Date :- 25/04/2025

NOTIFICATION

Sub :- CBCS Syllabi of BBA (Sem. V & VI)

Ref. :- Decision of the Academic Council at its meeting held on 22/04/2025.

The Syllabi of BBA (Fifth and Sixth Semesters) as per **NATIONAL EDUCATION POLICY – 2020 (2023 Pattern)** and approved by the Academic Council as referred above are hereby notified for implementation with effect from the academic year 2025-26.

Copy of the Syllabi Shall be downloaded from the College Website (www.kcesmjcollege.in)

Sd/-
Chairman,
Board of Studies

To :

1) The Head of the Dept., M. J. College, Jalgaon.
2) The office of the COE, M. J. College, Jalgaon.
3) The office of the Registrar, M. J. College, Jalgaon.

Khandesh College Education Society's

Moolji Jaitha College, Jalgaon

An "Autonomous College"

Affiliated to

Kavayitri Bahinabai Chaudhari
North Maharashtra University, Jalgaon-425001

STRUCTURE AND SYLLABUS

Third Year
B.B.A. Honours / Honours with Research

Under Choice Based Credit System (CBCS)
and

as per NEP-2020 Guidelines

[w.e.f. Academic Year: 2025-26]

Preface

The Bachelor of Business Administration (BBA) program offers a comprehensive understanding of business and management. Aligned with the National Education Policy (NEP), this program fosters holistic development and nurtures intellectual growth.

In today's competitive business landscape, organizations seek professionals with a strong foundation in business principles, leadership skills, critical thinking, and a global perspective. The BBA program meets these demands by covering key areas such as marketing, finance, human resources, operations, entrepreneurship, and strategic management.

Through a blend of theory and practical applications, students engage in real-world case studies, internships, and industry visits. This experiential learning enhances their understanding of business concepts and strategies.

The BBA program emphasizes critical thinking, problem-solving, and decision-making skills essential for success in the business world. Students also develop soft skills such as effective communication, teamwork, leadership, and ethical decision-making.

With a focus on diversity, creativity, and innovation, the BBA program creates a supportive and inclusive learning environment. Students are encouraged to participate in co-curricular activities, industry interactions, and community engagement.

The BBA program equips students with the knowledge, skills, and values required for their professional careers. Graduates emerge as well-rounded individuals ready to make meaningful contributions to the business world and society.

Programme Outcomes (PO) for B.B.A Honours/ Honours with Research

Upon successful completion of this Programme, student will acquire the following insights/ skills/ abilities -

PO No.	PO
1	Business Knowledge: Develop a comprehensive understanding of core business disciplines such as marketing, finance, human resources, operations, and strategic management. Acquire knowledge of business principles, theories, and practices that are applicable across various industries and sectors.
2	Leadership and Management Skills: Develop effective leadership and management skills, including the ability to lead teams, make informed decisions, solve problems, and manage resources efficiently. Foster skills in critical thinking, strategic planning, and decision-making in dynamic business environments.
3	Communication and Interpersonal Skills: Enhance oral and written communication skills for effective business communication in various contexts. Develop strong interpersonal skills to build relationships, negotiate, collaborate, and work effectively in teams and diverse organizational settings.
4	Ethical and Social Responsibility: Understand the ethical and social implications of business decisions and develop a commitment to ethical conduct, corporate social responsibility, and sustainable business practices. Recognize the importance of ethical behavior and responsible business practices in building trust and maintaining stakeholder relationships.
5	Entrepreneurship and Innovation: Foster an entrepreneurial mindset and develop skills in identifying business opportunities, creating business plans, and managing innovation and creativity within organizations. Acquire an understanding of the entrepreneurial process and the ability to adapt to a rapidly changing business environment.
6	Global Perspective: Develop a global business perspective and an understanding of the challenges and opportunities of operating in an international business context. Gain knowledge of global markets, cross-cultural communication, international trade, and the impact of globalization on business strategies.

Level 1	Sem	Core Courses	AEC	MDE	VAC	SEC	DSE	Cumulative Credits/ Sem	Degree/ Cumulative Cr.
4.5	I	4T 4T 4T	4T	2T	2T	-	-	20	UG Certificate 40
	II	4T 4T 4T	2T	2T	2T	2T	-	20	
	Cum. Cr.	24	6	4	4	2	-	40	
Exit option: Award of UG Certificate with 40 credits and an additional 4 credits core NSQF course/ Internship OR Continue with the course.									

Sem- Semester, **AEC**- Ability Enhancement Course **MDE**- Multi-disciplinary Elective Course, **VAC**- Value Added Course, **SEC**- Skill Enhancement Course, **DSE**- Department Specific Elective, **T**- Theory, **P**- Practical.

Level	Sem	Major (Core) Subjects		Minor Subjects (MIN)	GE/OE	VSC, SEC (VESC)	AEC, VEC, IKS	CC, FP, CEP, OJT/Int, RP	Cumulative Credits/ Sem	Degree/ Cumulative Cr.
		Mandatory (DSC)	Elective (DSE)							
5.0	III	DSC-7 (4T) DSC-8 (2T) DSC-9 (2T)	...	MIN-1 (4T) MIN-2 (2T)	OE-3(2T)	-	AEC-3 (2T) (MIL)	CEP-1 (2P) CC-3 (2)	22	UG Diploma 88
	IV	DSC-10 (4T) DSC-11 (2T) DSC-12 (2T)	...	MIN-3 (4T)	OE-4(2T) OE-5(2T)	-	AEC-4 (2T) (MIL)	FP-2 (2P) CC-4 (2)	22	
	Cum. Cr	40	...	10	12	-	8+4+2	8+4	88	
Exit option: Award of UG Diploma in Major and Minor with 88 credits and an additional 4 credits core NSQF course/ Internship OR Continue with Major and Minor.										
5.5	V	DSC-13 (4T) DSC-14 (2T)	DSE-1 (4T) DSE-2 (4T)	...	...	VSC-1 (2T) VSC-2 (2T)	...	OJT (4P)	22	UG Degree 132
	VI	DSC-15 (4T) DSC-16 (4T) DSC-17 IKS(2T)	DSE-3 (4T) DSE-4 (4T)	...	...	VSC-3 (2T) VSC-4 (2T)	...		22	
	Cum. Cr.	52	08	18	10	6 + 8	8+4+2	8+8	132	
Exit option: Award of UG Degree in Major with 132 credits OR Continue with Major and Minor										

Level	Sem	Major (Core) Subjects		Minor Subjects	GE/ OE	VSC, SEC (VESC)	AEC, VEC, IKS	CC, FP, CEP, OJT/Int, RP	Cumulative Credits/Sem	Degree/ Cumulative Cr.
		Mandatory (DSC)	Elective (DSE)							
6.0	VII	DSC-18 (4T) DSC-19 (4T) DSC-20 (2T)	DSE-5 (4T) DSE-6 (4T)		...	RM (4T)	...	...	22	UG Honors Degree 176
	VIII	DSC-21 (4T) DSC-22 (4T) DSC-23 (2T)	DSE-5 (4T) DSE-6 (4T)	...	...	...	...	OJT/Int (4)	22	
	Cum. Cr.	72	24	18	10	6 + 12	8+4+2	8+12	176	
Four Year UG Honors Degree in Major and Minor with 176 credits										

Sem- Semester, **DSC**- Department Specific Course, **DSE**- Department Specific Elective, **T**- Theory, **P**- Practical, CC-Cocurricular **RM**- Research Methodology, **OJT**- On Job Training, **FP**- Field Project, **Int**- Internship, **RP**- Research Project,

T. Y. B.B.A Structure and Syllabus (A.Y.2025-26 Only)

Semester	Course Module	Credit	Hours/ week	TH/ PR	Code	Title
V	DSC	4	4	TH	BBA-DSC-351	Strategic Management
	DSC	2	2	TH	BBA-DSC-352	Business Research methodology
	DSE	4	4	TH	BBA-DSE-351(A)/(B)/(C)	Discipline Specific Electives - I
	DSE	4	4	TH	BBA-DSE-352(A)/(B)/(C)	Discipline Specific Electives - II
	VSE	2	2	TH	BBA-VSE-351	Case Studies in Management
	VSE	2	4	PR	BBA-VSE-352	Project Report – I
	OJT	4	8	PR	BBA-OJT-351	Internship/ On The Job Training
Semester	**Course Module**	**Credit**	**Hours/ week**	**TH/ PR**	**Code**	**Title**
IV	DSC	4	4	TH	BBA-DSC-361	Business Taxation
	DSC	2	2	TH	BBA-DSC-362	Indian Business and Management Practices
	DSC	4	4	TH	BBA-DSC-363	Entrepreneurship and Startup Ecosystem
	DSE	4	4	TH	BBA-DSE-361(A)/(B)/(C)	Discipline Specific Electives - III
	DSE	4	4	TH	BBA-DSE-362(A)/(B)/(C)	Discipline Specific Electives - IV
	VSE	2	2	TH	BBA-VSE-361	Corporate Governance
	VSE	2	4	PR	BBA-VSE-362	Project Report – II

DSC : Discipline-Specific Core course
DSE : Discipline -Specific elective
VSE : Vocational Specific Elective
OJT : On the Job Training

Model curriculum for UG Degree in BBA

List of Discipline Specific Elective [It's indicative, University / Institute can add as per the requirements]

S.No	**Finance**	**Marketing**	**Human Resource Management**	**Business Analytics**	**International Business**	**Supply chain Management**
1	International Financial Management	Consumer Behaviour	HRD –Systems & Strategies	Data Analytics using R /Python	International Trade Policy & Strategy	Operations Strategy
2	Banking and Insurance	Sales Marketing	Change Man-agemenpt and Organizational Development	Data Visu-alization using tableau / Powerbi	Global Busi-ness Environ-ment	Management Decision Models
3	Financial Markets Products and Services	Retail Marketing	Training & Development	Marketing Analytics	Transnational & Cross cultural Marketing	Quality Management and Business Process Improvement
4	Investment Analysis & Portfolio Management	Marketing of Services	Performance & Compensation Management	Finance Analytics	International Supply Chain Mgmt	International Supply Chain
5	Business Analysis & Valuation	Digital Marketing	Negotiation Skills	HR Analytics	International Accounting & Reporting Sys-tem	Project Management
6	Financial Planning	Supply- Chain Management	Cross Culture HRM	Social Media & Web Analytics	International Ventures, Mergers & Acquisitions	Supply Chain Analytics
7	Behavioral Finance (Neuro Finance)	International Marketing	HR Analytics		EXIM Policy and documentation	Inventory Management
8	Financial Derivatives	Rural Marketing	Team Building in the organi-zations			Logistics & Distribution Management
9	Strategic Corporate Finance	Neuro-Marketing	Behavioral testing and training for employee retention.			
10	Financial Modelling	B2B Marketing	Talent acqui-sition and management			
11	Financial Analytics	Integrated Marketing Communication	Compensation management			
12	Direct Tax		Employee Life Cycle Management			
13	Sustainable Finance		Coaching & Mentoring			

