



Date :- 01/08/2024

NOTIFICATION

Sub :- CBCS Syllabi of BBA (Sem. I & II)

Ref. :- Decision of the Academic Council at its meeting held on 27/07/2024.

The Syllabi of BBA (First and Second Semesters) as per **NATIONAL EDUCATION POLICY - 2020 (2024 Pattern)** and approved by the Academic Council as referred above are hereby notified for implementation with effect from the academic year 2024-25.

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

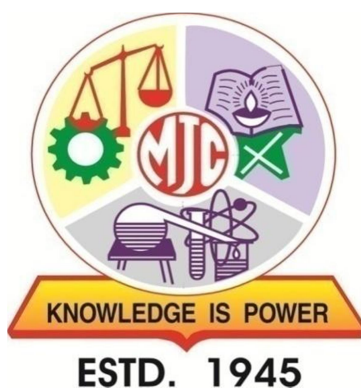
Moolji Jaitha College, Jalgaon

An "Autonomous College"

Affiliated to

Kavayitri Bahinabai Chaudhari

North Maharashtra University, Jalgaon-425001



STRUCTURE AND SYLLABUS

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

**Under Choice Based Credit System (CBCS)
and
as per NEP-2020 and AICTE Guidelines**

[w.e.f. Academic Year: 2024-25]

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 Objectives for B.B.A Honours/ Honours with Research

Sr. No.	Program Objectives
1	To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyse Indian and global business environments with ability to apply learning in different contexts.
2	Learner to imagine their role as a manager, entrepreneur and a leader in a business management context and ability to integrate with their positive contribution for the national interest first and also to be a responsible global citizen.
3	To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
4	To nurture an ability to articulate a business environment with clarity and mindfulness.
5	Exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
6	To conduct and demonstrate professional and ethical behaviour.
7	To develop as an effective and emotionally intelligent leader and a decision maker who has an acumen to influence and motivate teams.
8	To develop an ability to solve problems and provide solutions and facilitate informed decision making.
9	To build research skills to cultivate an in-depth understanding of Indian and Global Business Environment.

Programme Outcomes for B.B.A Honours/ Honours with Research

At the end of First Year: Under Graduate Certificate in Business Administration

1. To conceptualize and appreciate theoretical knowledge of management domain.
2. To appreciate the importance of effective communication skills in presenting opinions and ideas.
3. To nurture an ability to articulate a business environment
4. To identify a problem with the help of data and logical thinking

SEMESTER WISE CREDIT DISTRIBUTION:

SEMESTER WISE CREDIT DISTRIBUTION OF PROPOSED BBA [BBA (HONOURS)
AND BBA (HONOURS WITH RESEARCH)] PROGRAM:

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
I	12	4	2	2	-	-	20
II	12	2	2	2	2	-	20
III	12	-	2	2	4	-	20
IV	16	-	-	2	2	-	20
V	8	-	-	-	4	8	20
VI	6	-	-	-	6	8	20
BBA (Honours)							
VII	4		4		4	8	20
VIII					8	12	20
BBA (Honours with Research)							
VII	12					8	20
VIII	20						20

Category- wise distribution:

Description	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
BBA	66	6	6	8	18	16	120
BBA (Honours)	70	6	10	8	30	36	160
BBA (Honours with Research)	98	6	6	8	18	24	160

**Credit distribution structure for Three/ Four year Honors/ Honors with Research
Degree Programme with Multiple Entry and Exit**

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	2P	2T	2T	2P	-	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.

F.Y.B.B.A Structure and Syllabus (A.Y. 2024-25)

Sem	Course Module	Hours / week	Credit	L	T	P	Code	Title
I	3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)							
	CC	4	4	3	1	0	BBA-CC- 111	Principles and Practices of Management
	CC	4	4	3	1	0	BBA-CC- 112	Financial Accounting
	CC	4	4	3	1	0	BBA-CC- 113	Business Statistics and Logic
	AEC	4	4	3	1	0	BBA-AEC-111	Business Communication - I
	MDE	2	2	2	0	0	IKS-111	Indian Knowledge System
	VAC	2	2	2	0	0	ES-VEC-111	Environmental Studies
Sem	Course Module	Hours / week	Credit	L	T	P	Code	Title
II	CC	4	4	3	1	0	BBA-CC-121	Human Behaviour and Organisation
	CC	4	4	3	1	0	BBA-CC-122	Marketing Management
	CC	4	4	3	1	0	BBA-CC-123	Business Economics
	AEC	2	2	0	0	4	BBA-AEC-121	Business Communication - II
	MDE	2	2	2	0	0	BBA-MDE-121	Gandhi's Strategies for Modern Management
	SEC	2	2	0	0	4	BBA-SEC-121	Modern Office Management
	VAC	2	2	2	0	0	CI-VEC-121	Constitution of India

Exit Criteria after First Year of BBA Programme:

The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a UG Certificate in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprentice- ship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the respective University / Admitting Body.

