations and institutional policies. Students can register their grievances through online as continuous feedback mechanism and the same are regularly monitored and reviewed. The programme delivery in both Online and ODL modes is supported by:

- a. Learning Management System (LMS)
- b. E-learning resources and digital library facilities
- c. Faculty mentoring and academic counseling

- d. Recorded and live lectures
- e. Practical and project-based learning
- f. Online and offline learner support services
- g. Continuous assessment and feedback mechanisms
- h. Online grievance handling mechanism to redress their grievances and monitoring of such complaints/grievances are done regularly at the Assistant Director or Director level.

## 6. PROCEDURE FOR ADMISSIONS, CURRICULUM TRANSACTION & EVALUATION

**6.1. Procedure for Admissions:** - Admission to the Bachelor of Business Administration (BBA) programme shall be carried out in accordance with the rules, regulations, and guidelines of Jamia Hamdard, UGC, and UGC-DEB norms applicable to Open & Distance Learning (ODL) and Online programmes.

**Admission Prospectus:** The admission procedure, examination procedure, minimum eligibility conditions, fee structure, span period, portability of programmes from ODL to OL and vice versa as approved by the Board of Studies and Academic Council of the University and other related information to the students are provided through CDOE **Admission Prospectus** every academic year.

**Admission process:** The admission process generally includes the following steps:-

- a) Publication of Admission Notification released by the University through leading newspapers and put up on the university website, social media handles to disseminate the information to the target learners and their parents. Besides, digital flyers are released from time to time.
- b) Admission Prospectus and Programme Brochures are made available on the University and CDOE website for allowing adequate opportunity to the prospective learners for choosing a suitable programme through online or ODL mode.
- c) The CDOE OL/ODL Programmes are open to the persons of all genders and of whatever caste, creed, race or class.
- d) Admission of the students are based on the minimum standard prescribed by the UGC, AICTE and adopted by the Jamia Hamdard for CDOE programmes meeting the UGC and AICTE Regulations.
- e) Fees for each programme of CDOE are prescribed by the competent bodies of university from time to time keeping in view of the UGC (Institutions Deemed to be Universities) Regulations 2023 as amended from time to time. Special fee concessions (ranging from 50 to 75% in the tuition fees) are made available to the employees of Jamia Hamdard and their wards as per the University Policy.
- f) Submission of online application forms by eligible candidates along with the prescribed application fee and required documents.
- g) Verification of eligibility criteria, academic qualifications, identity proof, and supporting documents by the university authorities.
- h) Admission shall be granted on the basis of merit, eligibility criteria, and university admission policies subject to the limit of seats limit fixed by UGC/AICTE/Jamia Hamdard fixed from time to time
- i) Selected candidates are required to complete the admission formalities, including fee payment and document verification, within the stipulated time.
- j) After successful admission, learners are provided enrollment details, LMS access credentials, academic calendar, learner handbook, and programme-related information.
- k) Student support services are made available to assist learners regarding admissions, fee submission, academic counseling, examination-related queries, and technical support.

**6.2. Curriculum Transaction:** - The curriculum transaction of the **BBA** programme is designed to ensure effective delivery of theoretical knowledge, practical skills, professional competencies, and learner engagement through Online and ODL modes. Revision and updation of curriculum are carried out every year to bring changed in the subject concerned keeping in view of the skill and industry requirement of the learner. The curriculum transaction includes the following components: -

- a. Self-Learning Materials (SLMs):- The programme provides high-quality Self-Learning Materials (SLMs) in printed and digital formats prepared in accordance with UGC-DEB guidelines. The SLMs are designed in a learner-centric manner with clear learning objectives, illustrations, self-assessment questions, examples, exercises, and references for independent learning.
- b. Online Learning Support:- Learners are provided access to the Learning Management System (LMS) for accessing e-content, recorded lectures, presentations, assignments, quizzes, discussion forums, and announcements. Live online classes, webinars, and interactive sessions are conducted by qualified faculty members and subject experts. Recorded video lectures and digital learning resources are made available for flexible and self-paced learning.
- c. Academic Calendar: Activities of the programmes are planned in advance and notified to all the learners, programme coordinators, academic counsellors for effective course delivery in consonance with the directives of UGC-DEB and AICTE Regulations. The Academic Calendar for each cycle of batch of students in an academic year has been prepared after due deliberations in the Faculty Meetings and approved by the Board of Studies of CDOE.