BBA-DSC-351
Strategic Management

Total Hours: 60 **Credits: 4**

<table>
<tr><td>Course Objectives</td><td colspan="2">To understand strategic management concepts and their role in achieving competitive advantages, focusing on strategic intent, governance, and ethics.
To analyze external and internal environments using tools like SWOT, value chain, and industry analysis for effective strategy formulation.
To explore strategies for growth and diversification, including international expansion, alliances, and mergers, to enhance corporate value.
To examine strategy implementation and control, focusing on alignment, innovation, and integration for sustainable performance.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">After completion of the course, the students will be:
Able to explain key strategic management concepts and their role in achieving competitive advantages and ethical governance.
Skilled in analysing business environments using strategic tools to identify opportunities and address challenges effectively.
Proficient in evaluating and recommending corporate and business strategies, including growth, diversification, and international expansion, for organizational success.
Capable of applying strategic implementation and control techniques, fostering innovation and aligning organizational functions for sustainable outcomes.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Chapter 1: Introduction to Strategy
Concept of "Strategy," Common Elements of Strategy
Evolution of Strategic Management Thinking Over the Decades
Importance of Strategic Thinking, How Firms Build and Sustain Competitive Advantage
Strategy – Concept, Relevance, Role, and Benefits
Importance of Strategic Management
Strategic Management Process, Levels of Strategy
Approaches to Strategic Decision Making
Strategic Intent – Vision, Mission, Goals, and Objectives
Strategy and Corporate Governance, Social Responsibility, and Ethics in Strategic Management
Chapter 2: Strategic Analysis – External Environment
Evaluating the Value-Capturing Ability of Incumbents in an</td><td>15</td></tr>
</table>

	Industry • Using Industry Analysis Tools to Forecast Industry Profitability • Understanding Industry for Strategy Formulation • Environmental Appraisal: Scanning the Environment (Technological, Social, Cultural, Demographic, Political, Legal) • Evaluating Company's External Environment • Components of External Environment • Analysis of the General Environment: Nature, Characteristics, Types, and Approaches • Key External Forces Affecting Strategy Industry Analysis – Analysis of the Competitive Environment	
UNIT-II	**Chapter 3: Strategic Analysis – Internal Environment** • Analysis of the Internal Environment • Strategic Capability: Nature, Characteristics, Types, and Approaches • Value Chain Analysis • Experience Curve • SWOT Analysis BCG Matrix and GE-Cell Matrix	**15**
UNIT-III	**Chapter 4: Strategy Formulation** • Review Corporate Strategy for a Diversified Firm • Identifying Sources of Corporate Advantage • Understanding the Mechanism of Diversification Leading to Value Creation • Business Strategy Formulation: Generic Strategies • Functional Areas and Link Between Business Strategy and Functional Strategy • Corporate Strategy Formulation: Creating Value and Diversification • Strategic Alliances • International Expansion Strategies • Introduction to Strategies of Growth, Stability, and Renewal • Types of Growth Strategies: Concentrated Growth, Product Development, Integration, Diversification, International Expansion (Multi-Domestic Approach, Franchising, Licensing, and Joint Ventures)	**15**

	• Types of Renewal Strategies: Retrenchment and Turnaround • Strategic Fundamentals of Merger & Acquisitions **Chapter 5: Strategy Implementation** • Understanding the Importance of Internal Alignment • Leveraging Temporary Opportunities into Sustainable Advantages • Value Innovation, Business Delivery System Innovation, and Ecosystem Innovation for Sustainable Business Performance • Structural Implementation • Functional and Operational Implementation • Behavioural Implementation • Issues in Strategy Implementation • Creating Effective Organizational Designs Strategy and Society	
UNIT-IV	**Chapter 6: Strategy Evaluation and Control** • Strategy Evaluation and Control • Strategic Leadership • Strategic Control and Corporate Governance • Managing Innovation and Fostering Corporate Entrepreneurship • Integration of Functional Plans and Policies • Operational Control Overview of Management Control	**15**
	Practical Exercises: • **Industry Analysis Report:** Conduct a detailed industry analysis using Porter's Five Forces, SWOT, and PESTEL frameworks. Students should assess the industry's profitability, identify key external forces, and provide strategic recommendations for a company operating in that industry. • **Strategic Case Study Evaluation:** Analyse a real-world business case focusing on the company's vision, mission, and strategic decisions. Students should identify the company's strategic intent, evaluate its competitive advantage, and suggest improvements based on strategic management theories. • **Corporate Strategy Presentation:** Select a diversified firm and prepare a presentation evaluating its corporate strategies, including growth, diversification, and international expansion. Students should	

	discuss how these strategies create value and sustain competitive advantage. • **Strategy Implementation Plan:** Develop a comprehensive strategy implementation plan for a hypothetical or real company. The plan should include structural, functional, and behavioural implementation aspects, along with mechanisms for evaluation, control, and fostering innovation.	
Study Resources	• Arthur A Thompson, Margaret A Peter af, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill. • Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press. • Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York. • Pankaj Ghemawat, "Strategy and the Business Landscape" Pearson Education • Porter, M. E. (1989). *From competitive advantage to corporate strategy* (pp. 234-255). Macmillan Education UK **Text Books (Latest Edition)** • Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. • Frank T Rothaermel. Strategic Management – 5th Edition (Indian), McGraw Hill	

BBA-DSC-352
Business Research Methodology

Total Hours: 30 **Credits: 2**

Course Objectives	• To introduce the fundamentals of research, including its definition, evolution, types, and ethical considerations, along with the characteristics of effective research work. • To develop the ability to identify and formulate research problems, conduct literature reviews, and create effective research questions, objectives, and designs. • To understand measurement and data collection methods, focusing on scaling techniques, addressing measurement errors, and using tools such as questionnaires, interviews, and observations. • To equip students with skills for data analysis and interpretation, including sampling methods, hypothesis testing, and data visualization techniques for meaningful insights.	
Course Outcomes	After completion of the course, the students will be: • Able to explain the fundamentals of research, including its evolution, types, ethical considerations, and characteristics of good research work. • Skilled in identifying and formulating research problems, conducting literature reviews, and developing effective research questions, objectives, and designs. • Proficient in applying measurement and data collection methods, including scaling techniques and tools such as questionnaires, interviews, and observations. • Capable of performing data analysis and interpretation, utilizing sampling methods, hypothesis testing, and data visualization techniques to derive meaningful insights.	
	Topic	**Hours**
UNIT-I	**Chapter 1: Introduction to Research** • Definition of Research • History and Evolution of Research • Types of Scientific Inquiry and Research • Ethical Considerations in Research • The Process of Research • Characteristics and Components of Good Research Work	**07**
UNIT-II	**Chapter 2: Formulating the Research Problem** • Identifying and Formulating Research Problems • Conducting Literature Reviews • Developing Research Questions and Objectives **Chapter 3: Research Design and Measurement** • Process of Creating Effective Research Designs	**08**

	• Measurement and Scaling • Different Types of Data • Sources of Measurement Error • Scale Construction Techniques	
UNIT-III	**Chapter 4: Data Collection Methods** • Data Collection Methods • Questionnaires • Interviews • Observations	**07**
UNIT-IV	**Chapter 5: Data Analysis and Interpretation – Part 1** • Sampling Methods • Data Preparation (Editing and Coding) **Chapter 6: Data Analysis and Interpretation – Part 2** • Hypothesis Testing Using Parametric and Non-Parametric Tests • Tools and Techniques for Data Visualization (Charts, Tables, Box Plots)	**08**
	Practical Exercises: • **Research Problem Identification and Literature Review:** Identify a real-world research problem, conduct a comprehensive literature review, and formulate clear research questions and objectives. Students should summarize their findings in a written report. • **Data Collection Plan:** Design a data collection plan for a specific research topic. This should include the construction of a questionnaire or interview guide, selecting appropriate scaling techniques, and addressing potential sources of measurement error. • **Hypothesis Testing Exercise:** Collect a small dataset (real or hypothetical) related to a chosen research topic and perform hypothesis testing using parametric or non-parametric tests. Students should interpret the results and present them in a detailed report. • **Data Visualization Project:** Use tools like Excel, SPSS, or any other data visualization software to analyse and visualize a given dataset. Students should create charts, tables, and box plots to represent their findings effectively and provide insights.	
Study Resources	• Malhotra, N.K., Nunan, D., & Birks, D.F. *Marketing Research*, Pearson UK. • Kumar, R. *Research Methodology*. • Sekaran, U. *Research Methods for Business*. • Kothari, C.R. *Methodology of Research*.	

