Date :- 25/04/2025

NOTIFICATION

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

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

The Syllabi of BBA (Third and Fourth 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 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

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ESTD. 1945

STRUCTURE AND SYLLABUS

Second 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.

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

Level	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.									

Level	Sem	Core Courses	AEC	MDE	VAC	SEC	DSE	Cumulative Credits/ Sem	Degree/ Cumulative Cr.
4.5	III	4T 4T 4T		2T	2T	4T	-	20	UG Certificate 40
	IV	4T 4T 4T 4T			2T	2T	-	20	
	Cum. Cr.	52	6	6	8	8	-	80	
Exit option: Award of UG Diploma with 80 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.

S. Y. B.B.A Structure and Syllabus (W.E.F. 2025-26)

	Course Module	Hours/ week	Credit	L	T	P	Code	Title
Sem III	CC	4	4	3	1	0	BBA-CC- 231	Corporate Accounting
	CC	4	4	3	1	0	BBA-CC- 232	Legal and Ethical issues in business
	CC	4	4	3	1	0	BBA-CC- 233	Human Resource Management
	MDE	2	2	2	0	0	BBA-MDE-231	Social Media, Communication, and Society
	VAC	2	2	2	0	0	BBA-VAC-231 (A)	Sports
							BBA-VAC-231 (B)	Yoga
	SEC	4	4	3	1	0	BBA-SEC-231	Management Information System (MIS)
Sem IV	**Course Module**	**Hours/ week**	**Credit**	**L**	**T**	**P**	**Code**	**Title**
	CC	2	2	2	0	0	BBA-CC-241	Entrepreneurship and Startup Ecosystem
	CC	4	4	3	1	0	BBA-CC-242	Operations Management
	CC	4	4	3	1	0	BBA-CC-243	Financial Management
	CC	4	4	3	1	0	BBA-CC-244	Business Research Methodology
	CC	2	2	2	0	0	BBA-CC-245	International Business
	VAC	2	2	2	0	0	BBA-VAC-241 (A)	Business Environment and Public Policy
							BBA-VAC-241 (B)	Enterprise System and platforms
	SEC	2	2	2	0	0	BBA-SEC-241	Design Thinking and Innovation

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 – III

BBA-CC-231
Corporate Accounting

Total Hours: 60 **Credits: 4**

Course Objectives	• To provide students with a comprehensive understanding of the procedures and accounting treatments related to the issuance of shares and debentures, including various scenarios like par, premium, and pro-rata allotment. • To equip students with the skills necessary to accurately value goodwill and shares using different methods, and to apply these valuations in the context of internal reconstruction. • To enable students to analyze and prepare financial statements related to company liquidation, including the calculation of liquidator's remuneration and the preparation of the liquidator's final statement of accounts. • To instruct students on the principles and accounting procedures involved in business combinations, specifically amalgamation, absorption, and external reconstruction, in accordance with Ind AS-103**.**	
Course Outcomes	• Students will be able to accurately record and account for the issuance of shares and debentures in various scenarios, including handling calls in arrears, forfeiture, and re-issue of shares. • Students will be able to apply appropriate valuation methods to determine the value of goodwill and shares, and demonstrate the ability to execute the accounting treatment for internal reconstruction. • Students will be able to prepare a liquidator's final statement of accounts and calculate liquidator's remuneration, demonstrating a clear understanding of the liquidation process. • Students will be able to apply the principles of Ind AS-103 to account for business combinations, including the calculation of purchase consideration and the preparation of financial statements under both the purchase and pooling of interest methods.	
	Topic	**Hours**
UNIT-I	**Issue of Shares & Debentures (Theory and Problems)**	**15**