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Date: 18-02-2026

**Tentative Academic Calendar for BBA, BCA and B. Com Program**  
Students admitted in the years 2024, 2025 and 2026 (Sem 1<sup>st</sup>, Sem 2<sup>nd</sup>, Sem 3<sup>rd</sup>, Sem 4<sup>th</sup> Sem)

ACTIVITIES	DATE (s)
Student Induction programme and commencement of classes	26 <sup>th</sup> Feb 2026
Faculty Led Live sessions commences	28 <sup>th</sup> Feb 2026 - 1 June 2026
Release of Assignment I	21 April 2026
Last Date for Submission of Assignment I	25 May 2026
Mid-Semester Student Feedback	18 May 2026
Semester Exam- Eligibility list/Student registration confirmation	03 June 2026
Release of Date Sheet/Exam Schedule	04 <sup>th</sup> June 2026
Semester Exams- Mock Test & Exam prep session	06 June 2026 – 07 June 2026
BBA/BCA/BCOM 6 <sup>th</sup> Semester Dissertation Submission	15 <sup>th</sup> June 2026 (Tentative)
End Semester Regular/Reappear Exams	10 June 2026   13 July 2026
Result Declaration (Tentatively)	Last week of July
Last Date of Payment of Fee for next semester	01-Aug-2026
Start of New Semester (Tentatively)	02-Aug-2026

  
Director  
CDOE, Jamia Hamdard



**6.3. Examinations/Student Evaluation:** -The Examination and Student evaluation system of the Bachelor of Business Administration (BBA) programme is designed to assess theoretical knowledge, practical competencies, analytical abilities, and overall learning outcomes in a continuous and comprehensive manner. The evaluation process consists of the following components:

*Continuous Internal Assessment (CIA):*- Continuous assessment is conducted through assignments, quizzes, programming exercises, presentations, case studies, practical work, project submissions, and participation in academic activities. Internal assessment helps in monitoring learner progress, understanding, and skill development throughout the semester.

*Term-End Examination (TEE):*-Term-End Examinations are conducted at the end of each semester as per the academic calendar and university regulations. The examinations conducted in offline mode for ODL learners, and in online mode for Online learners, or blended mode as decided by the university and applicable regulatory guidelines. The question papers are designed to evaluate conceptual understanding, analytical thinking, practical application, and problem-solving abilities.

*Practical Examination and Project Evaluation:* -Practical examinations are conducted for laboratory-oriented and skill-based courses to assess programming, software development, database management, networking, and technical competencies. Project work is evaluated based on implementation, innovation, presentation, documentation, and viva-voce examination.

*Grading and Result Declaration:*-The performance of learners is evaluated based on the grading system adopted by the university in accordance with UGC norms. Results are declared through the official university portal, and learners are provided opportunities for re-evaluation and grievance redressal as per university rules.

*Quality Assurance in Evaluation:*-The university ensures transparency, confidentiality, fairness, and reliability in the examination and evaluation process. Moderation mechanisms, faculty review, academic monitoring, and continuous feedback systems are implemented to maintain academic quality and integrity.

*Semester Teaching and Annual Examination:*- For teaching and counseling, each academic year shall consist of two Academic Semesters, the first referred to as ODD Semester (July-December) and the second as EVEN semester (January-June). Examinations of papers of both the semesters will be held at the end of every EVEN semester. Prescriptions for conducting examinations of papers, are presented in the following table:

1.	Theory Papers	Written only
2.	Lab Papers	Viva Voce
3.	Duration: Theory Paper	3 Hours
4.	Examiners	Paper setters and evaluators to be decided by the university for each paper from time to time. The University will appoint External examiners for each lab paper for every Study Centre.