BBA-DSE-351(A)
Financial Markets Products and Services

Total Hours: 60 **Credits: 4**

Course Objectives	The course aims to build • Understand the role and importance of financial markets in the economy. • Analyse various financial products and their characteristics. • Evaluate the role of financial intermediaries and services in the financial system. • Apply knowledge of financial products and services to real-world financial decision making	
Course Outcomes	Upon completion of the course students should be • Define key terms such as lease agreement, hire purchase agreement, factoring, forfaiting, bill of exchange, mutual fund types, and credit rating agencies. • Explain how a leasing arrangement works, the stages involved in hire purchase, and the role of credit rating agencies in financial markets. • Evaluate the pros and cons of using factoring versus forfaiting for managing a company's receivables and recommend the most suitable option for a given business situation. • Analyse the various types of mutual funds available in the financial markets, evaluate their performance metrics	
	Topic	**Hours**
UNIT-I	**Chapter 1: Fundamentals of Financial Management** • Meaning, Objectives, Importance of the financial management • Role of financial manager in the firm's management • Principles and functions of the financial management • Operating conditions of financial management at the company • System of organizational and informational support of financial management • Strategy and tactics: methods and techniques of the financial management **Chapter 2: Financial System** • Financial System • Need, structure, functions, and scope of financial markets • Financial Intermediation and Financial Intermediaries • Fund-based and fee-based financial products Regulatory Institutions in India: RBI, SEBI, IRDA, PFRDA.	**15**
UNIT-II	**Chapter 3 : Financial Markets I - Money Market** o Introduction o Instruments ▪ T-Bills ▪ Commercial Papers	**15**

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Certificate of Deposits
Call Money
Money Market Mutual Funds
Commercial Bills

Trading Mechanism of various money instruments

Chapter 4 : Financial Markets II- Capital Market

Meaning and Functions
Primary and Secondary Market
Methods of Floatation of Capital

IPOs (Initial Public Offerings)
Book Building
Private Placements
Rights Issue
Bonus Issue

Investor Protection in Primary Market
Recent trends in primary market
SEBI – Objectives, role, functions, and powers

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<tr>
<td>UNIT-III</td>
<td>
Chapter 5 : Debt Market

Introduction and meaning, functions
Instruments of Debt Market
Primary Market for Corporate Securities in India: Issue of Corporate Securities
Secondary market for government/debt securities (NDS-OM),
Auction process (with Numerical)
Corporate Bonds vs. Government Bonds. Retail Participation in Money and Debt Market-RBI
Retail Direct platform.

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<tr>
<td>UNIT-IV</td>
<td>
Chapter 6 : Principles and Practices of Stock Exchange Trading in India

Overview of Major Stock Exchanges in India

NSE (National Stock Exchange)
BSE (Bombay Stock Exchange)

Index Development

Meaning, purpose, and consideration in developing index
Methods

Weighted Aggregate Value Method
Weighted Average of Price Relatives Method
Free Float Method

Trading on Stock Exchanges

Brokers – Types of brokers
Types of Market Orders

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<td>15</td>
</tr>
</table>

	o Different Trading Systems ▪ BOLT (BSE Online Trading) ▪ NEAT (National Exchange for Automated Trading) System o Trading Cycle (T+2) o Types of settlements: ▪ Pay-in and payout ▪ Bad Delivery ▪ Short Delivery ▪ Auction o Demat Settlement and Physical Settlement o Circuit Breakers o Market Makers	
Study Resources	**Textbooks (Latest Editions):** 1. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi. 2. Frank .J. Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia. 3. M.Y. Khan, Financial Services, Tata McGraw-Hill, New Delhi. 4. M. Y. Khan, Indian Financial System, Tata Mc Graw-Hill, New Delhi. 5. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd. 6. B. Pathak : Indian Financial Systems Pearson Education	

BBA-DSE-351(B)
Consumer Behaviour

Total Hours: 60 **Credits: 4**

<table>
<tr><td>Course Objectives</td><td colspan="2">To provide students with an understanding of the fundamental concepts and importance of consumer behaviour in marketing decisions.
To analyse the psychological and social factors influencing consumer perception, learning, and attitude formation.
To examine consumer decision-making processes and the role of cultural, social, and personal influences.
To explore the dynamics of industrial (B2B) marketing strategies, including procurement, promotion, and industrial buying behaviour.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">Students will be able to explain key consumer behavior concepts and apply motivational and personality theories to marketing strategies.
Students will analyze consumer perception, learning, and attitude formation and use these insights to develop effective marketing strategies.
Students will evaluate consumer decision-making processes across different markets, including FMCGs, durables, and services.
Students will demonstrate an understanding of industrial marketing strategies, vendor selection, and industrial buying behavior to enhance business marketing effectiveness.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Chapter 1 -Introduction to Consumer Behaviour:
Nature, Scope and Importance.
Consumer Motivation: Nature of Motivation; Types of Consumer Needs and Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Measurement of Motives.
Personality and Consumer Behaviour: Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics.
Chapter 2 - Decoding the Consumer: Perception, Learning, and Attitude Dynamics
Consumer Perception: Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.</td><td>15</td></tr>
</table>

	• **Consumer Learning:** Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning. **Consumer Attitude Formation:** Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude.	
UNIT-II	**Chapter 3 - Consumer Decision** • Meaning, Types and importance of consumer decision • **Consumer decision process:** Problem recognition; Search and evaluation of alternatives; Purchase process; Post purchase behavior and cognitive dissonance. • Consumer adoption process and diffusion of innovation; Situational influences. • Cross-cultural issues of consumer behaviour • Rural consumer behaviour • Organisational buying behaviour • Behaviour for FMCGs v/s Consumer durables v/s Services • Consumer behavioural research	
UNIT-III	**Chapter 4 –Socio-Cultural Influences on Consumer Behavior** • **Reference Group and Family Influences:** Power of Reference Groups; Types of Consumer Related Reference Groups; Celebrity and Other Reference Group Appeals; Family Decision Making and Consumption Related Roles; Family Life Cycle. • **Social Class:** Definition; Measurement of Social Class; Social Class Dynamics. **Cultural and Sub cultural Influences on Consumer Behaviour:** Definition of Culture and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Subcultural Categories.	
UNIT-IV	**Chapter 5 – B2B Marketing Strategies** • To understand the industrial products, characteristics and applications • Differences between Industrial Marketing and Consumer Marketing with specific reference to the Marketing mix	

	Segmenting the Industrial Markets and positioning the products Vendor selection process, value analysis and value engineering • Importance of costing, pricing and bidding; Factors influencing industrial product pricing **Chapter 6 – Strategic Industrial Marketing: Procurement and Promotion** • **Industrial Buying Behaviour:** Understanding the unique characteristics of industrial buyers. Factors influencing industrial purchasing decisions. The roles within the buying centre. • **Use of various promotional tools-**Advertising, Catalogues, Brochures, Participation in exhibitions – the effectiveness of each of these tools in Industrial Marketing • **Personal Selling:-**Role of Personal Selling in Industrial Marketing; Importance of consultants and expectations from the consultants in marketing	
	Practical Exercises: • **Case Study on Consumer Behaviour Frameworks:** Analyse a real-world marketing campaign and assess how the consumer behaviour framework (value, motivation, perception, etc.) was used to target the right audience. Present your findings in a detailed report. • **Social and Cultural Influence Analysis:**Choose a product and conduct a study on how different social class and cultural factors influence its consumer behaviour. This can involve interviews or surveys and should be followed by a report discussing the findings. • **Consumer Decision-Making Process Simulation:**Select a product category and simulate the consumer decision-making process for a target segment. Include all stages like need recognition, search, evaluation, and post-purchase behaviour. Present this process with examples and models. • **Consumer Motivation and Personality Study:**Conduct a study on how different consumer personalities and motivational factors influence purchasing behaviour. Use surveys or observations and provide an analysis of the findings, explaining how these factors affect marketing strategies.	

Study Resources	1. Schiffman, L.G.; Kanuk, L.L. and Kumar, S.R. *Consumer Behavior.* Pearson Education Inc. 2. Loudon, D.L. and Bitta, J. Albert Della. *Consumer Behavior: Concepts and Applications.* Tata McGraw Hill Publishing Company Limited. 3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. *Consumer Behavior (CB): A South Asian Perspective.* Cengage Learning India Pvt. Limited. 4. Hawkins, D.I.; Best, R.J. and Coney, K.A. *Consumer Behavior: Building Marketing Strategy.* Tata McGraw-Hill Publishing Company Limited. 5. Evans, M.; Jamal, A. and Foxall, G. *Consumer Behavior.* John Wiley & Sons LTD. 6. Solomon, M.R. *Consumer Behavior: Buying, Having, and Being.* PHI Learning Private Limited. 7. Nair, S.R. *Consumer Behavior & Marketing Research.* Himalaya Pub. House.	

BBA-DSE-351(C)
Operations Strategy

Total Hours: 60 **Credits: 4**

Course Objectives	• To introduce students to the fundamental concepts, principles, and strategies of Supply Chain Management (SCM). • To equip students with knowledge of demand forecasting, inventory management, and supply planning for effective decision-making. • To provide insights into global, Indian, and customer perspectives on SCM and their impact on business efficiency. • To analyse transportation networks, sourcing strategies, and technological advancements in SCM, including ERP and e-logistics.	
Course Outcomes	• Students will understand and explain the core concepts, processes, and participants in Supply Chain Management. • Students will apply demand forecasting and inventory management techniques to optimize supply chain operations. • Students will assess SCM strategies from global, domestic, and customer perspectives and recommend improvements. • Students will evaluate and design effective supply chain and logistics solutions using modern technologies and strategic frameworks.	
	Topic	**Hours**
UNIT-I	**Chapter 1 - Fundamentals of Operations Strategy:** • **Supply Chain Management:** Concept, Features, Evolution, Importance, Process and Barriers of Supply Chain Management. • **Principles and Strategies:** Principles, Supply Chain Strategies – Organizations, Coordination, Innovation and Forecasting. • **Participants in SCM:** Supply chain intermediaries- Concept and Types, Channels of Distribution for Industrial Goods and Consumer Goods, Channel of Distribution at Services Level, Factors for selection of suitable channels. **Chapter 2 – Planning Demand, Supply and Inventories:** • **Planning Demand and Supply-** Role of forecasting – demand forecasting – approaches – role of IT. **Planning and Managing Inventories-** Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.	**15**

UNIT-II	**Chapter 3 - Perspectives of Supply Chain Management** • **Global perspectives:** Measuring and analysing the value and efficiency of global Supply Chain Networks, Global market forces, Types of global supply chain. • **Indian Perspectives:** Measuring and Analysing the value and efficiency of domestic Supply Chain Networks, Economic effects of supply chains. • **Customer Perspectives:** Customer values, Role of customers and Ways of improving customer services in SCM. **Chapter 4 - Transportation Networks** **Transportation Networks and Sourcing-** Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource – 3 rd and 4th PLs – supplier scoring and assessment.	**15**
UNIT-III	**Chapter 5 - Inventory Management and Applications and Supply Chain Strategies:** • Inventory theory. • Economic order quantity (EOQ), reorder point, safety stock, and • just-in-time (JIT) systems.) • Applications in supply chain management • (how these models optimize inventory levels and reduce costs.) **Supply chain strategies** Strategy classification, Corporate strategy, Strategic fit, Achieving strategic fit, Supply chain strategies, Supply chain strategy framework, Supply chain relationships, Customer relationship management	**15**
UNIT-IV	**Chapter 6 - Design of SCM, Logistics and Use of Internet** • **SCM Plan-** Demand Planning, Source of Procurement, Production or Assembly Steps, Sales return of defective or excess goods • **Use of Internet in SCM-** E-market places, E-procurement, E-logistics, Fulfilment, **Operative Systems in SCM:** Enterprise Resource Planning (ERP), Performance Modelling of supply chains using Markov chains, Inventory Control Importance, Pareto's Law	**15**

Study Resources	**Research Paper Reading:** • Zulfikarijah, F., Shanty, B. M., & Khwarazmita, T. (2024).Antecedent factors operations strategy and impact on performance: Indonesian construction case. In Environmental Issues and Social Inclusion in a Sustainable Era (pp. 128-142).Routledge. **Textbook (Latest Edition):** • *Supply Chain Management: Strategy, Planning, and Operation*, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.	