	• Issue of Shares • Meaning of Issue of Shares • Kinds of shares: Equity shares & Preference Shares, Bonus Issue, • Right Issue of Shares • Concept of Issue of Shares at Par, Premium • Concept of Pro rata Allotment of Shares, Equal Subscription, Over Subscription and Under Subscription. • Concept of DEMAT A/c and ASBA Account • Calls in arrears, Forfeiture of Shares, Re issue of shares. • Issue of Debentures: at Par, at Premium • Types of Debentures	
UNIT-II	**Valuation of Goodwill and Shares** • Valuation of Goodwill - Need - Methods of valuation of Goodwill - Average Profit method - super profit method - capitalization method. • Shares - Methods of valuation of Shares - Net asset method – Yield	**15**
UNIT-III	**Corporate Dissolution and Reconstruction Strategies** • Liquidation of companies - Meaning - Reasons for winding up • Liquidator - Preferential creditors - Calculation of liquidator & remunerations • Liquidators final statement of accounts. • Internal Reconstruction • Meaning - Need – Procedure for Reducing Share Capital- Accounting treatment for Reduction of Capital – Recording transactions relating to internal reconstruction – preparation of final statements after Reconstruction (Problems)	**15**
UNIT-IV	**Amalgamation–absorption–external reconstruction** • Introduction – Definition & Meaning – Provisions of Ind AS-103 Business combination (Definition of Business, Determination of purchase consideration)	**15**

	• Calculation of purchase consideration – Lump sum method – Net Assets Method- Net payments method • Accounting treatment – Amalgamation in the nature of Purchase method – Amalgamation in the nature of Merger or pooling of interest method • Treatment in the books of both the companies (Problems)	
Study Resources	• S.P. Jain & K.L. Narang - Corporate Accounting – Kalyani Publishers • M.C. Shukla, T.S. Grewal& S.C. Gupta - Advanced Accounts – Vol II - S. Chand • Financial Accounting – Jawaharlal & Shrivastava – S. Chand & Sons • Accounting for Managers - Vijay Kumar – TMH Advanced Accounts, M.C. Shukla, T. S. Grewal & S.C. Gupta, S. Chand & Co Ltd. • Fundamentals of Accounting: S.K Paul S. N. Maheswari - Advanced Accountancy Vol II – Vikas Publishing House Pvt. Ltd.	

BBA-CC-232
Legal and Ethical issues in business

Total Hours: 60 **Credits: 4**

Course Objectives	• The course aims to provide students with the understanding of key legal and ethical issues in the business context of India. • The course will help students analyze ethical dilemmas in business decisions. • The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisations. • The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethics.	
Course Outcomes	• Recall major laws and regulations and ethical principles that guide business conduct. • Analyse case studies to identify legal and ethical challenges within business operations. • Evaluate the effectiveness of existing legal frameworks in governing business practices. • Propose solutions to ethical dilemmas based on ethical theories and principles that align with corporate social responsibility.	
	Topic	**Hours**
UNIT-I	**Introduction to Business Law** • Business law – definition, scope, importance of understanding the role of law in business; • Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; • Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law	**15**
UNIT-II	**Sales and Leases** • Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability;	**15**

	• Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.	
UNIT-III	**Introduction to Business Ethics** • The definition and importance of business ethics, business ethics in the Indian context; • Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and • Regulatory Framework: Corporate social responsibility; Environment & business; • Issues related to Business Ethics in marketing, finance & human resource functions. • Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.	**15**
UNIT-IV	**The Ethical Decision-making process** • Philosophical approaches to ethical decision making; Ethics & Religious approaches; • Moral & Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; • Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; • Introduction to Integral Humanism; • Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; • Corporate Governance and its Impact on Ethical Decision-Making; • Whistle blowing; Conflict Resolution.	**15**

Study Resources	**Text Books (Latest Edition):** 1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing. 2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson 3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521. 4. Vivekanand, S. To the Youth of India. Advaita Ashrama. **References:** 1. Ratan Tata: Ethical Leadership| By: Ashok K. Dua, Sumita Rai| Ivey Publishing| https://hbsp.harvard.edu/product/W17258-PDF-ENG 2. www.https://scroll.in/tag/competition-commission-of-India 3. Mascarenhas, A. J. O. et al. (2019). J.R.D. Tata: Orations on Business Ethics. Rupa Publications India 4. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51. 5. Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP 6. Vivekanand, S. (2015): Lectures on Bhagavad Gita. CreateSpace Independent Publishing Platform 7. Laasch, O. (2022). Principles of Management. Sage Textbook	