Exam Pattern:

Each theory and practical course of 4 credits will be of 100 marks comprising of 40 marks internal and 60 marks external examination. in case of courses of 2 credits, each theory and practical course will be of 50 marks comprising of 20 marks internal and 30 marks external examination

Rules of Continuous Internal Evaluation:

The Continuous Internal Evaluation for theory papers shall consist of two methods:

1. Continuous & Comprehensive Evaluation (CCE):

CCE will carry a maximum of 30% weightage (30/15 marks) of the total marks for a course. Before the start of the academic session in each semester, the subject teacher should choose any three assessment methods from the following list, with each method carrying 10/5 marks:

- i. Individual Assignments
- ii. Seminars/Classroom Presentations/Quizzes
- iii. Group Discussions/Class Discussion/Group Assignments
- iv. Case studies/Case lets
- v. Participatory & Industry-Integrated Learning/Field visits
- vi. Practical activities/Problem Solving Exercises
- vii. Participation in Seminars/Academic Events/Symposia, etc.
- viii. Mini Projects/Capstone Projects
- ix. Book review/Article review/Article preparation
- x. Any other academic activity

Each chosen CCE method shall be based on a particular unit of the syllabus, ensuring that three units of the syllabus are mapped to the CCEs.

2. Internal Assessment Tests (IAT):

IAT will carry a maximum of 10% weightage (10/5 marks) of the total marks for a course. IAT shall be conducted at the end of the semester and will assess the remaining unit of the syllabus that was not covered by the CCEs. The subject teacher is at liberty to decide which units are to be assessed using CCEs and which unit is to be assessed on the basis of IAT.

The overall weightage of Continuous Internal Evaluation (CCE + IAT) shall be 40% of the total marks for the course. The remaining 60% of the marks shall be allocated to the semester-end examinations.

The subject teachers shall communicate the chosen CCE methods and the corresponding syllabus units to the students at the beginning of the semester to ensure clarity and proper preparation.

Proposed Question Paper Pattern for UG and PG Courses of Commerce & Management:

4 Credits Paper (Theory and Practical)

Marks 60

Time: 3 Hours

Q1	Long Answer Question (Compulsory)	12
Q2	Attempt any 2 Questions (6 marks each) a) b) c)	12
Q3	Long Answer Question OR Long Answer Question	12
Q4)	Attempt any 2 Questions (6 marks each) a) b) c)	12
Q5)	Long Answer Question OR Long Answer Question	12

2 Credits Paper (Theory and Practical)

Marks 30

Time: 1.5 Hours

Q1	Long Answer Question (Compulsory)	6
Q2	Attempt any 2 Questions (6 marks each) a) b) c)	12
Q3	Attempt any 3 Questions (4 marks each) a) b) c) d)	12

SEMESTER – I

BBA 111: Principles and Practices of Management

Total Hours: 60

Credits: 4

Course objectives	● To understand the basic concepts, principles, and theories of management. ● To examine the essential functions of managers. ● To analyse the impact of globalization, diversity, and ethics on management. ● To develop skills in strategic planning, decision-making, and leadership.
Course outcomes	After successful completion of this course, students are expected to ● Demonstrate how management principles are used to solve practical business problems. ● Compare and contrast different management theories and their effectiveness in various organizational contexts. ● Design a management strategy for a hypothetical or real organization using a mix of management theories and practices. ● Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios.

Unit	Topic Particular	Hours
Unit I	Introduction to Management: Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioural, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling	15
Unit II	Planning, Organizing and Staffing: Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment	15
Unit III	Leading, Directing and Controlling: Meaning and nature of directing, Leadership theories (trait, behavioural, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.	15
Unit IV	Strategic Management, Ethics and Social Responsibility: Overview of strategic management, SWOT analysis and strategic formulation,	15

	Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.	
Text Books (Latest Editions)	• Rao, V. S. P. Management Principles and Applications. Taxmann Publications. • Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston • Kapoor, Premvir, Principles of Management, Khanna Book Publishing. • Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education. • Robbins, S. P. & Coulter, M. A. Management. Pearson.	
References	• Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business Harvard Business Review Press 5813BC-PDF-ENG https://hbsp.harvard.edu/product/5813BC-PDF-ENG	
Reflective Exercises and Cases	• Entrepreneurial Leadership in Forming High Tech Enclaves: Lessons from the Government of Andhra F. Warren McFarlan, Espen Andersen, Ramiro Montealegre Harvard Business School 308079-PDF-ENG https://hbsp.harvard.edu/product/308079-PDF-ENG • ATH Technologies by Robert Simons and Jennifer Packard https://www.hbs.edu/faculty/Pages/item.aspx?num=52711 • Article review and discussion: Application of Ancient Indian Philosophy in Modern Management. (http://www.irdindia.in/journal_ijrdmr/pdf/vol5_iss4/8.pdf) • Review of Lincoln Electric Co. by Norman Berg. • Review of Hawthorne case. • Leadership Lessons from India Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem Harvard Business Review R1003G-PDF-ENG https://hbsp.harvard.edu/product/R1003G-PDF-ENG? • Traditional Way of Learning Ayurveda and Practising It: A Dialogue with Vaidya Bhaskarbhai Hardikar Mukund Dixit, Sanjay Verma IIM Ahmedabad A00135-PDF-ENG https://hbsp.harvard.edu/product/A00135-PDF-ENG? • Forest Essentials: Demystifying India's Luxury Ayurveda Brand Veena Vohra, Seema Khanvilkar Ivey Publishing W28410-PDF-ENG https://hbsp.harvard.edu/product/W28410-PDF-ENG? • Atijeevan Foundation: Transforming Scars into Strength Shubham Sharma, Satyendra C Pandey Ivey Publishing W36939-PDF-ENG https://hbsp.harvard.edu/product/W36939-PDF-ENG? • How Do Great Leaders Overcome Adversity? By Mayo (2024) https://hbsswk.hbs.edu/item/cold-call-how-do-great-leaders-overcomeadversity • Leadership principles from Hindu scriptures (https://blog.hua.edu/blog/leadership-principles-from-hindu-scriptures) • Principles of Purposeful Leadership Hubert Joly Harvard Business Review H06YSB-PDF-ENG https://hbsp.harvard.edu/product/H06YSBPDF-ENG? • Bharti Airtel (A) C.K. Prahalad, M.S. Krishnan, Sheel Mohnot WDI Publishing W88C34-PDF-ENG https://hbsp.harvard.edu/product/W88C34-PDF-ENG? http://www.ibscdc.org/Case_Studies/Leadership/Leadership%2COrganizational_Change_and_CEOs/LDS0028.htm	

BBA 112: Financial Accounting

Total Hours: 60

Credits: 4

Course objectives	- To provide an understanding of application of various principles and practice of accounting. - To demonstrate the knowledge on the process of accounting cycle and basic steps involved in accounting. - To apply the knowledge of systematic maintenance of books of accounts to real life business. - To estimate Annual Financial statements of Sole proprietorship and Company form of business.	
Course outcomes	After successful completion of this course, students will be - Identify the application of various principles and practice of Accounting in preparation of accounting statements. - Demonstrate the knowledge on the process of accounting cycle. - Apply the knowledge of systematic maintenance of books of accounts to real life business. - Estimate Annual Financial statements of Sole proprietorship and Company form of business	
Unit	Topic Particular	Hours
Unit I	Introduction to Accounting, Accounting system and process: Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organisations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.	15
Unit II	Recording transactions and Trial balance: Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.	15
Unit III	Final Accounts: Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts	15
Unit IV	Company Final Accounts: Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial	15

	sustainability disclosure standards.	
Text Books (Latest Editions)	• Jain S.P., & Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers. • Kimmel, Financial accounting, Wiley Publications • Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education. • S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi. • Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning. • Accounting for sustainability: www.ifac.org • Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications • IFRS sustainability standards: www.ifrs.org	
Suggested Cases	• Smokey Valley Café • Irrigation Equipment's Limited • Monarch Trading Company	

BBA 113: Business Statistics and Logic

Total Hours: 60

Credits: 4

Course objectives	• To establish importance of logical reasoning in human inquiry. • To demonstrate data handling skills and summarize data with clarity. • To extend an understanding of application of relevant concepts of Statistics to a given business scenario. • To understand business problems and make decisions using appropriate statistical models and explain trends • To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment Pedagogy: This course could be dealt using multiple pedagogies like interactive lecture, students’ discussions, case studies and experiential learning.	
Course outcomes	After successful completion of this course, students are expected to • Demonstrate data handling skills with clarity and logical reasoning. • Outline the relevant concepts of Statistics to a given context/business scenario • Organize business data and conduct statistical treatment. • Evaluate and interpret data using appropriate statistical techniques. • Explain data trends using appropriate statistical models	
Unit	Topic Particular	Hours
Unit I	Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis: Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson’s and Bowley’s measures of skewness, concept of kurtosis, types of kurtoses and importance.	15
Unit II	Correlation and Regression: Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson’s correlation coefficient, Spearman’s Rank correlation coefficient, probable error. regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines –x on y, y on x, regression equations and regression coefficients. meaning,	15
Unit III	Probability and Probability distributions: Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial,	15