BBA-DSE-352(A)
Investment Analysis and Portfolio Management

Total Hours: 60 **Credits: 4**

<table>
<tr><td>Course Objectives</td><td colspan="2">To introduce the fundamental concepts of investments, financial markets, and the processes involved in investment decision-making.
To develop proficiency in conducting fundamental analysis, including economic, industry, and company analysis, to evaluate investment opportunities.
To provide a comprehensive understanding of portfolio management principles, theories, and techniques for constructing and evaluating investment portfolios.
To examine asset pricing models and portfolio performance measures used to assess and manage investment risk and return.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">Students will be able to differentiate between investment, speculation, and gambling, and identify various investment avenues and the factors influencing their selection.
Students will be able to perform fundamental analysis of companies and industries, utilizing economic indicators and financial ratios to assess investment potential.
Students will be able to construct and manage diversified investment portfolios based on modern portfolio theories and risk-return considerations.
Students will be able to apply asset pricing models and performance evaluation techniques to assess portfolio performance and make informed investment decisions.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Chapter 1: A Conceptual Framework of Investments
Defining Investment,
Describing Investments – Objectives, Characteristics, Process,
Investment v/s Speculation v/s Gambling
Investment avenues</td><td>15</td></tr>
</table>

	• Factors influencing selection of investment alternatives **Chapter 2: Financial Markets** • Meaning, Economic Utility, • Different types of Financial Markets, Exchange vs OTC, • Participants; Instruments in Debt Markets – Money Market, Bond Market; Instruments in Equity Markets – Shares, IPOs; • Other Markets – Foreign Exchange, Commodities, Gold, Derivatives; • Regulatory Bodies – RBI and SEBI – Roles and Responsibilities	
UNIT-II	**Chapter 3 : Fundamental Analysis I** • **Economic Analysis:** Tools - Gross Domestic Product, Monetary Policy and Liquidity, Inflation, Interest Rates, International Influences, Consumer Sentiment • **Industry Analysis:** Standard industrial classification, Links between the economy and industry sectors, The stock market and the business cycle, Tools -Cross Sectional Industry Performance, Industry Performance Over time, Differences in Industry Risk. **Chapter 4: Fundamental Analysis II** • **Company Analysis:** Threat of New Entrants, Determinants of Entry Barriers, Threat of Substitute Products and Services, Determinants of Substitution Threats, Bargaining Power of Suppliers, Determinants of Supplier Power, Customer Bargaining Power, Determinates of Customer Power, Existing Rivalry, Rivalry Determinants. The Financial Statements of Companies – Performance Ratios, Profitability Ratios, Market Valuation Ratios. (excluding Financial Companies- Banking and Insurance) **Technical Analysis:** Charting Tools – A very brief comparison of these charts Line charts/Line and Volume Charts, Bar Charts, Candlestick Chart and Point and Figure Chart (An outline only).	**15**
UNIT-III	**Chapter 4: Introduction to Portfolio Management** • **Portfolio -** Meaning and Objectives	**15**

	• Terms relating to Portfolio - Securities - Risk – Return • **Portfolio Management –** Meaning, Objectives, Importance, process, principles, Factors influencing investment decision in portfolio Management • Role of Portfolio Managers	
UNIT-IV	**Chapter 5: Portfolio Theories** • Efficient Market Theory • Random Walk Theory • Portfolio Risk/Return • Traditional portfolio Selection • Capital Assets Pricing Model • Growth investing • Value investing. Markowitz Portfolio Theory **Chapter 6: Asset Pricing Model Portfolio Evaluation** • Capital Asset Pricing Model (CAPM) • Security Market Line – Assumptions • Arbitrage Pricing Model (APT) • Portfolio Performance Models • Sharpe's Performance Index – Treynor's Performance Index – Jensen's • Performance Index.	**15**
Study Resources	**Textbooks (Latest Editions)** 1. Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley 2. Reilly, F.K., Brown, K. C., Analysis of Investments and Management of Portfolios, Cengage Learning 3. Chandra, P., Investment Analysis and Portfolio Management, Mcgraw Hill 4. Kevin, S., Security Analysis and Portfolio Management, PHI Learning **Research Papers / Articles** 1. Investor Education Reading Material, SEBI website 2. Sardar, S., Chaudhari, D. R., Das, S., Decentralized Finance:	

	Implications for 3. Financial System, RBI Bulletin, 21st May 2024 4. FAQs for Portfolio Managers, SEBI website **Case Topics** 1. Investment or Speculation? Comparison of equity and debt versus 2. cryptocurrencies 3. Fundamental and Technical Analysis of a FMCG or Manufacturing company 4. Recommending stocks, building and optimising a portfolio	

BBA-DSE-352(B)
Sales Management

Total Hours: 60 **Credits: 4**

<table>
<tr><td>Course Objectives</td><td colspan="2">To understand the fundamental concepts of sales management, including its importance, roles, and responsibilities in modern businesses.
To learn the processes of recruiting, training, and organizing a sales force, and understanding the role of sales information systems in planning and decision-making.
To explore strategies for directing sales force operations, such as motivation, compensation, and sales territory management.
To develop skills in evaluating and controlling sales force performance, including sales budgeting, profitability analysis, and performance evaluation.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">After completion of the course, the students will be:
Able to explain the nature and importance of sales management, the selling process, and the role of a sales manager in business success.
Skilled in planning and executing sales force recruitment, training, and organizational strategies to improve sales team efficiency.
Proficient in motivating and managing sales personnel, designing compensation plans, and handling sales meetings and contests effectively.
Capable of evaluating and controlling sales performance, including analysing sales budgets, profitability, and sales team effectiveness.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Chapter 1 -Introduction to Sales Management
Meaning, nature, and importance of sales management in modern businesses
Roles and responsibilities of a sales manager
Personal selling and salesmanship
Selling process
Chapter 2 - Sales Management Planning and Control
Sales management Planning – meaning, importance
Sales Management Information Systems -meaning, importance
Sales Forecasting - meaning, types, importance, advantages and disadvantages
Sales Budgeting- meaning, types, importance</td><td>15</td></tr>
</table>

	• Planning quotas- meaning, importance, advantages and disadvantages	
UNIT-II	**Chapter 3 - Geographic Sales Management: Territories and Routes** • Time and Territory Management • Territory Planning, • establishing and revising territories, • Bases of territory design, • methods of territory design including computer models, • assigning Sales people to territories • route planning • Territory coverage. **Chapter 4 - Foundations of Sales Promotion** • Definition, nature, and scope of sales promotion. • The role of sales promotion in the marketing mix. • Distinguishing sales promotion from advertising and personal selling. • Short-term and long-term objectives of sales promotion. • Types of Consumer Promotions: • Types of Trade Promotions • Strategic Planning for Sales Promotions:	**15**
UNIT-III	**Chapter 5 - Implementing and Evaluating Sales Promotions** • **Implementation of Sales Promotion Programs:** Logistics and operational considerations. Coordination with other marketing activities. Training and communication with sales force and retailers. • **Point-of-Purchase (POP) Displays and Merchandising:** Designing effective POP displays. Merchandising strategies and techniques. The impact of POP on consumer behaviour. • **Digital Sales Promotion:** Online coupons and discounts. Social media promotions and contests. Mobile marketing and location-based promotions.	**15**

	• **Evaluating Sales Promotion Effectiveness:** Measuring sales lift and return on investment (ROI). Analysing consumer feedback and market data. Pre and post promotional analysis.	
UNIT-IV	**Chapter 6 - Advanced Sales Promotion Strategies and Trends** • **Relationship Marketing and Loyalty Programs:** Building long-term customer relationships. Designing effective loyalty programs. Personalized promotions and customer segmentation. • **Event Marketing and Sponsorships:** Leveraging events for brand promotion. Sponsorship strategies and evaluation. Experiential marketing and brand activation. • **Sales Promotion in International Markets:** Adapting sales promotion strategies to different cultures. Global vs. local promotions. Legal and regulatory considerations in international markets. • **The Impact of Technology on Sales Promotion:** Artificial intelligence and personalized promotions. Augmented reality and virtual reality in retail. Data analytics and predictive marketing.	**15**
Study Resources	**Text Books (Latest Editions)** • Advertising & Promotion – An Integrated Marketing Communications Perspective; by George Belch, Michael Belch and Keyur Purani; Mc Graw Hill. • Integrated Marketing Communications: A South Asian Perspective, by O'Guinn, Allen, Semenik, Banerjee, Cengage Learning India. • Integrated Advertising, Promotion, and Marketing Communication; by Kenneth Clow and Donald Baack; Pearson. • Advertising Management; by Aaker, Batra and Myers; Prentice-Hall. • Percy, L. (2014). Strategic integrated marketing communications. Routledge.	