BBA-CC-233
Human Resource Management

Total Hours: 60 **Credits: 4**

Course Objectives	• The course will enable students to understand how HR plays a functional role, needed for organizational effectiveness and management. • Understand the difference between functional and strategic role of HR • Students will analyse the need for HR planning, Innovation, use of technology, and sector specific HR needs • Understand the innovation in HRM and best practices	
Course Outcomes	• Explain how Functional HRM contributes in organizational management. • Analyse all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/Talent Management • Apply HR analytics, HR with innovation • Create sustainable goals with diversity, Inclusion and wellness	
	Topic	**Hours**
UNIT-I	**The Nature of HRM** • Human Resource Management—An Introduction; Human Resource Business • Partnership HRM; HRM policies, HRM in globally competitive environment; • Functional HRM; strategic human resource management	**15**
UNIT-II	**Plan, Acquire, Develop, Career Management** • Employee life cycle approach, • Human Resource Planning; • Recruitment and Selection; • Training and Development; • Competency Management; • Career Management Talent Management, • Managing the GIG employees and Virtual employees and team	**15**
UNIT-III	**Engagement, Performance, compensation management,**	**15**

	Industrial • Relations, Compliance, Employment relations • Changing nature of Employee Engagement; Performance Management; • Compensation and Benefits; Compensation for Special Groups, Industrial • Relations; Workplace Laws and Regulations; Employment Relations	
UNIT-IV	**Unit 4: Technology, HR Analytics, Innovation** • Human Resource Information and Analytics; • Human Resource Management Innovations; • Human Resource Management in Small and Medium Enterprises; • Human Resource Management in the Service Sector, • Organization Transformation and the Human Resource Leadership; • Diversity, • Equity and Inclusion; • Workplace Wellness, sustainability goals and HRM , • Green HRM and challenges.	**15**
Study Resources	1.DeNisi, A.S. ,Griffin,R.W and Sarkar,Anita Human Resource Management, Cengage Learning 2. Sengupta Amitabha, Human Resource Management: Concepts, Practices, and New Paradigms 3. Cascio, Wayne F., Managing Human Resources, Tata McGraw Hill, New Delhi 4. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi 5. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi	

BBA-MDE-231
Social Media, Communication, and Society

Total Hours: 30 **Credits: 2**

Course Objectives	• To understand what social media is, its types, and how it impacts communication. • To examine how social media affects personal lives, relationships, and the broader society. • To explore the role of social media in spreading information, shaping opinions, and influencing politics • To examine emerging trends in social media and predict its future developments.	
Course Outcomes	• Students will understand basic concepts of social media, the various platforms, and how communication happens through these tools. • Students will be able to recognize how social media influences individuals' identities, relationships, and mental well-being. • Students will understand how social media affects political processes and information flow, including its role in spreading both accurate and misleading information. • Students will be able to identify new trends in social media and understand key issues related to privacy and technology.	
	Topic	**Hours**
UNIT-I	**Basics of social media and Communication (15 hours)** **Social media:** Definition and examples of popular social media platforms (Facebook, Instagram, Twitter, etc.) Differences between social media and traditional media (TV, newspapers) **Social Media Works:** Overview of social media tools: posts, likes, shares, comments. Algorithms: How content is shown to users **Types of Communication on social media:** One-way communication (advertising) vs. Two-way communication (discussions, feedback). Public vs. Private communication (profiles, messaging)	**15**

UNIT-II	**The Influence of Social Media on Society** **Social media and Personal Identity:** Create online identities (profiles, posts). Impact of social media on self-image and self-esteem **Social media and Relationships:** Impact of social media on family and friendships (positive and negative aspects). Impact of social media on social skills and face-to-face communication **Addiction and Overuse of Social media:** Signs of social media addiction. The impact of excessive social media use on mental and physical health on demographic users.	**15**
UNIT-III	**Social Media, Politics, and Information.** **Social media and News:** Use of social media for news sharing. Fake news and misinformation: Identifying and avoiding it **Social media in Politics:** Use of social media by How politicians for campaigns and communication. Examples of political movements that used social media (e.g., #MeToo, #BlackLivesMatter) **The Role of Influencers:** Meaning, role, Ethical concerns related to influencers' impact	**15**
UNIT-IV	**The Future of Social Media** **New Trends in social media:** Popular new platforms (TikTok, Snapchat, etc.). The shift from text-based posts to visual content (photos, videos) **Privacy Concerns on social media:** Basic concepts of data privacy (what information is shared on social media). Process of using users data by social media. **The Role of Technology (AI) in social media:** Working of algorithms to personalize social media feeds. The future of AI in content creation and moderation	**15**
Study Resources	**Books:** • **"Social Media and Digital Communication: A Global Perspective"** by L. S. Jaiswal o Offers insights into social media trends, digital communication strategies, and its influence on	