Award of division to successful candidates:- The result of the successful candidates shall be classified at the end of the final year of examination on the basis of the aggregate of marks of all subjects (theory, practical and project) secured by the candidate in the I & II year examinations, as indicated below:

Passing percentage	40% & above
II Division	50% & above
I Division	60% & above
Distinction	75% & above based on the overall score of the student of the programme.

Rationalization of weightage for internal assessment and term end examination would be 70% for external/Term end marks and 30% for Internal Assessment as prescribed by the UGC-DEB Regulations.

**I. Examination Scheme:**

70% weightage for Semester Term End Examination (STEE)  
30% weightage for Internal Assessment

**II. Assessment**

- ✓ Internal assessments for 30 (4 credit paper) and 15 (for 2 credit paper) in respect of theory papers will be based on written tests, case discussions, assignments, quizzes, marks for presentations, viva- voce, class attendance, class participation etc.
- ✓ The evaluation shall be done by the subject teacher and marks will be notified.
- ✓ A candidate who reappears (as an ex-student) in the semester examination of a course will retain the marks of internal assessment.
- ✓ A student who will be required to seek re-admission, for whatever reason, will have to appear for internal assessment and tests afresh.

**III. \*Internal assessment Methods**

- a. Quizzes and Sessional exams assessing theoretical knowledge.
- b. Practical assignments creating digital marketing materials.
- c. Group projects developing comprehensive digital marketing campaigns.
- d. Case studies analysing real-world digital marketing strategies.

**IV. Semester Examinations**

- a) The Semester examinations shall be held at the end of each semester as notified in the academic calendar. Candidates shall appear in the examination of their uncleared papers in the next year examination of the same paper along with other students of junior batch as backlog. Thus, the uncleared papers of Semester - I shall be cleared in Semester- III and those of Semester - II in Semester-IV. Also, Semester-III and any backlog of Semester I in Semester-V and Semester-VII and any backlog of semester II & IV in Semester-VI. Backlog of semester V will be cleared in semester VI. Backlog of semester V & VI will be conducted after final year exam in the form of backlog exams. This may also include any uncleared paper of previous semesters as well. (Depending upon the number of papers he/she can carry). Still if the student fails, it would be taken up by the student next year as an ex-student along with the junior batch again depending upon the number of papers he/she can carry.
- b) The answer books of students can be shown to them within one week after declaration of its result, upon written request. For this, a fee of Rs. 2,000/- per paper

- will have to be paid in advance. Students will also be allowed to compare his/her marks with the highest scorer for which a fee of Rs. 4,000/- will have to be paid.
- c) The duration of semester examinations of each 4 credits theory paper will be 3 hours and 2 credits paper 1.5 hours,
  - d) The question papers shall be set up by either an external or an internal examiner duly appointed by the competent authority.
  - e) The papers set by the examiners shall be moderated by a panel of moderators constituted by competent authority.
  - f) **The minimum pass marks shall be 40 Percent aggregate in theory and viva-voce Examination.**

#### V. Promotion Criteria

The candidate may be promoted to the next semester/year of Bachelor's/Master's/P.G. Diploma's automatically unless detained from examination on any genuine grounds. Any student who has completed all the six semesters but has some backlogs will appear in the subsequent backlog papers as an ex-student during the span period.

#### VI. Span Period

A student must complete all the requirements of BBA degree programme within a period of Six years from his/ her admission. In a genuine case, permission may be granted even beyond the period of five years with prior approval of the Vice Chancellor and/or the Academic Council.

#### VII. Credit System

Credits are a value allocated course Unit to describe the student workload required to complete them. They reflect the quantity of work each course requires in relation to total quantity of work required to complete a full semester/ year of academic study at the institution, i.e. lecturers, practical work, seminars, private work in the laboratory, library or at home and examination or other assessment activities. The following is the list of subjects, wherein the core subjects are compulsory. The students are given choice to choose from electives.

As per National Education Policy, 2020 the courses being offered in BBA are distributed under 6 different disciplines. These are Discipline Specific Core (DSC), Discipline Specific Elective (DSE), Generic Elective Courses (GE), Ability Enhancement Courses (AEC) SEC (Skill Enhancement Course) and Value-Added Courses (VAC) and Project based Course (PBC)

#### VIII. Grading System

The grade awarded to a student in any particular course will be based on his/her performance in sessional and final examinations. The letter grades and their equivalent numerical points are listed below.