BBA-DSE-352(C)
Fundamentals of Logistics Management

Total Hours: 60 **Credits: 4**

Course Objectives	• To provide a foundational understanding of logistics management principles, functions, and its strategic role in the supply chain. • To develop practical knowledge of logistics operations, including inventory management, warehousing, material handling, and packaging. • To explore transportation modes, intermodal operations, and containerization for efficient movement of goods. • To examine contemporary logistics practices, including reverse logistics, e-logistics, IT applications, and global import/export processes	
Course Outcomes	After completing this course, students will be able to: • Students will be able to define and apply core logistics concepts to enhance customer service and competitive strategy. • Students will be able to analyze and optimize logistics operations, including inventory, warehousing, and material flow. • Students will be able to evaluate and select appropriate transportation and containerization strategies for efficient logistics. • Students will be able to understand and apply modern logistics technologies and processes, including reverse logistics, e-logistics, and import/export procedures.	
	Topic	**Hours**
UNIT-I	**Chapter 1 - Introduction to Logistics Management** • Definition, scope, functions, objectives • Integrated logistics management, • Role of logistics in the Supply chain • Logistics & customer service • Role of logistics in competitive strategy **Chapter 2 - Logistics Operations: Inventory, Warehousing, and Material Flow** **Inventory Planning:** Inventory costs, classifying inventory, Nature & importance of warehousing, types of warehouses, warehousing functions, warehouse layout & design. **Material handling** - objectives, guidelines & principles, selection of material handling equipment's. **Packaging-**role of packaging, packaging materials, consumer & industrial	**15**

<table>
<tr><td></td><td>packaging, material handling efficiency</td><td></td></tr>
<tr><td>UNIT-II</td><td>Chapter 3 - Transportation-
• role of transportation in logistics, transportation selection decision,
• Modes of transportation- Rail, Road, Water, Air, Pipeline- characteristics of different modes transport
• Inter modal operations</td><td>15</td></tr>
<tr><td>UNIT-III</td><td>Chapter 4 - Containerization-
• Concept, types, benefits,
• Types of carriers- indirect & special carriers,
• Role of intermediaries- shipping agents, brokers- freight management- route planning
• Role of ports, ICDs, CONCOR - Global shipping options</td><td>15</td></tr>
<tr><td>UNIT-IV</td><td>Chapter 5 - Reverse Logistics
• Scope, design,
• e-logistics- logistics information system
• application of IT in logistics
• automatic identification technologies
• bar coding, RFID, Logistics outsourcing3PL & 4PL,
• Global logistics
• operational & strategic issues
Chapter 6 – Import and Export Logistics
• Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centres, distributors and lastly the retail outlets-
• Import Logistics: Documents Collection- Valuing- Bonded Warehousing Customs Formalities- Clearing ,Distribution to Units.</td><td>15</td></tr>
<tr><td>Study Resources</td><td>• Ailawadi C Sathish & Rakesh, LOGISTICS MANAGEMENT, Prentice Hall, India, 2005
• Agrawal D K, LOGISTICS & SUPPLY CHAIN MANAGEMENT , Macmillan India Ltd, 2003
• Coyle et al., THE MANAGEMENT OF BUSINESS LOGISTICS, Thomson, 7th ed., 2004
• Bowersox Donald J, LOGISTICAL MANAGEMENT- THE INTEGRATED SUPPLY CHAIN PROCESS, Tata McGraw Hill, 2000</td><td></td></tr>
</table>

BBA-VSE-351
Case Studies in Management

Total Hours: 30 **Credits: 2**

<table>
<tr><td>Course Objectives</td><td colspan="2">The course aims to:
Develop critical thinking and analytical skills through case-based discussions in core areas of management.
Enable students to apply theoretical concepts of Financial Management, Marketing, Supply Chain, and Human Resource Management to real-world business scenarios.
Foster decision-making abilities by analysing case studies related to Production and Operations Management and Principles of Management.
Encourage effective documentation and presentation skills through the maintenance of a comprehensive case study journal.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">After completion of the course, the students will be able to:
Analyse and solve complex business problems using management theories and frameworks.
Apply strategic decision-making skills to address challenges in Financial, Marketing, and Supply Chain Management.
Evaluate human resource management strategies and operational processes for improving business performance.
Maintain a well-structured case study journal reflecting critical analysis and practical solutions to management problems.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td></td><td>Students will engage in the discussion of a minimum of 15 cases selected and provided by the subject teacher. The cases will cover the following subjects:
<table>
<tr><td>1.</td><td>Financial Management</td></tr>
<tr><td>2.</td><td>Marketing Management</td></tr>
<tr><td>3.</td><td>Supply Chain Management</td></tr>
<tr><td>4.</td><td>Principles and Practices of Management</td></tr>
<tr><td>5.</td><td>Production and Operation Management</td></tr>
<tr><td>6.</td><td>Human Resources Management</td></tr>
</table>
Note: Students should maintain Journal File of all Cases with its discussion / Solution.</td><td>30</td></tr>
<tr><td>Study Resources</td><td>Reference Books include Texts and Cases of all subjects.</td><td></td></tr>
</table>

BBA-VSE-352
Project Report – I

Total Hours: 60 **Credits: 2**

Students should refer to College Website for detailed Guidelines on "Project Report- I". These guidelines are available under the Faculty of Commerce and Management

BBA-OJT-351

Internship/ On the Job Training

Total Hours: 120 **Credits: 4**

Students should refer to College Website for detailed Guidelines on "On the Job Training". These guidelines are available under the Faculty of Commerce and Management

SEM-VI

BBA-DSC-361
Business Taxation

Total Hours: 60 **Credits: 4**

Course Objectives	• Understand the fundamental concepts and legal framework of GST and Customs Duty, including the constitutional provisions and structure of the taxation system in India. • Develop the ability to compute GST liabilities and Customs Duty obligations, considering Input Tax Credit and other relevant provisions. • Gain practical knowledge of GST registration, filing of returns, and audit procedures, along with the use of Tally ERP software for GST compliance. • Analyse the impact of GST and Customs Duty on business operations and decision-making, ensuring compliance with legal provisions and minimizing tax liabilities.	
Course Outcomes	After successful completion of the course, students will be able to: • Explain the concepts, structure, and legal provisions of GST and Customs Duty, including the process of registration and compliance. • Calculate GST liabilities, Input Tax Credit, and Customs Duty obligations for various business transactions. • File GST returns and conduct audits as per GST laws using Tally ERP software for accounting and reporting. • Assess the impact of GST and Customs Duty on business strategies and implement effective tax planning to ensure compliance and cost efficiency.	
	Topic	**Hours**
UNIT-I	**Unit 1: Goods and Service Taxes (GST) – Overview and Concepts:** • Fundamentals of GST, Constitution {101st Amendment} Act 2016, • Tax Structure in India, • Types of Taxes – Direct and Indirect Taxes. • Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages. • Introduction to Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Taz Act 2017, • Goods and Service Tax Network (GSTN), GST Council. • Dual Model of GST – GSTN. Process of registration, compulsory	**07**

	registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. • GST Unique Identification Number (GSTIN).	
UNIT-II	**Unit 2: Levy, Collection and Input Tax Credit** • Meaning of Supply, • Scope of supply, types of Supplies – Composite and Mixed Supplies. • Levy and Composition, Composition of Levy. • Persons liable to pay GST, Time of Supply and Value of Supply. • Input Tax Credit – eligible and ineligible tax credit. • Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. • Payment of Tax -Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit – refunds application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.	**08**
UNIT-III	**Unit 3 : Filing of GST Returns and Audit** • Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7- GSTR8- GSTR – 9 - GSTR10- GSTR11. • Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery. • Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.	**07**

UNIT-IV	**Unit 4: Customs Duty** • Introduction- • Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties - Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty – Baggage - Valuation - Baggage Rules and Exemptions. Procedure (including warehousing) - Export Procedure - Deemed Exports - Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 - Valuation of Imported Goods -Valuation of Export Goods.	**08**
Study Resources	Readings: Textbooks (Latest Editions) 1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd. 2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons. 3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd. 4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd. 5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India. 6. Sury, M. M.; Indirect Taxes. New Century Publications.	

BBA-DSC-362
Indian Business and Management Practices

Total Hours: 30 **Credits:2**

<table>
<tr><td>Course objectives</td><td colspan="2">To introduce students to India’s traditional systems of business and management.
To explore how Indian entrepreneurs and communities practiced human resource, marketing, and operational principles.
To identify the relevance of such practices in today’s business world, especially in MSMEs and family-owned firms.
To promote critical appreciation of India’s contribution to managerial thought.</td></tr>
<tr><td>Course outcomes</td><td colspan="2">After Completion of this course Students will be able to:
Describe the key features of traditional Indian business and entrepreneurial systems.
Explain human resource and work management practices used in community- and family-run businesses.
Identify and analyze indigenous marketing and trade practices relevant to local and regional markets.
Evaluate the relevance and continuity of traditional Indian business values in today’s MSMEs and family enterprises.</td></tr>
<tr><td>Unit</td><td>Topic Particular</td><td>Hours</td></tr>
<tr><td>Unit I</td><td>Chapter 1: Traditional Business Systems and Entrepreneurship in India
Overview of Indian business practices before industrialization
Community-based businesses: Marwaris, Chettiars, Banias
Indigenous entrepreneurship models (e.g., trading families, artisan guilds)
Risk-taking, savings, and reinvestment practices
Business ethics and informal banking networks</td><td>08</td></tr>
<tr><td>Unit II</td><td>Chapter 2: Human Resource Practices in Traditional India
Skill development through apprenticeship (gurukul/workshop</td><td>07</td></tr>
</table>

	system) • Role of family and caste in job allocation and accountability • Worker-employer trust, oral contracts, and labor retention • Decision-making in joint families and community businesses	
Unit III	**Chapter 3: Indigenous Marketing and Trade Practices** • Indigenous branding (symbolism, reputation, trust-based selling) • Haats, Melas, and bazaars as traditional marketing spaces • Word-of-mouth and social capital in trade promotion • Case studies: Surat textile traders, Chikan artisans of Lucknow	**07**
Unit IV	**Unit 4: Relevance in the Modern Business Ecosystem** • Continuity of traditional values in modern Indian businesses • Family businesses and informal management systems • CSR roots in Indian philosophy. • Case studies: Amul, SEWA, FabIndia, Jaipur Rugs	**08**
Study Resources	• NCERT – Business Studies (Class 12) • "The Marwaris: From Jagat Seth to the Birlas" – Thomas Timberg • "Business History of India" – Tirthankar Roy • "Grassroots Innovation" – Prof. Anil Gupta **Websites & Government Resources** • **India Brand Equity Foundation (IBEF)** – Business ecosystem, MSME case studies https://www.ibef.org • **Indian Knowledge System Division, Ministry of Education** – Policy documents and examples https://iksindia.org • **NITI Aayog Reports** – Business model innovations, MSMEs, informal sector https://www.niti.gov.in • **Ministry of Textiles / MSME Cluster Reports** – Artisan industries and community-based businesseshttps://texmin.nic.in	