	society in an Indian context.
	• **"Social Media and Politics: A New Communication Paradigm"** by R. K. Gupta
	  ○ Focuses on the role of social media in shaping political communication and influencing elections in India.
	Research Papers and Journals:
	• **"The Role of Social Media in Political Campaigning in India"** (Indian Journal of Political Science)
	  ○ A study that examines how social media is used by Indian politicians for campaigning and voter engagement.
	• **"Social Media in India: Changing the Dynamics of Communication"** (Journal of Media and Communication Studies)
	  ○ Research focusing on how social media has impacted communication in Indian society, including social change and political discourse.
	Websites:
	• **Digital India** (https://www.digitalindia.gov.in/)
	  ○ Government portal that discusses the digital initiatives in India, including social media's role in governance and societal change.
	• **India Today – Social Media Section** (https://www.indiatoday.in/technology)
	  ○ Provides updates on the latest social media trends, issues, and developments affecting India.
	• **Your Story** (https://yourstory.com/)
	  ○ A popular Indian site covering social media trends, startups, and digital communication, offering insights into emerging digital platforms in India.	

BBA-VAC-231 (A)
Sports

Total Hours: 30 **Credits: 2**

Students Should refer to the Syllabus of Sports which is listed Separately on the College Website.

BBA-VAC-231 (B)
Yoga

Total Hours: 30 **Credits: 2**

Students Should refer to the Syllabus of Yoga which is listed Separately on the College Website.

BBA-SEC-231
Management Information System (MIS)

Total Hours: 60 **Credits: 4**

Course Objectives	• To introduce students to the fundamental concepts of Management Information Systems (MIS) and their role in business decision-making. • To provide an understanding of database management systems, their components, and their importance in managing organizational data. • To explore various applications of information systems, including Decision Support Systems (DSS), Knowledge Management Systems (KMS), and Enterprise Resource Planning (ERP). • To familiarize students with project management principles, agile methodologies, and risk management in information systems.	
Course Outcomes	• Students will understand the fundamental concepts of MIS, its types, components, and benefits in modern organizations. • Students will gain knowledge of database management systems, their architecture, and their role in data-driven decision-making. • Students will analyze and apply MIS applications in different domains, including DSS, E-Business, and Business Process Reengineering. • Students will develop skills in managing information system projects using agile methodologies like SCRUM while addressing ethical and risk-related challenges.	
	Topic	**Hours**
UNIT-I	**Fundamentals concepts of MIS** Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era	**15**
UNIT-II	**Data base management system** Objectives of data base approach- Characters of database Management systems Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)	**15**

UNIT-III	**Information system applications** MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering**.**	**15**
UNIT-IV	**Managing Projects** Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.	**15**
Study Resources	1.Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson. 2. Coronel, C., & Morris, S.. Database systems: design, implementation, & management. Cengage Learning. 3. Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press. 4. Schiel, J. The ScrumMaster Study Guide. Auerbach Publications. 5. The Scrum Master Guidebook: A Reference for Obtaining Mastery" , CHANDAN LAL PATARY 6. Scrum: The Art of Doing Twice the Work in Half the Time", Jeff Sutherland, J.J. Sutherland 7. Stair, R., & Reynolds, G. Fundamentals of information systems. Cengage Learning.	

SEMESTER IV

BBA-CC-241
Entrepreneurship and Startup Ecosystem

Total Hours: 30 **Credits: 2**

Course Objectives	1. To understand Entrepreneurship and its types. 2. To understand that not all ideas can be turned into viable business models and guestimate business potential of an idea. 3. To understand different type of finances available and financing methods. 4. To be able to draft business plans on an identified idea. 5. To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business. 6. To know what is a Family Business and how is it different from Entrepreneurship.	
Course Outcomes	At the end of the course, the student would be able to - 1. Understand basic building blocks of creating a venture. 2. Be able to identify a business opportunity and translate it into a viable business model. 3. Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents. 4. Know the legacy of family businesses and key differentiations from Entrepreneurship.	
	Topic	**Hours**
UNIT-I	**Introduction to Entrepreneurship & Family Business** • Definition and Concept of entrepreneurship • Entrepreneur Characteristics • Classification of Entrepreneurs • Role of Entrepreneurship in Economic Development –Start-ups • Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.	**07**
UNIT-II	**Evaluating Business opportunity** • Sources of business ideas and opportunity recognition • Guesstimating the market potential of a business idea • Feasibility analysis of the idea	**08**