	poisson and normal distributions, expected value.	
Unit IV	Introduction to Logic: Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.	15
Textbooks (Latest Editions)	• Levin R. I.& Rubin D. S. <i>Statistics for Management</i>. Delhi: Pearson. • Pillai & Bagavathi. <i>Statistics, Theory and Practice</i>, S Chand Publishing • SP Gupta. <i>Statistical Methods</i>, Sultan Chand and Sons • SC Gupta. <i>Fundamentals of Statistics</i>, Himalaya Publishing House • Sharma, Gupta, <i>The Practice of Business Statistics</i>, Khanna Publishing House. • Sharma J.K. <i>Business Statistics</i>, Vikas Publishing House	
Reference Research Paper:	• Fildes, R., & Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. <i>Interfaces</i>, 37(6), 570-576. • Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? <i>Behavioural and Brain Sciences</i>, 23(5), 645-665.	

BBA114: Business Communication – I

Total Hours: 60

Credits: 4

Course objectives	● Develop Communication Skills: Understand communication concepts, processes, technological impacts, and workplace communication channels. ● Master Business Correspondence: Apply effective principles for business letters, emails, and memos in various formats and types. ● Enhance Writing Skills: Improve report and proposal writing, summarization, and document proofreading and editing. ● Strengthen Public Relations and Presentation: Learn public relations functions, and improve writing, comprehension, speaking, and crisis management skills.	
Course outcomes	● Effective Communication: Students will be able to communicate effectively using various methods and channels in professional settings. ● Proficient Business Correspondence: Students will demonstrate proficiency in drafting clear and professional business letters, emails, and memos. ● Advanced Writing Skills: Students will produce well-organized reports and proposals, and exhibit strong summarization and editing abilities. ● Improved Public Relations and Presentation: Students will exhibit competence in public relations practices, and deliver effective written and oral presentations, including managing crises.	
Unit	Topic Particular	Hours
Unit I	Unit 1: Theory of Communication ● Concept of Communication – Meaning, Definition, Process, Need, Feedback, Emergence of Communication as a key concept in the Corporate and Global world ● Impact of technological advancements on Communication- Types- Internet, Blogs, E-mails, Moodle, Social media (Face book, X (formerly Twitter) &WhatsApp)Advantages and Disadvantages ● Communication at work place– Channels-- Formal and Informal— Vertical, Horizontal, Diagonal, Grapevine. Methods: Verbal and Nonverbal. Characteristics of Non-verbal Communication ● Problems in Communication /Barriers to Communication -- Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers Ways to Overcome these Barriers ● Listening Skills – Importance of Listening Skills, Obstacles to listening, cultivating good Listening Skills	15
Unit II	Unit 2: Business Correspondence ● Theory of Business Letter Writing -- Parts, Structure, Layouts— Full Block, Modified Block, Semi - Block ● Principles of Effective Letter Writing: Types Inquiry Letter, Complaint Letter, Order Letter, Cover Letter, Thanking Letter, Order	15

	Letter, Recommendation Letter ● Principles of effective Email Writing: Significance, Structure, Etiquette ● Memos- Meaning, Purpose, Structure ● Personnel Correspondence – Statement of Purpose, Job Application Letter and Resume. Letter of Acceptance of Job Offer, Letter of Resignation ● Digital Signature: Maintaining Records and Documents [Letter of Appointment, Promotion and Termination, Letter of Recommendation]	
Unit III	Unit 3: Language and Writing Skills ● Reports and Business Proposals – Objective, Purpose, Logical Flow and Organisational, Supporting Data and Evidence ● Parts, Types-Informational, Analytical, Research, Progress ● Feasibility Reports, Investigative Reports, Drafting Business Proposals ● Summarization– Identification of main and supporting/sub points and presenting these in a cohesive manner ● Proof Reading and Editing	15
Unit IV	Public Relation ● Meaning, Function, Internal and External Measures ● Paragraph Writing ● Reading Comprehension ● Listening Comprehension ● Crises Management ● Speaking Skills: Presenting News items, Dialogue & Speech delivery.	15
Study Resources	● Chaturvedi, P. D., & Chaturvedi, M. (2023). Business Communication: Skills, Concepts, and Applications. Pearson. ● Raman, M., & Sharma, S. (2023). Technical Communication: Principles and Practice. Oxford University Press. ● Singh, A. (2023). Business Communication: Connecting in a Digital World. Cengage Learning. ● Ghosh, R. (2023). Business Communication: Process and Product. McGraw Hill. ● Kaul, A. (2023). Effective Business Communication. PHI Learning. ● Rai, U., & Rai, S. M. (2022). Business Communication. Himalaya Publishing House. ● Bedi, R., & Aruna, K. (2022). Business Communication. Vrinda Publications.	