Letter Grade	Grade Point	Range of Percentage of Marks
O (Outstanding)	10	90 and above to 100 (90-100)
A+ (Excellent)	9	80 and above and Less than 90 (80<90)
A (Very Good)	8	70 and above and Less than 80 (70<80)
B+ (Good)	7	65 and above and Less than 70 (65<70)
B (Above average)	6	55 and above and Less than 65 (55<65)

C (Average)	5	50 and above and Less than 55 (50<55)
P (Pass)	4	40 and above and Less than 50 (40<50)
F (Fail)	0	00 and above and Less than 40 (00<40)
Ab (Absent)	0	

If a candidate does not write a paper, he/ she will be awarded I grade.

Adoption of the UGC grading system and evolve a conversion formula from CGPA to percentage of marks and vice versa

Letter Grade*	Grade Point
O (Outstanding)	10
A+ (Excellent)	9
A (Very Good)	8
B+ (Good)	7
B (Above average)	6
C (Average)	5
P (Pass)	4
F (Fail)	0
Ab (Absent)	0

#### ***Earned Credit (E C)***

The credit for the course in which a student has obtained “C” or a higher grade will be counted as credits earned by him/ her. Any course in which a student has obtained “F” grade will not be counted towards his/ her earned credits

#### ***Evaluation of Performances***

- SGPA (Semester Grade Point Average) will be awarded on successful completion of each semester
- CGPA (Cumulative Grade Point Average) which is the grade point average for all the completed semester at any point in time, which will be awarded in each semester on successful completion of the current semester as well as all of the previous semester. CGPA is not applicable in semester I.

#### ***Calculation of SGPA and CGPA in a semester***

$$\frac{\sum (\text{Earned Credits X Grade Point})}{\sum (\text{Course Credits Registered})} \text{ SGPA} =$$

$$\text{Point) CGPA} = \frac{\sum_{J=1}^m (\text{Earned Credits X Grade Point})}{\sum (\text{Course Credits Registered})}$$

Where m is the number of semester passed

#### ***Classification of Results.***

The result of successful candidates who fulfill the criteria for the award of BBA shall be classified at the end of last semester, on the basis of his/her CGPA.

### **Formula for Conversion of CGPA into percentage of Marks.**

The percentage equivalent to the CGPA shall be obtained by using the following formula:  
***Equivalent percentage of CGPA = CGPA x 10***

Classification shall be done on the basis following criteria: -

- He/ she shall be awarded “I Division with Distinction” if her/ his final CGPA is 7.5 and above and upto 10.
- He/ she shall be awarded “First Division” if her/ his final CGPA is 6.00 and above and less than 7.50.
- He/ she shall be awarded “Second Division” if her/ his final CGPA is 5.00 and above and less than 6.00.

He/ she shall be awarded “Third Division” if her/ his final CGPA is 4.00 and above and less

## **7. REQUIREMENT OF LABORATORY SUPPORT AND LIBRARY RESOURCES**

**7.1 Laboratory Support:** - Jamia Hamdard provides adequate laboratory infrastructure and technical support facilities for learners enrolled in the (Bachelor of Business Administration (BBA) programme in both Online and Open & Distance Learning (ODL) modes. The university ensures that learners receive practical exposure, hands-on training, and skill-based learning opportunities required for achieving the programme outcomes and industry-oriented competencies. The university provides the following laboratory support facilities to learners:

- a) A well-equipped computer laboratory with modern computing systems, high-speed internet connectivity, and necessary hardware infrastructure to support practical learning activities.
- b) Access to updated operating systems, programming environments, compilers, integrated development environments (IDEs), database management systems, networking tools, and other software required for practical courses.
- c) Availability of licensed and open-source software tools related to programming, web development, database management, networking, cloud computing, cybersecurity, data analytics, and emerging technologies.
- d) Practical sessions, laboratory exercises, coding practice, software demonstrations, and project-based learning activities conducted under the supervision of qualified university faculty members.
- e) Weekend contact classes and practical sessions for ODL learners conducted within the university campus to provide face-to-face academic and laboratory support.
- f) Virtual laboratory facilities, simulation tools, cloud-based platforms, and online practical support mechanisms for learners enrolled in Online mode.