	• Industry, competition and environment analysis	
UNIT-III	**Building Blocks of starting ventures** • Low cost Marketing using digital technologies • Team building from scratch • Venture Funding • Establishing the value-chain and managing operations • Legal aspects like IPR and compliances	**07**
UNIT-IV	**Start-up Ecosystem** • Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors etc. • Know various govt. schemes like Start-up India, Digital India, MSME etc. • Sources of Venture Funding available in India • Source of Technology, Intellectual Property management	**08**
Study Resources	**References / Text Books (Latest Edition):** 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	

BBA-CC-242
Operations Management

Total Hours: 60 **Credits: 4**

Course Objectives	1. Understand core principles of operations management and their role in enhancing efficiency, quality, and customer satisfaction. 2. Analyze various production systems and develop strategies that align with business objectives. 3. Optimize operational processes through effective process design, layout decisions, and capacity planning. 4. Implement quality management principles, including TQM, Six Sigma, and Lean Manufacturing, to improve product/service quality and reduce defects. 5. Evaluate emerging trends in operations management, including sustainable operations and technological advancements like AI and IoT.	
Course Outcomes	• Develop a strong understanding of operations management and its importance in improving efficiency and customer satisfaction. • Learn how to design, analyze, and optimize processes to align with business objectives. • Apply quality management principles to enhance operational processes and reduce defects. • Evaluate the impact of emerging trends in technology, sustainability, and global operations on business operations.	
	Topic	**Hours**
UNIT-I	**Introduction to Operations Management** • Planning, organizing, and supervision of processes of Operations management. • Significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction. Different production systems, • The alignment of operations with business strategies, • Key functions of operations management: planning, organizing, staffing, leading, and controlling.	**15**
UNIT-II	**Process Design and Analysis**	**15**

	• Process Design and Layout Decisions • Process Analysis: Flowcharts, process maps • Continuous Improvement Techniques • Capacity Planning: Balancing capacity and demand • Key Considerations: Process choices, layout decisions • Factors: Space utilization, flexibility, cost, safety, comfort	
UNIT-III	**Quality Management** • Quality Management: Meeting customer expectations and industry standards • Key Concepts: Total Quality Management (TQM) principles • Techniques: Six Sigma, Lean Manufacturing • Tools: Quality enhancement, defect reduction, operational efficiency • Outcomes: Increased customer satisfaction, competitive advantage	**15**
UNIT-IV	**Emerging Trends in Operations Management** • Sustainable Operations: Importance of integrating sustainable practices • Technology Impact: Leveraging AI, IoT • Global Operations: Managing complexities in a global context • Adaptation: Adapting to dynamic business environments • Operational Excellence: Driving continuous improvement and efficiency	**15**
	Practical Exercises:	
Study Resources	• "Operations Management" by William J. Stevenson • "Production and Operations Management" by R. P. Sharma • "Total Quality Management" by Dale H. Besterfield • "The Lean Six Sigma Pocket Toolbook" by Michael L. George • "Operations Management: Sustainability and Supply Chain Management" by Jay Heizer and Barry Render	

BBA-CC-243
Financial Management

Total Hours: 60 **Credits: 4**

<table>
<tr><td>Course Objectives</td><td colspan="2">1. To apply the knowledge in taking finance decisions
2. To develop analytical skills to identify financial management problems and solve them.
3. To analyse the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. To assess a firm's requirement for long-term assets by applying capital budgeting techniques.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">1. Summarize the motives behind financial decision making.
2. Interpret the relevant theories and concepts of various practices of financial management and ethics in Finance.
3. Analyze the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. Evaluate projects for profitability</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Unit I: Introduction to Financial Management
• Meaning of Finance and Financial Management
• Types of Finance
• Objective and Scope of Financial Management
    • Profit maximization
    • Wealth maximization
    • Merits and criticisms
• Financial Decisions
• Internal Relation of Financial Decisions
• Factors Influencing Financial Decisions
• Functional Areas of Financial Management
• Functions of a Finance Manager
• Agency Cost
• Definition of Ethics and the Importance of Ethics in Finance
• Sources of Finance
    o Ownership Securities
        ▪ Equity shares</td><td>15</td></tr>
</table>