Note: Syllabus for IKS-111 Indian Knowledge System and ES-VEC-111 Environmental Studies has been displayed separately on college website.

SEMESTER – II

BBA 121: Human Behaviour and Organisation

Total Hours: 60

Credits: 4

Course objectives	- To develop basic understanding of the concept of human behavior and organization. - To highlight the importance of OB in modern organizations. - To understand individual and group behavior in the workplace to improve the effectiveness of an organization. - To critically evaluate leadership styles and strategies.	
Course outcomes	After successful completion of this course, students are expected to - Describe individual and group behaviour in organizational settings. - Demonstrate theoretical knowledge of human behaviour in human life setting in management. - Judge the lacunae in the system to be able to improve the organization health and other OB outcomes. - Formulate a more productive system and high-performance work culture operating on the principles of OB.	
Unit	Topic Particular	Hours
Unit I	Introduction to Human Behaviour and Organization: Meaning, importance, and historical development of organizational behaviour; Factors influencing organizational behaviour; Contributing disciplines of OB; OB models	15
Unit II	Individual Behaviour: Foundations of Individual Behaviour; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values. Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory).	15
Unit III	Group & Team Behaviour: Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.	15
Unit IV	Leadership & Power: Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic):	15

	Comparison of Indian leadership styles with other countries. Bases of Power. Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.	
Text Books (Latest Editions)	• Robbins, Stephen - Organizational Behaviour Prentice Hall of India Ltd., New Delhi. • Luthans Fred - Organizational Behaviour: An Evidence-Based Approach - McGraw Hill Publishers Co. Ltd., New Delhi. • Prasad, L.M-Organizational Theory Behaviour-Sultan Chand & Sons, New Delhi. • Rao, VS P-Organization Behaviour –Himalaya Publishing House. • Aswathappa.K.-Organizational Behaviour–Himalaya Publishing House, Mumbai, 18th Edition	
Reflective Exercises and supplementary readings:	Unit 1 • Personality assessment through a questionnaire (MBTI/16PF etc.) • Personality assessment through Indian scriptures. • Review Literature of the book “Personality Development” by Swami Vivekananda by Exotic India Art. • Translating Swami Vivekananda into Management Practice • https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17 Unit 2 • Assess the ways of self-directed Learning. Unit 3 • Watch the movie “Ruka Hua Faisla”/12 Angry Men on group decision making. • Reflective essay on group behaviour on “Draupadi Cheer Haran” • Identify a firm and analyse how business decisions are made in a particular situation as Individuals versus a team. Also, state which form is better and why. • Understanding Belbin Individual Team Roles • https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-ReportSample.pdf. Unit 4 • Reflective exercise on the concept of leadership in Mahabharata versus Ramayana. • HBR, 2022: How Great Leaders Communicate. • (https://hbr.org/2022/11/how-great-leaders-communicate) • https://www.researchgate.net/publication/340607402_LEADERSHIP_AND_INNOVATION_AT_APPLE_INC Unit 5	

	• Practice stress management techniques • Leading strategic and organizational change at Tata Steel: the role of culture https://www.cambridge.org/core/books/abs/leading-strategicchange/leading-strategic-and-organizational-change-at-tata-steel-the-roleof-culture/AEBA5AF709A6E343	
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BBA 122: Marketing Management

Total Hours: 60

Credits: 4

Course objectives	• Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business. • Develop skills to analyse and synthesize information and derive insights related to marketing management, from several perspectives • It also explores best practices in managing marketing activities within an organization and how to measure the impact on demand and attempt to forecast and influence its future levels, magnitude and timing.	
Course outcomes	After successful completion of this course: • Understand fundamental marketing concepts, theories and principles; the role of marketing in the organization context. • Recognize various elements marketing mix for effective functioning of an organization. • Critically analyze an organization's marketing strategies. • Learn appropriate tools and techniques of marketing with focus on Indian experiences, approaches and cases. • Evaluate marketing implementation strategies and formulate and assess strategic, operational and tactical marketing decisions.	
Unit	Topic	Hours
Unit I	Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C)	15
Unit II	Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behaviour, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behaviour, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer.	15
Unit III	Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price. Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel	15

	functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.	
Unit IV	Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).	15
Text Books (Latest Editions)	• Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd. • Aaker, D. A. and Moorman Christine., Strategic Market Management: Global Perspectives. John Wiley & Sons. • Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth Marketing Management. Pearson Higher Education • Kotler, P., Armstrong, G., and Agnihotri, P. Y. Principles of Marketing (17th edition). Pearson Education. • Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indian Context Global Perspective (6th edition). Sage Publications India Pvt. Ltd. • Sheth, J. N., & Sisodia, R. S. (Eds). Does Marketing Need Reform?: Fresh Perspectives on the Future. Routledge. • Percy, L. Strategic Integrated Marketing Communications. Routledge. • Chaffey, D., & Ellis-Chadwick, F. Digital Marketing (7th edition). Pearson Higher Education. • Biswas A. K. Strategic Market Management: Managing Markets for profit and growth Notion Press. • Schmitt, B. Experiential marketing. Bilbao: Deusto. • Kumar, N. Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation. Harvard Business Review Press. • Treacy, M., and Wiersema, F. The discipline of market leaders: Choose your customers, narrow your focus, and dominate your market. Basic Books. • Treacy, M. Double-digit Growth: How Great Companies Achieve It—No Matter what? Penguin. • Capon, N. The marketing mavens. Crown Business. • Levitt T. Marketing Myopia. • Hamel & Prahalad Competing for the Future • Peter Doyle : Value-Based Marketing • Forsyth, Gupta, Halder : A Segmentation You Can Act on. • Daniel Yankelovich and David Meer (HBS) : Rediscovering Market Segmentation • C. K. Prahalad : The Fortune at the Bottom of the Pyramid • Al Ries & Jack Trout : Positioning: The battle for your mind	

BBA 123: Business Economics

Total Hours: 60

Credits: 4

Course objectives	- Identify the basic economic problems of scarcity and choice, and describe the nature and scope of microeconomics and macroeconomics. - List the factors of production and explain the fundamental theories related to producer and consumer behaviour. - Recognize the different market structures and recall the principles of price and output determination in various markets. - Define key concepts related to national income and summarize the main challenges facing the Indian economy.	
Course outcomes	After successful completion of this course, students are expected to - Students will be able to recall and define the basic economic problems of scarcity, choice, and the scope of microeconomics and macroeconomics. - Students will be able to identify and describe the factors of production and basic concepts of producer and consumer behaviour. - Students will be able to recognize and list the characteristics of different market structures, including perfect competition, monopoly, monopolistic competition, and oligopoly. - Students will be able to define key concepts of national income and summarize the major challenges facing the Indian economy.	
Unit	Topic Particular	Hours
Unit I	Fundamentals and Basic elements of Microeconomics: - The Economic Problem: Scarcity and Choice, Nature and Scope- Positive and Normative Economics. - Scope of Study and Central Problems of Micro and Macroeconomics - Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand. - Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.	15
Unit II	Producer And Consumer Behaviour: - Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium. - Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves. - Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.	15
Unit III	Analysis of Market: - Concept of Market and Main Forms of Market. - Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly	15

Unit IV	National Income and Various Indian Economy Challenges: • Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income. • A Brief Introduction of Indian Economy - Pre-and Post-Independence. • Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic. • Business Environment, Trade with Various Nations, Sustainable Economic Development.	15
Text Books (Latest Editions)	• Varian. H.R: Micro Economics A modern Approach. • Mc Connell & Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication. • Ahuja, H.L. Advanced Economic theory • Jain K.P. Advanced Economic theory. • Jhingan M.L. Modern Micro Economics. • J. Shapiro: Macro Economic Theory and Policy. • W.H. Bransin: Macro-Economic Analysis. • M.L. Jhingan: Macro-Economic Theory and Policy. • M.C. Vaishya: Macro-Economic Theory. • Sunil Bhaduri: Macro Economic Analysis. • H.L. Ahuja: Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi. • Samuelson & William D. Nordhaus: Economics; McGraw Hills. • A.N. Agarwal: Indian Economy. • M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi. • I.C. Dhingra & V.K. Garg: Economic Development & Planning in India. • D.M. Mithani: Macro Economics; Himalaya Publishing House. • Macroeconomics" by N. Gregory Mankiw. • Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez. • Macroeconomics" by Olivier Blanchard	