- g) Technical assistance and learner support services for accessing software, virtual tools, LMS platforms, and practical learning resources.
- h) Facilities for project development, experimentation, innovation activities, and practical assessment to strengthen technical and professional competencies.
- i) Regular maintenance, upgradation, and enhancement of laboratory infrastructure and software resources to align with current industry standards and technological advancements.

**7.2 Library Resources:** - Jamia Hamdard provides comprehensive library and digital learning resources to support the academic, practical, and research needs of learners enrolled in the Bachelor of Business Administration (BBA) programme. The university ensures access to both physical and digital learning resources for Online and ODL learners to facilitate continuous learning, research, and professional development. The university provides the following library resources and facilities: -

- a) A well-established central library with a rich collection of textbooks, reference books, journals, magazines, dissertations, and academic resources related to Computer Science, Information Technology, and allied disciplines.
- b) Access to digital library facilities including e-books, e-journals, online databases, research repositories, conference proceedings, and academic publications.
- c) Remote access facilities for Online and ODL learners to utilize digital library resources, e-content, and academic databases from any location.
- d) Access to previous year question papers, project reports, case studies, research articles, and reference materials for academic and research purposes.
- e) Internet-enabled library services, reading room facilities, and digital learning support systems to encourage self-learning and research-oriented activities.
- f) Library orientation, academic guidance, and user support services to help learners effectively utilize physical and digital library resources.
- g) Continuous updating and expansion of library collections and digital resources in accordance with curriculum requirements, technological developments, and industry trends.
- h) Access to plagiarism awareness tools, citation resources, and research support services for project work, assignments, and academic writing activities.

The university continuously strengthens its laboratory and library support systems to ensure effective curriculum delivery, practical skill development, research support, and achievement of learning outcomes for all learners enrolled in the BBA programme through Online and ODL modes.

## 8. COST ESTIMATE OF BBA PROGRAMME ON DISTANCE MODE

### (a) Semester - Wise Cost/Benefit Structure

<b>Recurring Expenses (A)</b>	
Number of Courses	8
Number of Counseling Sessions	12
Cost Per Counselling Session	Rs. 750/- per hour/per Session
Cost Per Course – Counselling Charges	Rs. 9,000
Total cost of Counseling Sessions for 8 courses	Rs. 72,000
Administrative Expenditure per Semester	Rs. 30,000/-
Total Administrative Expenditure/Semester	Rs. 2,00,000
<b>Total Recurring Expenses (A)</b>	<b>Rs. 2,93,000</b>
<b>Fixed Cost (B) Study Material Development</b>	
Course Development /Course	Rs. 1,00,000
Course Development for 8 courses (Writing/editing/vetting Cost )	Rs. 3,84,000
Total Courses writing for 3 years	Rs. 23,04,000
<b>Total Cost for SLM per student (including course writing and printing)- One time cost.</b>	<b>Rs. 4032/-</b>

### (b) Total Cost BBA ODL Mode programme

All Sessions Counselling (A x 6 Semester)	Rs. 17,58,000
Office Expenditure	Rs. 12,00,000
Total Recurring Expenses (A)	<b>Rs. 29,58,000</b>
<b>Total cost of counseling class per student</b>	<b>Rs. 16,200</b>
<b>Cost of one semester Per Student</b>	<b>Rs. 4500</b>

### (c) Proposed Fee Structure

Expected Admissions per semester	250 students
Fees per semester/per student	Rs. 16,000/-

Total Revenue in one Semester (if the expected numbers are met). But presently the number of students are 90 students July 2025 batch.	<b>Rs. 40,00,000/-</b>
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**(d) Mode Of Program**

Admission in a year	Two Batches
First Admission	Jan- June
Second Admission	July-Dec