	▪ Preference shares ▪ Deferred shares ▪ No par stock/shares ▪ Shares with differential rights ▪ Sweat equity o **Creditorship Securities** ▪ Debentures ▪ Zero coupon bonds ▪ Zero interest bonds ▪ Callable bonds ▪ Deep discount bonds o Internal Financing or Ploughing Back of Profit o Short Term and Long Term Sources o **Startup Finance** ▪ Bootstrapping ▪ Series Funding	
UNIT-II	**Unit II: Capital Structure & Capitalization** • Meaning of Capitalization • **Theories of Capitalization** o Cost theory o Earnings theory • **Over Capitalization and Under Capitalization** o Causes o Effects o Remedies • Watered Stock • Over Trading and Under Trading • Meaning of Capital Structure and Financial Structure • Principles of Capital Structure • Optimum Capital Structure • Determinants of Capital Structure • Capital Gearing • Theories of Capital Structure • Effect of Capital Structure on EPS	**15**

	• EBIT-EPS Analysis • Point of Indifference • Practical Problems	
UNIT-III	**Unit III: Cost of Capital, Leverages and Managing Working Capital** • Meaning of Cost of Capital • Significance of Cost of Capital • Components of Cost of Capital • Computation of Cost of Capital and Weighted Average Cost of Capital (WACC) • CAPM • Practical Problems • Meaning of Leverage **Types of Leverages** • Operating leverage • Financial leverage • Combined leverage • Risk and Leverage • Practical Problems **Managing Working Capital** • Meaning of working capital • Types of working capital • Working capital cycle • Adequate working capital • Determinants of working capital • Estimation of working capital • Practice problems • Management of Cash • Management of Inventory and Debtors	**15**
UNIT-IV	**Unit IV: Capital Budgeting and Dividend policy** Meaning of Capital Budgeting Importance and Need of Capital Budgeting Time Value of Money	**15**

	• Present Value • Future Value • Simple Problems **Capital Budgeting Process** **Project Appraisal** • Traditional methods • Modern methods **Practical Problems** • Payback Period • Net Present Value (NPV) • Profitability Index (PI) • Internal Rate of Return (IRR) • Modified Internal Rate of Return (MIRR) **Dividend Policy** • Meaning • Kinds • Theories of Dividend Decisions • Determinants of Dividend Policy Decisions **Companies Act, 2013 and SEBI Guidelines on Dividend Distribution**	
Study Resources	**Textbooks (Latest Editions):** 1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill. 2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co. 3. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House. 4. Kumar, A. Financial Management, Khanna Publishing House. 5. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers. 6. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill. 7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.	

BBA-CC-244
Business Research Methodology

Total Hours: 60 **Credits: 4**

Course Objectives	• To grasp the fundamentals of research methodology and apply them in various research or project works. • To identify and utilize appropriate research methods aligned with research objectives. • To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements. • To learn the intricacies of interpreting data and writing comprehensive research reports.	
Course Outcomes	• Prepare a detailed research plan covering all essential aspects of a research project. • Construct and administer effective research instruments like questionnaires. • Execute data collection strategically to gather relevant information. • Apply advanced statistical techniques for data interpretation. • Draft comprehensive research reports tailored to specific audience needs.	
	Topic	**Hours**
UNIT-I	**Unit 1: Introduction to Research** • Definition, history, evolution, and types of scientific inquiry and research. • Ethical considerations in research, • Process of research, • Characteristics and components of good research work.	**15**
UNIT-II	**Unit 2: Formulating the Research Problem** • Identification and formulation of research problems, • Conduct literature reviews, and develop research questions and objectives. • Creating effective research designs.	**15**
UNIT-III	**Unit 3: Measurement and Data Collection** • Measurement and scaling, • Types of data, • Sources of measurement error, and scale construction techniques.	**15**