BBA124: Business Communication – II

Total Hours: 30

Credits: 2

Course objectives	● Develop effective group communication skills through discussions and meetings, understanding roles of chairpersons and participants, and mastering drafting notices, agendas, and resolutions. ● Prepare for various types of interviews (selection, appraisal, grievance, exit), enhancing preparation and performance skills. ● Organize and manage committees and conferences using modern methods like Skype and webinars. ● Understand principles and practices of public relations, including crisis management and communication skills such as presenting news items and delivering speeches. ● Develop proficiency in business correspondence, including writing trade letters, claims, adjustments, sales letters, consumer newsletters, grievance letters, and letters under the RTI Act.	
Course outcomes	● Demonstrate effective group communication in discussions and meetings, including drafting professional notices, agendas, and resolutions. ● Exhibit proficiency in interview preparation and execution for various types, efficiently organize and manage committees and conferences using tools like Skype and webinars. ● Understand public relations principles, demonstrating crisis management and communication skills through presentations and speeches. ● Demonstrate competence in business correspondence, including writing trade letters, claims, adjustments, sales letters, consumer newsletters, grievance letters, and RTI Act letters.	
Unit		
Unit I	Group Communication ● Meetings - Need and Importance of Meetings, Conduct of Meeting and Group Dynamics. Role of the Chairperson, Role of the Participants. Drafting of Notice, Agenda and Resolutions ● Practical on writing Agenda, Minutes and Resolution of Meetings. ● Public Relations – Meaning, Functions of PR Department External and Internal Measures of PR, Crisis Management ● Practical on Group Discussion	
Unit II	Business Correspondence ● Interviews – Preparing for an Interview. Types of Interviews – Selection, Appraisal, Grievance, Exit. ● Mock Selection, Appraisal, Grievance and Exit Interviews. ● Committee and Conference- Concept, Meaning and types of Committee,	

	Concept, Meaning and types of Conference Organizing a Conference Modern Methods: Skype and Webinar	
Unit III	Public Relation ● Meaning, Function, Internal and External Measures ● Paragraph Writing ● Reading Comprehension ● Listening Comprehension ● Crises Management ● Speaking Skills: Presenting News items, Dialogue & Speech delivery.	
Unit IV	Business Correspondence ● Trade Letters-Order, Credit and Status Enquiry, Collection (just a brief introduction to be given). ● Only following to be taught in detail:- Claims, Adjustments, Sales Letters, Consumer, News letter. ● Grievance Letters, Letters under Right to Information (RTI) Act.	
Study Resources	● Chaturvedi, P. D., & Chaturvedi, M. (2023). Business Communication: Skills, Concepts, and Applications. Pearson. ● Raman, M., & Sharma, S. (2023). Technical Communication: Principles and Practice. Oxford University Press. ● Singh, A. (2023). Business Communication: Connecting in a Digital World. Cengage Learning. ● Ghosh, R. (2023). Business Communication: Process and Product. McGraw Hill. ● Kaul, A. (2023). Effective Business Communication. PHI Learning. ● Rai, U., & Rai, S. M. (2022). Business Communication. Himalaya Publishing House. ● Bedi, R., & Aruna, K. (2022). Business Communication. Vrinda Publications.	

BBA-MDE-121 Gandhi's Strategies for Modern Management

Total Hours: 30

Credits: 2

Course objectives	● Identify key events and influences in Mahatma Gandhi's life from childhood to adulthood, including the roles of books, individuals, religion, family, and social factors. ● Define the principles of modern management and explain the Gandhian concepts of self-management, emotional intelligence, social inclusion, and communication. ● Recognize the characteristics of principle-centered leadership and the significance of building human relations, pursuing truth and nonviolence, and practicing openness, transparency, love, and kindness. ● Describe Gandhi's approaches to conflict resolution and problem-solving, including his concepts of development, conflict management, forgiveness, reconciliation, and the role of Shanti Sena.	
Course outcomes	● Students will be able to recall key events and influences in Mahatma Gandhi's life and understand their impact on his transformation and leadership. ● Students will be able to define the principles of modern management and explain Gandhian concepts such as self-management, emotional intelligence, social inclusion, and communication. ● Students will be able to recognize and describe the characteristics of principle-centered leadership, including the importance of human relations and the pursuit of truth and nonviolence. ● Students will be able to describe Gandhi's methods for conflict resolution and problem-solving, including his approaches to development, conflict management, forgiveness, reconciliation, and the role of Shanti Sena.	
Unit	Topic Particular	Hours
Unit I	Introduction to Mahatma: Understanding Gandhi: Childhood to adulthood transformation, influence of Books, Individuals, Religion, Family, and Social factors. Gandhi as rebel, as lawyer, as a political leader and reformer.	08
Unit II	Management: Concept of Modern Management, Gandhian Concept of Management - Self Management, Emotional Intelligence, Social Inclusion, Communication; Different facets of Gandhiji - as a planner, organizer and administrator.	07
Unit III	Principle Centered Leadership: Characteristics of Principle-Centered Leaders - Understanding the seven deadly sins - Importance of building human relations - Pursuance of truth and nonviolence, openness, transparency, love and kindness in handling relationship.	08