BBA-DSC-363
Entrepreneurship and Startup Ecosystem

Total Hours: 60 **Credits: 4**

Course Objectives	• To understand Entrepreneurship and its types • To understand that not all ideas can be turned into viable business models and guestimate business potential of an idea • To understand different type of finances available and financing methods • To be able to draft business plans on an identified idea • To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business • To know what is a Family Business and how is it different from Entrepreneurship	
Course Outcomes	• Understand basic building blocks of creating a venture • Be able to identify a business opportunity and translate it into a viable business model • Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents • Know the legacy of family businesses and key differentiations from entrepreneurship	
	Topic	**Hours**
UNIT-I	**Chapter 1: Introduction to Entrepreneurship:** Concept, Significance, Theories and Models of Entrepreneurship Development - Traits and Characteristics, Functions, Types - Entrepreneurial Processes - Problems - Capacity building - Risk Analysis - Scope of Entrepreneurship in India. **Chapter 2: Entrepreneurial Strategies and Competencies** Business Models and Strategy - Entry Wedges - Resource-Based Strategies - Information Rules Strategies - Strategy and Industry Environments - Crafting and Evaluating Strategy - Entrepreneurship competencies - qualities of a successful entrepreneur - Entrepreneurial traits - Developing competencies - Role of SSI Sector in the Economy - Failure, Causes and Preventive Measures - Turnaround Strategies.	**15**
UNIT-II	**Chapter 3: Entrepreneurial Environment for Start-up Enterprises:** Significance - Internal and External Environment forces - Entrepreneurial Culture and Society - EDP: Objectives, Features, need of EFP, Steps and Issues in EDP Process - Role of Institutions and Government in EDP, problems in conduct EDP, Suggestions to make	**15**

	EDPs successful. **Chapter 4: Start-up Environment and Business Plan** Schematic of the New Venture's Environment - Processes of Business Environment Analysis - Political, Governmental, Stakeholder, Technological, Macroeconomic, Socio-demographic, Competitive and Competitor Analysis - Elements of Business plan - Feasibility study - Critiquing the plan - Formalities and procedures in registration of a business - Regulatory norms and legal aspects - Format and presentation of report – Marketing strategies.	
UNIT-III	**Chapter 5: Managing New Venture and Financing** Preparing for the new venture launch - New venture expansion strategies - Venture Capital and Angel Investment - Importance and Benefits - Sources of Investment - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions.	**15**
UNIT-IV	**Chapter 6: Institutional Financial Support** Institutions supporting the small business enterprises: Central level institutions, state level institutions, other agencies. District Industries Centres (DICs) - Industrial Development Corporation (IDC) - State Financial Corporation (SFCs) - Small Scale Industries Development Corporations (SSIDCs) - Khadi and Village Industries Commission (KVIC) - Technical Consultancy Organisation (TCO) - Small Industries Service Institute (SISI) - National Small Industries Corporation (NSIC) - Small Industries Development Bank of India (SIDBI) - NBFC's in India	**15**
Study Resources	1. Startup India Leaning Program by Start Up India available at www.startupindia.gov.in 2. Entrepreneurship, Rajeev Roy, Oxford University Press 3. Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing 4. Family Business Management by Rajiv Agarwal, Sage Publishing 5. Anish Tiwari , "Mapping the Startup Ecosystem in India", Economic &Political Weekly 6. Ramachandran, K, Indian Family Businesses: Their survival beyond three generations, ISB Working Paper Series 7. Saravanavel, P. (2020): Entrepreneurial Development, Margham Publication, Chennai. 8. Prasanna Chandra, (2019) : Protect Preparation, Appraisal, Implementation, Tata McGraw Hill. New Delhi. 9. Srinivasan, N.P. & Gupta, C.B. (2017): Entrepreneurial Development, Sultan Chand & Sons 10. Barringer, Bruce R. (2008): Entrepreneurship: Successfully	

BBA-DSE-361(A)
Financial Instruments and Services

Total Hours: 60 **Credits: 4**

Course Objectives	• To provide students with a comprehensive understanding of various alternative financing and investment instruments, including leasing, hire purchase, mutual funds, credit rating, bill discounting, factoring, and forfaiting. • To equip students with the analytical skills necessary to evaluate the financial implications of these instruments from both the user's and provider's perspectives. • To familiarize students with the regulatory framework and practical applications of these financial services in the Indian context. • To develop students' ability to solve numerical problems related to the valuation and analysis of these financial instruments.	
Course Outcomes	• Students will be able to differentiate between various leasing and hire purchase agreements and evaluate their financial implications. • Students will be able to analyze and calculate the Net Asset Value (NAV) of mutual funds and understand the functioning of systematic investment and withdrawal plans. • Students will be able to assess the creditworthiness of financial instruments and understand the mechanics of bill discounting, factoring, and forfaiting. • Students will be able to apply quantitative techniques to solve problems related to leasing, hire purchase, factoring, forfaiting, bill discounting, and mutual fund NAV calculations.	
	Topic	**Hours**

UNIT-I	**Chapter 1: Leasing**
	• Leasing
	    o Definition, Types, and Main Features
	    o Advantages and Disadvantages of Leasing
	    o Main Clauses in a Lease Agreement
	    o Buy or Lease Decision
	        ▪ Tax and Depreciation aspects
	    o Lease Evaluation
	        ▪ Lessee’s perspective
	        ▪ Lessor’s perspective
		15

	◦ Major Leasing Institutions in India **Chapter 2: Hire Purchase** • Concepts and Features • Hire Purchase Evaluation (Tax and Depreciation implications) • Choice between Leasing and Hire Purchase • Installment Purchase • Difference between hire purchase and installment purchase	
UNIT-II	**Chapter 3: Mutual Funds** Mutual Funds • Definition and Historical Background • Types of Mutual Funds • Advantages and Disadvantages of Mutual Funds • Process of Establishing a Mutual Fund ◦ Trustee ◦ Sponsor ◦ Asset Management Company ◦ Custodian • Entry and Exit Load • Concept of NAV (Net Asset Value) and its calculations • Systematic Investment Plan (SIP) • Systematic Withdrawal Plan (SWP) • Mutual Fund Industry in India • Regulations Relating to Mutual Funds **Chapter 4: Credit Rating and Bill Discounting** Credit Rating • Definition and Meaning • Process of Credit Rating of Financial Instruments • Rating Methodology • Rating Agencies • Rating Symbols of Different Companies • Advantages and Disadvantages of Credit Rating **Bill Discounting** • Definition, Nature, and Importance of Bill Discounting	**15**

	• Types of Bill Discounting • Bill Discounting vs Factoring • Bill Rediscounting	

UNIT-III	**Chapter 5: Factoring and Bill Discounting**
	Factoring
	• Definition of Factoring
	• Types of Factoring Services
	    o With Recourse and Without Recourse Factoring
	    o Domestic Factoring and International Factoring
	    o Export Factor, Import Factor
	    o Single Factor System
	    o Direct Export Factoring System
	    o Direct Import Factoring System
	• Fees Involved in Factoring
	    o Finance Charge
	    o Service Fee
	• Advantages and Disadvantages of Factoring
	Forfaiting
	• Definition, Nature, and Importance of Forfaiting
	• Mechanism of Forfaiting Transaction
	• Fees Involved in Forfaiting
	    o Discount Fees
	    o Commitment Fees
	• Advantages and Disadvantages of Forfaiting
	• Differences Between Factoring and Forfaiting
		15

UNIT-IV	**Chapter 6: Numerical Problems** Leasing, Hire Purchase, Factoring, Forfaiting, Bill Discounting, and NAV Calculations of Mutual Funds	**15**
Study Resources	1. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi. 2. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia. 3. M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi.	

	4. M. Y. Khan, Indian Financial System, Tata Mc Graw-Hill, New Delhi. 5. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd. 6. B. Pathak : Indian Financial Systems Pearson Education	

BBA-DSE-361(B)
Retail Marketing

Total Hours: 60 **Credits: 4**

<table>
<tr><td>Course Objectives</td><td colspan="2">To understand the fundamental concepts and strategies of retail management, including store types and competitive positioning.
To analyze retail store location, layout, and design for optimal customer experience and operational efficiency.
To develop effective retail marketing strategies, including merchandise management and pricing.
To explore the role of technology and e-retailing in modern retail operations and customer relationship management.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">Students will be able to evaluate and select suitable retail formats and develop competitive retail strategies.
Students will be able to design and optimize retail store layouts for enhanced customer flow and merchandise presentation.
Students will be able to formulate and implement effective retail marketing plans, including merchandise pricing and promotional strategies.
Students will be able to apply technology and e-retailing principles to improve retail operations and customer engagement.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Chapter 1: An overview of Retailing
Types of stores
Product Retailing vs. Service Retailing
Non store Retailing
Retail strategy
Achieving competitive advantage and positioning
Retailing environment - Legal, Social, Economic, Technological
Trends in the Indian Retailing Industry.
Chapter 2 : Retail Store Location and Layout
Country/Region analysis
Trade area analysis
Site evaluation and selection</td><td>15</td></tr>
</table>

	• Store design and layout • Comprehensive store planning • Exterior design and layout • Interior store design and layout • Interior design elements.	
UNIT-II	**Chapter 3 :Retail Marketing Strategy and Merchandise Management** • Country/Region analysis • Trade area analysis • Site evaluation and selection • Store design and layout • Comprehensive store planning • Exterior design and layout • Interior store design and layout • Interior design elements. **Chapter 4 : Merchandise Pricing:** • Concept of Merchandise Pricing, • Pricing Objectives, • External factors affecting a retail price strategy, • Pricing Strategies, • Types of Pricing. • Retail People Strategy	**15**
UNIT-III	**Chapter 5 : Retail Marketing Strategy** • Introduction, • Building Retail Brand, • Sales Enhancement Strategies, • Business Intelligence, • Customer Service, • Social Media Marketing, • Point of purchase communication, • Role of Packaging Strategy, • Merchandise Management, • Private Labels,	**15**