	• Data collection methods and questionnaires, interviews, and observations.	
UNIT-IV	**Unit 4: Data Analysis and Interpretation** • Sampling methods, • Data preparation (editing and coding), • Hypothesis testing using parametric and non-parametric tests. • Tools and techniques for data visualization like charts, tables, and box plots.	**15**
Study Resources	**Textbooks and (Latest Edition):** 1. Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK. 2. Research Methodology by Ranjit Kumar. 3. Research Methods for Business by Uma Sekaran. 4. Methodology of Research by C.R. Kothari	

BBA-CC-245
International Businesses

Total Hours: 30 **Credits:2**

<table>
<tr><td>Course Objectives</td><td colspan="2">To introduce students to the fundamental concepts and theories of international business.
To provide an understanding of Foreign Direct Investment (FDI) and its impact on the global economy.
To examine the role of economic integration and trade regulations in international business.
To explore emerging trends in international business, including ethical considerations and digital transformations.</td></tr>
<tr><td>Course Outcomes</td><td colspan="2">Students will be able to explain the stages of internationalization and apply international trade theories.
Students will analyse the impact of FDI on global and national economies using relevant models.
Students will evaluate the significance of economic integration and trade policies in shaping international business.
Students will assess emerging trends such as ESG investing, digital platforms, and the impact of global disruptions on international business.</td></tr>
<tr><td></td><td>Topic</td><td>Hours</td></tr>
<tr><td>UNIT-I</td><td>Introduction to International Business
Introduction to International Business
Stages of Internationalization
EPRG Framework
International Trade Theories:
Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses</td><td>7</td></tr>
<tr><td>UNIT-II</td><td>Introduction of Foreign Direct Investment
Introduction Foreign Direct Investment in the World Economy, Trends in FDI</td><td>8</td></tr>
</table>

	• Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.	
UNIT-III	**Economic Integration** • Economic indicators and their impact on international business decisions, • Regional Economic Integration and Trade Blocs, • Basic Principles of Multilateral Trade • Negotiations, • Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.	**7**
UNIT-IV	**Emerging Trends in International Business** • International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR • Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues • Implications of Brexit on international business laws, the rise of digital platforms, and e-commerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.	**8**
Study Resources	**Text Books (Latest Edition):** 1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill. 2. International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education 3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild. 4. Rakesh, M. J. International Business, New Delhi, Oxford University Press. 5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.	

BBA-VAC-241 (A)
Business Environment and Public Policy

Total Hours: 30 **Credits: 2**

Course Objectives	• To understand the significance and nature of the business environment and its changing dimensions. • To analyse the impact of globalization, liberalization, and foreign investments on the Indian economy. • To examine the role of public policies in economic development and business regulations. • To explore emerging trends in business, including digital economy, outsourcing, and technological advancements.	
Course Outcomes	• Students will be able to explain the micro and macro dimensions of the business environment. • Students will analyse the impact of globalization and foreign investments on economic growth. • Students will evaluate the significance of public policies in shaping the business landscape. • Students will understand and assess emerging business trends and their influence on modern enterprises.	
	Topic	**Hours**
UNIT-I	**Theoretical Framework of Business Environment** • Concept, Significance and Nature of • Business Environment. • Micro and Macro Dimensions of Business Environment, • Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.	**7**
UNIT-II	**Global Framework** • EPRG Framework, Liberalization, Privatization & Globalization Concept & its impact on Indian Economy. • Significance of FDI & FII, IMF & WTO, • Regional Economic Integrations in the development of the Nations.	**8**

UNIT-III	**Public Policies** • Background, Meaning and Importance of Public Policy. • Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. • Structural Adjustment Programs and Banking Sector Reforms in India.	**7**
UNIT-IV	**Problems and Challenges of Growth of Economy**: • Unemployment, Poverty, Regional Imbalance. • Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, • Challenges & Opportunities of Indian Business Environment. **Emerging Trends in Business** • Concepts, Advantages and Limitations-Franchising, • Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); • E-Commerce, Digital Economy. • Technological Growth and MNC's.	**8**
Study Resources	1. K. Aswathappa: Essentials of Business Environment, Himalaya Publishing House. 2. Francis Cherunilam: Business Environment, Himalaya Publishing House. 3. A. C. Fernando: Business Environment, Pearson. 2. Dr. S Sankaran: Business Environment, Margham Publications. 3. Dr V Murali Krishna: Business Environment, Spectrum Publications. 4. Namitha Gopal: Business Environment, McGraw Hill.	