Total Admission in a Year	1000
<b>Total Revenue (for three-year duration of BBA Programme @Rs. 40.00 Lakh per semester if the target of 250 students is achieved. The batch size of July 2025 admission stands at 35 students)</b>	<b>Rs. 2,40,00,000</b>

**9. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAM OUTCOMES**

9.1. **Quality Assurance Mechanism:-** In accordance with the guidelines of the University Grants Commission (UGC) and UGC-DEB regulations, Jamia Hamdard has established a Centre for Internal Quality Assurance (CIQA) for the Centre for Distance and Online Education (CDOE) to ensure continuous quality enhancement, academic excellence, learner satisfaction, and effective programme delivery in Online and Open & Distance Learning (ODL) modes. The CIQA functions as an institutional mechanism for maintaining quality standards in teaching-learning processes, learner support services, curriculum development, assessment practices, and overall programme management. The Centre continuously works towards developing a culture of quality consciousness, innovation, accountability, and continuous improvement. The quality assurance mechanism includes the following components:

- a) The CIQA Committee has been constituted in accordance with UGC-DEB guidelines to regularly monitor, review, and enhance the quality of academic programmes and institutional processes.
- b) The Centre organizes academic activities, workshops, meetings, training programmes, and quality enhancement initiatives on a regular basis and maintains proper documentation of programmes, activities, and institutional records related to quality improvement.
- c) The CIQA is responsible for incorporating advancements and developments in curriculum design, learning resources, instructional methodologies, digital learning systems, and learner support mechanisms to ensure continuous academic upgradation.
- d) The Centre promotes awareness regarding quality culture, academic standards, best practices, and continuous improvement among faculty members, learners, counselors, and administrative staff.

- e) The CIQA prepares and submits the Annual Quality Assurance Report (AQAR) in accordance with prescribed guidelines and quality parameters to ensure institutional accountability and transparency.
- f) The programme content and digital learning resources are designed in accordance with the Four Quadrant Approach prescribed by UGC, including:
  - a. e-Tutorials
  - b. e-Content
  - c. Self-Assessment
  - d. Discussion Forums and Interactive Components
- g) Programme review and monitoring mechanisms are implemented regularly. The CIQA places the programme before the Review Committee constituted by the university to evaluate the effectiveness, relevance, quality, and learning outcomes of programmes offered through Online and ODL modes.
- h) The Internal Quality Assurance Cell (IQAC) of the university works in coordination with the CIQA for academic monitoring, quality enhancement, and continuous institutional improvement.
- i) A comprehensive feedback mechanism is implemented to obtain 360-degree feedback from learners, faculty members, academic counselors, alumni, employers, and administrative staff. The feedback received is systematically analyzed, and necessary improvements are incorporated into curriculum design, learner support systems, and programme delivery processes.
- j) The programme is continuously benchmarked with the regular on-campus programmes offered by the university to maintain equivalence in academic standards, quality, and learning outcomes.
- k) Student performance in assignments, practical work, internal assessments, examinations, projects, and other academic activities is periodically analyzed to evaluate learning achievement and programme effectiveness.
- l) Post-completion feedback and learner progression analysis are conducted through surveys, interviews, alumni interactions, and employer feedback to assess the impact of the programme on learners' professional growth, employability, higher education opportunities, and career advancement.
- m) The observations, recommendations, and quality indicators generated through various review and feedback mechanisms are utilized for continuous revision, enhancement, and alignment of the programme with industry requirements, technological advancements, and global academic standards.

**9.2. Expected Programme Outcomes:-** The quality assurance framework is expected to ensure the following:-

- a. Achievement of Programme Learning Outcomes (PLOs) and Programme Specific Outcomes (PSOs)
- b. Enhancement of employability and professional competencies among learners
- c. Development of practical, analytical, entrepreneurial, and research-oriented skills
- d. Effective learner engagement and satisfaction
- e. Continuous academic improvement and curriculum relevance
- f. Alignment of the programme with industry expectations and emerging technologies
- g. Promotion of ethical values, social responsibility, and lifelong learning among graduates

- h. Maintenance of academic quality and institutional excellence in Online and ODL education modes

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