	• Retail Promotion, • Building Store Loyalty	
UNIT-IV	**Chapter 6 : Electronic Retailing** • Introduction, • Types of Technology in Retailing, • Role of IT in Business; • Influencing Parameters for use of IT in Retailing; • Efficiency in Operations, • Effective Management of Online catalogues; • Direct Retailing Methods, • Database Management; • Data warehousing; • Critical Analysis of E Retailing Strategies; • Customer Relationship Management.	**15**
Study Resources	Books and Chapters: 1. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education 2. Levy, Weitz, and Pandit: Retailing Management, McGraw Hill Education 3. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education 4. Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi.2010 5. Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, Oxford University Press, New Delhi.2009 6. Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, Tata McGraw-Hill Publshing company, New Delhi, 2008 **7.** Ron Hasty and James Reardon, RETAIL MANAGEMENT. McGraw-Hill Publication, International Edition	

BBA-DSE-361(C)

Quality Management and Business Process Improvement

Total Hours: 60 **Credits: 4**

<table>
<tr><td>Course Objectives</td><td colspan="2">To introduce students to the fundamental concepts, principles, and evolution of Quality Management in business and industry.
To equip students with the knowledge of Statistical Quality Control (SQC) and its applications in maintaining product and service quality.
To develop an understanding of Total Quality Management (TQM) frameworks, Six Sigma methodologies, and their impact on organizational performance.
To provide insights into process optimization, Lean Management, and continuous improvement techniques for quality enhancement.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">Students will be able to define and explain key concepts of Quality Management, its principles, and its role in organizational success.
Students will analyze and apply Statistical Quality Control techniques such as control charts, process capability analysis, and acceptance sampling.
Students will assess and implement TQM and Six Sigma methodologies to improve business processes and reduce defects.
Students will utilize Lean Management tools and continuous improvement strategies to optimize processes and enhance operational efficiency.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Chapter 1: Introduction to Quality Management
Definition of Quality and Quality Management
Importance of Quality in Business and Industry
Evolution of Quality Management (Inspection, Quality Control, Quality Assurance, and TQM)
Key Principles of Quality Management:
Customer Focus
Leadership and Strategic Direction
Employee Involvement and Engagement
Process Approach and Continuous Improvement
Data-Driven Decision Making
Relationship Management
Quality Management Systems (QMS): Overview of ISO 9000</td><td>15</td></tr>
</table>

	Series • Role of Quality Management in Organizational Strategy and Performance	

UNIT-II	**Chapter 2: Statistical Quality Control (SQC) and Quality Assurance**
	• Introduction to Quality Assurance: Definition, Objectives, and Role
	• Difference Between Quality Control and Quality Assurance
	• Statistical Quality Control (SQC):
	    o Concept and Importance
	    o Types of Variation: Common Cause vs. Special Cause
	    o Role of Probability and Sampling in Quality Control
	• Fundamental Tools and Techniques:
	    o Control Charts (X-bar Chart, R-Chart, P-Chart, C-Chart)
	    o Process Capability Analysis (Cp, Cpk)
	    o Acceptance Sampling and Inspection Plans
	• Application of SQC in Different Industries (Manufacturing and Service Sectors)
		15

UNIT-III	**Chapter 3: Total Quality Management (TQM) Frameworks and Principles**
	• Concept and Philosophy of TQM
	• Core Principles of TQM
	• Benefits and Challenges of Implementing TQM
	• TQM Frameworks and Models:
	    o Deming's 14 Points for Management
	    o Juran's Quality Trilogy
	    o Crosby's Zero Defects Concept
	    o Malcolm Baldrige National Quality Award Model
	Chapter 4: Six Sigma and Its Methodologies
	• Introduction to Six Sigma and its Objectives
	• Six Sigma Methodologies:
	    o DMAIC: Define, Measure, Analyze, Improve, Control
	    o DMADV: Define, Measure, Analyze, Design, Verify
	• Six Sigma Tools:
		15

<table>
<tr><td></td><td>Failure Modes and Effects Analysis (FMEA)
SIPOC Diagrams (Suppliers, Inputs, Process, Outputs, Customers)
Cause and Effect (Ishikawa) Diagrams
Case Studies on TQM and Six Sigma</td><td></td></tr>
<tr><td>UNIT-IV</td><td>Chapter 5: Process Optimization and Lean Management
Importance of Process Optimization in Quality Management
Role of Data and Metrics in Optimization
Lean Management Principles:
Definition and Importance of Lean Thinking
Lean Tools: 5S, Kaizen, Kanban, Poka-Yoke
Identifying Bottlenecks and Waste (TIMWOOD: Transportation, Inventory, Motion, Waiting, Overproduction, Over-processing, Defects)
Chapter 6: Value Stream Mapping and Continuous Improvement
Understanding Value Stream Maps
Identifying Value-Added and Non-Value-Added Activities
Creating and Interpreting Value Stream Maps
Continuous Improvement Techniques:
PDCA Cycle (Plan-Do-Check-Act)
Kaizen for Ongoing Process Improvement
Benchmarking and Best Practices in Quality Optimization
Case Studies on Lean and Value Stream Mapping</td><td>15</td></tr>
<tr><td>Study Resources</td><td>1.The Six Sigma Handbook, 5th ed., by Thomas Pyzdek & Paul Keller, McGrawHill Education.
2. Managing for Quality and Performance Excellence, 10th ed., by James R. Evans & William M. Lindsay, Cengage Learning.</td><td></td></tr>
</table>

BBA-DSE-362(A)

Corporate Financial Management

Total Hours: 60 **Credits: 4**

Course Objectives	• To enable students to understand the fundamental concepts of cost of capital and capital structure and their impact on firm value. • To equip students with the analytical skills necessary to evaluate investment and dividend decisions using various financial tools and techniques. • To familiarize students with the principles and practices of leverage and working capital management. • To develop students' ability to apply financial theories and models to solve practical business problems.	
Course Outcomes	• Students will be able to calculate the cost of capital and analyze the optimal capital structure for a firm. • Students will be able to evaluate investment projects using capital budgeting techniques and determine appropriate dividend policies. • Students will be able to analyze the impact of leverage on firm value and manage working capital effectively. • Students will be able to apply financial theory to solve real-world problems.	
	Topic	**Hours**
UNIT-I	**Chapter 1: Cost of Capital** • Meaning; computation of cost of capital; • Term loan- Meaning, features • Debentures- Meaning, features • Preference Shares - Meaning, features • Equity Shares - Meaning, features • Retained Earnings- Meaning, features • factors that affect the cost of capital • Weighted average cost of capital (Simple Problems) **Chapter 2: Capital Structure** • Meaning of capital structure; Objectives • Optimum capital structure; • Factors determining capital structure;	**15**

	• The impact of macroeconomic factors on capital structure decisions. • The role of financial distress and bankruptcy costs. • The impact of regulatory changes on capital structure. • How to conduct a capital structure analysis. • Explain the concept of financial distress. • Capital Structure theories (simple problem only)	
UNIT-II	**Chapter 3 : Leverages** • Meaning • Types • Difference between operating and financial leverage • The impact of leverage on the firm's valuation. • The relationship between leverage and the cost of capital. • The impact of economic conditions on leverage decisions. • EBIT-EPS Analysis (Simple problems). **Chapter 4 : Investment Decisions** • Meaning of capital budgeting; significance; capital budgeting process; • Project classification and investment criteria; • Payback method; ARR Method; Net Present Value; IRR Method; • Profitability Index. (Simple Problems Only)	**15**
UNIT-III	**Chapter 5: Dividend Decisions** • Meaning; types of dividend policies; • Factors influencing dividend policy; • Forms of dividends • Dividend Signalling • Dividend Policy in Different Stages of a Company's Life Cycle • The impact of ESG factors on dividend policies. (Theory only).	**15**
UNIT-IV	**Chapter 6: Management of Working Capital** • Meaning, introduction, concepts of working capital; • factors influencing • Sources of working capital	**15**

	• Working capital requirements; • Importance of adequacy of working capital; components of working capital; (simple problems on estimation of working capital requirements)	
Study Resources	• Bhalla, V.K. (2008). Investment management. New Delhi: Sultan Chand & Sons. • Maheshwari, Dr. S.N (2010), Financial Management: Principles and Practice. New Delhi: Jain Book Agency • Chandra, Prasanna. (2012). Financial Management & Practice. New Delhi, Tata McGraw Hill. • Pandey, I.M. (2013). Financial Management. New Delhi: Vikas Publications Pvt. Ltd. • Prasad, Sathya & Kulkarni, P. V (2004). Financial Management. New Delhi, Himalaya Publishing House. • Preeti Singh (2010). Investment Management Security Analysis and Portfolio Management. New Delhi: PHI Learning. • Sharma & Gupta. Financial Management. Ludhiana: Kalyani Publishers	

BBA-DSE-362(B)
Marketing of Services

Total Hours: 60 **Credits: 4**

Course Objectives	• To understand the unique characteristics of services and their implications for marketing strategies. • To analyse the service consumption process and develop strategies for service innovation and quality management. • To learn how to effectively manage service operations, pricing, and communication strategies. • To examine service consumer behaviour and build strong customer relationships through CRM.	
Course Outcomes	• Students will be able to apply the service marketing mix to develop effective marketing plans for diverse service industries. • Students will be able to design and implement service quality improvement strategies using the Gap model and service blueprinting. • Students will be able to manage service demand, pricing, and communication to enhance customer satisfaction. • Students will be able to analyse consumer behaviour and develop CRM strategies to build long-term customer relationships.	
	Topic	**Hours**
UNIT-I	**Chapter 1: Introduction to Services Marketing** • Concepts, Characteristics and Classification of Services. • Goods vs. Services, • Services Marketing Mix, • Service Marketing Triangle, • Factors responsible for Growth of Services Sector, • Challenges faced by the Services • Service and Technology, Impact of Technology on Service Firms, **Chapter 2: Innovation and Quality** • **Service Innovation:** Design, Challenges, Mapping • Patterns of Service Innovation, • Types of Service Innovation, • Stages in Service Innovation and Development,	**15**