Unit IV	Conflict Resolution: Gandhi as a Conflict Resolver and Problem Solver- Gandhian concept of Development and Conflict Management - Conflict resolution practices, art of forgiveness and reconciliation and Shanti Sena.	07
Study Resources	● M.K. Gandhi, (2012) An Autobiography or The Story of My Experiments with Truth, Navajivan Publishing House, Ahmedabad. ● B.R. Nanda. (2011) Mahatma Gandhi: A Biography, Allied Publishers Private Ltd., New Delhi. ● Louis Fisher (2010) Gandhi: His Life and Message ● Bose, Nirmal Kumar, (1948), Gandhiji's Concept of Trusteeship, Bhangiya Pradeshik Chatra Samshid, Calcutta. ● Bose, D. C. (2012). Principles of management and administration. PHI Learning Pvt. Ltd. ● Covey, S. R. (1992). Principle centered leadership. Simon and Schuster	

BBA126: Modern Office Management

Total Hours: 30

Credits: 2

Course objectives	● Develop proficiency in creating, formatting, and designing documents using Microsoft Word, including text formatting, styles, and document layout. ● Gain competence in managing and analyzing data through Excel, including creating workbooks, formatting worksheets, and utilizing basic formulas. ● Acquire skills in creating engaging presentations using PowerPoint, focusing on slide design, content formatting, and effective use of transitions and animations. ● Master essential Microsoft Office applications to enhance productivity and communication in professional and academic environments.	
Course outcomes	● Students will be able to create professionally formatted documents using Microsoft Word, demonstrating proficiency in text formatting, styles, and document layout techniques. ● Participants will acquire the ability to effectively manage and analyze data in Excel, demonstrating competence in creating and formatting workbooks, and utilizing basic formulas to perform calculations and data manipulation tasks. ● Learners will develop skills in creating compelling presentations using PowerPoint, showcasing proficiency in slide design, content formatting, and the strategic application of transitions and animations to enhance visual impact and audience engagement. ● By the end of the course, students will have mastered essential Microsoft Office applications, enabling them to proficiently use Word, Excel, and PowerPoint to enhance productivity and communication in both academic and professional settings.	
Unit	Topic Particular	Hours
Unit I	Introduction to Microsoft Word ● Practical's on Document Management: Learn to create new documents, save them securely, and close them properly. ● Practical's on Navigating Word's Interface: Master navigating the Ribbon and tabs to access Word's extensive features efficiently. ● Practical's on Customizing Tools: Personalize the Quick Access Toolbar to include essential commands for quicker access and enhanced productivity. ● Practical's on Text and Paragraph Formatting: Explore font formatting, paragraph alignment, bullet points, numbering, and styles to ensure consistent and professional document formatting.	08
Unit II	Document Layout and Design ● Practical's on Document Layout: Adjust page setup, including margins, orientation, and size for optimal document presentation. ● Practical's on Document Organization: Learn to effectively utilize	07

	headers, footers, page numbering, columns, and section breaks for structured content management. ● Practical's on Table Management: Master creating, formatting, and managing tables, including inserting, deleting, merging, splitting cells, and sorting/filtering data. ● Practical's on Advanced Table Functions: Explore advanced table functions such as merging and splitting cells, sorting, and filtering data for enhanced table organization and analysis.	
Unit III	MS EXCEL ● Practical's on Workbook Management: Includes creating new workbooks, saving securely, closing properly, and opening existing workbooks for continued work. ● Practical's on Worksheet Operations: Covers selecting cells, adding new worksheets, copying and moving worksheets, and managing worksheet visibility. ● Practical's on Data Management: Focuses on importing external data seamlessly, searching for specific data within workbooks, and using hyperlinks for navigation. ● Practical's on Worksheet Customization: Involves renaming worksheets, adjusting worksheet order, and applying color coding for improved organization.	07
Unit IV	Create and Manage Presentations ● Practical's on Presentation Creation: Includes creating a new presentation from scratch and structuring slides with text, shapes, images, and media. ● Practical's on Presentation Customization: Covers modifying slides, handouts, notes, and overall presentation options and views to tailor the presentation. ● Practical's on Visual Enhancements: Focuses on inserting and formatting graphical elements such as shapes, text boxes, images, charts, SmartArt graphics, and media, and organizing them effectively. ● Practical's on Presentation Delivery: Involves configuring a presentation for print, setting slide transitions, animating slide content, and adjusting timing for transitions and animations for an engaging and well-paced delivery.	08
Study Resources	● "Microsoft Office Word " by Pradeep Chopra and Vijay Laxmi Saxena ● Microsoft Office Excel " by Pradeep Chopra and Vijay Laxmi Saxena ● "Microsoft Office PowerPoint" by Pradeep Chopra and Vijay Laxmi Saxena ● Excel for Beginners (Excel Essentials Book 1) Kindle Edition by M.L. Humphrey (Author) ● "Microsoft Excel 2019 Step by Step" by Curtis Frye	

Note: Syllabus of CI-VEC-121 Constitution of India has been displayed separately on college website.