BBA-VAC-241 (B)
Enterprise System and platforms

Total Hours: 30 **Credits: 2**

Course Objectives	• To provide a comprehensive understanding of the nature and significance of the business environment. • To analyse the impact of globalization, foreign investments, and international organizations on economic development. • To examine the role of public policies in shaping economic and business landscapes. • To identify key economic challenges in India and explore possible solutions	
Course Outcomes	• Students will be able to explain the micro and macro dimensions of the business environment. • Students will analyze the effects of globalization, FDI, and international organizations on economic growth. • Students will evaluate the role of public policies in industrial and economic development. • Students will identify economic challenges and suggest appropriate remedies for sustainable growth.	
	Topic	**Hours**
UNIT-I	**Theoretical Framework of Business Environment** • Concept, Significance and Nature of Business Environment. • Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. • Problems and Challenges of Indian Business Environment.	**8**
UNIT-II	**Global Framework** • EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. • Significance of FDI & FII, IMF & WTO, Regional • Economic Integrations in the development of the Nations.	**7**
UNIT-III	**Public Policies** • Background, Meaning and Importance of Public Policy. • Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA.	**8**

	• Structural Adjustment Programs and Banking Sector Reforms in India.	
UNIT-IV	**Problems and Challenges of Growth of Economy** • Unemployment, Poverty, Regional Imbalance. • Social Injustice, Inflation, Parallel economy, • Lack of technical knowledge and information. • Remedies to solve these problems, • Challenges & Opportunities of Indian Business Environment.	**7**
Study Resources	**Text Books / References:** 1. K. Aswathappa: Essentials of Business Environment, Himalaya Publishing House. 2. Francis Cherunilam: Business Environment, Himalaya Publishing House. 3. A. C. Fernando: Business Environment, Pearson. 2. Dr. S Sankaran: Business Environment, Margham Publications. 3. Dr V Murali Krishna: Business Environment, Spectrum Publications. 4. Namitha Gopal: Business Environment, McGraw Hill.	

BBA-SEC-241
Design Thinking and Innovation

Total Hours: 30 **Credits: 2**

Course Objectives	• To introduce students to the principles of Design Thinking and its significance in fostering innovation. • To develop empathy and problem-solving skills through observation and customer-centric approaches. • To equip students with techniques for ideation, prototyping, and implementation of innovative solutions. • To enhance students' ability to iterate and refine designs based on user feedback for improved product experiences.	
Course Outcomes	• Students will be able to understand and apply Design Thinking to solve real-world business challenges. • Students will develop empathy-driven problem-solving skills by observing and analysing customer needs. • Students will be able to generate creative solutions through brainstorming, prototyping, and iterative testing. • Students will evaluate user feedback and refine their designs to enhance customer experience and usability.	
	Topic	**Hours**
UNIT-I	**Unit 1: Basics of Design Thinking** • Understand the concept of innovation and its significance in business • Understanding creative thinking process and problem solving approaches • Know Design Thinking approach and its objective • Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product. • Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc. • Stages of Design Thinking Process – Empathize, Define, Ideate,	**07**

	• Prototype, Implement	
UNIT-II	**Unit 2: Learning to Empathize and Define the Problem** • Importance of empathy in innovation process – how can students develop empathy using design tools • Observing and assimilating information • Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences.	**08**
UNIT-III	**Unit 3: Ideate, Prototype and Implement** • Templates of ideation like brainstorming, systems thinking • Concept of brainstorming – how to reach consensus on wicked problems • Mapping customer experience for ideation • Know the methods of prototyping, purpose of rapid prototyping.	**07**
UNIT-IV	**Unit 4: Feedback, Re-Design & Re-Create** • Feedback loop, focus on User Experience, address ergonomic challenges, user focused design • Final concept testing, • Final Presentation – Solving Problems through innovative design concepts & creative solution	**08**
Study Resources	**Text Books (Latest Edition):** 1. E Balaguruswamy, Developing Thinking Skills (The way to Success), C Khanna Book Publishing Company 2. Tim Brown C Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation", Harvard Business Review 3. 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing **Reference Book** 1. Design Thinking by Nigel Cross, Bloomsbury	