	• Service Quality, • Gap model of Service Quality: Customer Gap and Provider Gaps, Closing Gaps. • Service Excellence, • **Service Standards:** Factors & Types. Physical • **Evidence:** Managing Physical Evidence, Service scape and Designing the Services cape.	
UNIT-II	**Chapter 3: Managing Service Operations** • Service Process, • Service Blueprinting, • Managing Demand and Supply, • Participants in Service Delivery: • Employee's role & Customer's role. • Mass Production and Delivery, • Service Guarantee, • Ethics in Service Firms.	**15**
UNIT-III	**Chapter 4: Service Consumer Behaviour** • Defining, Characteristics. Importance • The Service Consumption Process • Factors Influencing Service Consumer Behaviour • Service Expectations and Perceptions – meaning, types • Customer Satisfaction and Service Quality • Service Recovery – meaning, importance • Complaint Handling - strategies • Technology's Impact on Service Consumer Behaviour **Chapter 5: Process and Service Pricing** • Pricing concepts- price bundling, • captive pricing, • two-part pricing, • loss-leadership pricing and result-based pricing; • Price competition challenges.	**15**

UNIT-IV	**Chapter 6: Service Communication and Relationship Management** • **Communication:** Importance of Effective Communication in Services. Developing a Service Communication Strategy. Integrating Traditional and Digital Communication Channels. • **Service Communication Tools:** Advertising and Promotion in Service Industries. Public Relations and Reputation Management. Direct Marketing and Personal Selling. Social Media Marketing and Online Engagement. • **Customer Relationship Management (CRM) in Services:** Building and Maintaining Customer Relationships. CRM Strategies and Implementation. Customer Loyalty Programs and Retention. Personalization and Customization of Services. Customer Lifetime Value (CLTV).	**15**
Study Resources	• Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7th Edition TMH,2018 • Services Marketing: Jochen Wirtz, Christopher H. Lovelock Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023 • Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354 © 2023 • Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman • John E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017 • Ravi Shanker , Services Marketing, First Edition, Excel Books, NewDelhi 2008. • Bryson, J. M., Strategic Planning for Public Service and nonprofit organizations, First Edition, Pergamon Press 1993. • S M Jha , Services Marketing, Himalaya Publishing House , Mumbai 2000.	

BBA-DSE-362(C)
International Supply Chain Management

Total Hours: 60 **Credits: 4**

<table>
<tr><td>Course Objectives</td><td colspan="2">To understand the fundamental principles and unique challenges of managing international supply chains in a globalized economy.
To develop the ability to design and optimize international supply chain networks, including sourcing, logistics, and distribution strategies.
To gain proficiency in managing international logistics, inventory, and information flows using relevant technologies and best practices.
To analyze and address international supply chain risks and integrate sustainability and ethical considerations into global operations.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">Students will be able to evaluate and apply appropriate strategies for global sourcing, procurement, and network design in international supply chains.
Students will be able to analyze and manage international logistics and transportation processes, including documentation, customs, and trade finance.
Students will be able to utilize technology and information systems to improve inventory management, demand planning, and visibility in international supply chains.
Students will be able to assess and mitigate international supply chain risks and develop sustainable and ethical supply chain practices.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Chapter 1: Introduction to International Supply Chain Management
Defining International Supply Chain Management (ISCM)
The Importance and Scope of ISCM in Global Trade
Key Drivers of Globalization and their Impact on Supply Chains
Unique Challenges of International vs. Domestic Supply Chains
The Evolution of Global Supply Chain Networks
Key Stakeholders in ISCM (Suppliers, Manufacturers, Distributors, Customers)
Introduction to Incoterms.
Chapter 2: Designing International Supply Chain Networks
Global Sourcing and Procurement Strategies
Location Decisions: Factors and Methodologies</td><td>15</td></tr>
</table>

<table>
<tr><td></td><td>

- Network Design Models and Optimization Techniques
- Transportation Infrastructure and Modes in International Trade
- Warehousing and Distribution Strategies for Global Markets
- Risk Assessment and Mitigation in International Network Design
- Supply Chain mapping.
    -

</td><td></td></tr>
<tr><td>UNIT-II</td><td>

Chapter 3: International Logistics and Transportation

- International Transportation Modes (Sea, Air, Land, Multimodal)
- Freight Forwarding and Customs Brokerage
- Documentation and Regulatory Compliance in International Trade
- Containerization and Cargo Handling
- International Trade Finance and Payment Methods
- Tracking and Tracing Technologies in Global Logistics
- Green logistics in International supply chain.

Chapter 4: International Inventory Management and Demand Planning

- Inventory Management Strategies for Global Supply Chains
- Demand Forecasting and Planning in International Markets
- Managing Lead Times and Variability in Global Operations
- Safety Stock and Inventory Optimization Techniques
- Cross-Border Inventory Consolidation and Distribution
- Impact of Currency Fluctuations on Inventory Costs
- The bullwhip effect in international supply chains.

</td><td>15</td></tr>
<tr><td>UNIT-III</td><td>

Chapter 5: International Supply Chain Technology and Information Systems

- Enterprise Resource Planning (ERP) Systems for Global Operations
- Supply Chain Management (SCM) Software and Applications
- Electronic Data Interchange (EDI) and API Integration
- Cloud Computing and Data Analytics in ISCM
- Blockchain Technology and Supply Chain Transparency
- Internet of Things (IoT) and Real-Time Visibility
- Cybersecurity in global supply chains.

</td><td>15</td></tr>
</table>

UNIT-IV	**Chapter 6: International Supply Chain Risk Management and Sustainability** • Identifying and Assessing International Supply Chain Risks • Developing Risk Mitigation and Contingency Plans • Sustainability and Corporate Social Responsibility in Global Supply Chains • Ethical Sourcing and Labor Practices • Environmental Regulations and Compliance • Building Resilient and Agile Global Supply Chains • The future of international supply chains.	**15**
	Practical Exercises:	
Study Resources	• David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi. • Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J.(2013). Managing supply chains logistics approach (9th ed). Cengage Learning. • Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India. • Sunil Chopra and Dharam Karla (2019); Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India	

BBA-VSE-361
Corporate Governance

Total Hours: 60 **Credits: 2**

Course Objectives	• To provide a comprehensive understanding of the conceptual framework and theories underpinning corporate governance principles and practices. • To analyze the structures and roles of various levels of governance within organizations, including boards, committees, and management. • To examine the significance of corporate social responsibility and its integration into corporate governance frameworks. • To equip students with knowledge of corporate governance procedures, shareholder rights, and the roles of key agents and institutions.	
Course Outcomes	After completion of the course, learners will be able to: • Students will be able to articulate and apply the fundamental principles and theories of corporate governance in diverse organizational contexts. • Students will be able to evaluate the effectiveness of different governance structures and mechanisms, including board composition and committee functions. • Students will be able to analyze and assess the impact of corporate social responsibility initiatives on organizational performance and stakeholder relations. • Students will be able to demonstrate a thorough understanding of corporate governance procedures, shareholder rights, and the regulatory environment.	
	Topic	**Hours**
UNIT-I	**Chapter 1: Conceptual Framework of Corporate Governance** • Corporate Governance: Meaning, objectives, significance, and principles; Management and corporate governance; • Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards **Chapter 2: Levels of Governance Structure** • Corporate governance and role, responsibilities and powers • Board of Directors, Corporate Management Committee and Divisional Management Committee. • Board composition: Executive directors, non-executive directors	**07**

	and independent directors; • Role of Board and board committees; Insider Trading; • Shareholder activism; Class action suits; • Whistle blowing Mechanism	
UNIT-II	**Chapter 3: - Corporate Social Responsibility** • Definition, nature, objectives • levels – phases and approaches, • Principles, Indian models – dimensions. • Corporate social reporting - Objectives of Corporate Social Reporting **Chapter 4: - Corporate Governance Procedures** • General Meetings • Corporate Finance - Financial Controls, Role of CFO • Financial stewardship and accountability • Protection of Minority Shareholders • Class Action Suits • Secretarial Audit for Bigger Companies	**08**
UNIT-III	**Chapter 5: Agent and Institution** • Shareholder Rights under Companies Act, 2013 • Rights and Privileges of Common Stockholders • Corporate Governance from the Investor's Perspective • Corporate Governance: Director, Auditor and Bank • Role and Responsibility of Board of Directors in Corporate Governance • Exhibit-Guidelines for Determining Independence of Directors	**07**
UNIT-IV	**Chapter 6: Board Committees** • Kumar Mangalam Birla Committee (1999), • NR Narayana Murthy Committee (2005) • Uday Kotak Committee (2017); • Audit Committee • Nomination & Remuneration Committee • Stakeholders Relationship Committee	**08**

	• Strategy Planning Committee • Risk Management Committee	
Study Resources	Suggested Readings: (Latest Editions) • Act, S. O. (2002). Sarbanes-Oxley act. Washington DC. • Aparajita, S., & Rhudra, R. Insider Trading Regulation 2015. GNLU L. Rev., 4, 69. • Monks, R. a. G., & Minow, N. Corporate Governance. John Wiley & Sons. • Roy Chowdhury Ghosh, A. Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015. • Satheesh Kumar, T. N. Corporate Governance. India: Oxford University Press. • Sharma, J. P. Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt. Ltd. • • Dr. Neeru Vasishth and Dr. Namita Rajput - Corporate Governance values and ethics, Taxmann • Publications Pvt Ltd, New Delhi. • S.Sanakaran – International Business & Environment, Margham Publication, Chennai. • Dr.S.S. Khanka – Business Ethics and Corporate Governance, S.Chand Publication. • Sundar.K, Business Ethics and Value, Vijay Nichole Prints, Chennai. • Taxmann - Corporate Governance, Indian Institute of Corporate Affairs,	

BBA-VSE-362
Project Report – I

Total Hours: 60 **Credits: 2**

Students should refer to College Website for detailed Guidelines on "Project Report- I". These guidelines are available under the Faculty of Commerce and Management