

National Curriculum and Credit Framework (NCCF)
Syllabus
for
Bachelor of Business Administration
w.e.f. Academic Session 2023-24



Kazi Nazrul University
Asansol, Paschim Bardhaman
West Bengal 713340

SEMESTER- I

MAJOR COURSE - 1

Course Name : Principles of Management and Organisational Behaviour
Course Code : BBAMJ101

Course Type: Major (Theoretical)	Course Details: MJC-1		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

The objective of the course is to familiarize the learner with extant and emerging management theories and practices for reflective and holistic thinking on management principles and practices. Also to acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand the evolution of management and apprehend its effect on future managers.
2. Analyse how organisations adapt to an uncertain environment and decipher decisionmaking techniques managers use to influence and control the internal environment.
3. Comprehend the changes happening in organisation structure over time.
4. Analyse the relationship amongst functions of management i.e. planning, organizing, directing and controlling.
5. Appreciate the changing dynamics of management practice.
6. Develop understanding of different approaches to designing organizational structures.
7. Understand the role of personality, learning and emotions at work.
8. Discover and understand the concept of motivation, leadership, power and conflict.
9. Understand the foundations of group behaviour and the framework for organizational change and development.

Unit-I: Nature, Scope and Process of Management: Concept of Management, Role and Importance of Management, Functions and Levels of Management, Management – A Science and an Art; Evolution of Management Thoughts: F.W.Taylor, Henry Fayol and Elton Mayo.

Unit-II: Planning and Organizing: Features of Planning, Importance, Steps, Types. Formal and Informal Organizations, Organization Structure: Line and staff, Delegation of Authority, Centralization and decentralization.

Unit-III: Leadership, Coordination and Control: Leadership, Functions and Importance, Qualities of a Good Leader, Leadership Styles. Nature of Control, Relationship between Planning and Control, Elements of control system.

Unit-IV: Personality, Perception & Motivation: Personality: Concept and Types, Major determinants. MBTI, Type-A and Type- B Theory; Perception: Concept, Factors influencing Perception; Learning: Concept; Attitude: Concept, Different Job Attitudes; Motivation: Concept, Basic Theories of Motivation (Maslow, Herzberg, Mc Clelland and Mc Gregor).

Unit-V: Organisational Behaviour: Concept, Learning objectives, Characteristics of Human Behaviour.

Suggested Readings:

1. Essentials of Management: Wehrich and Koontz, et al, Tata McGraw Hill.
2. Management: Stoner J and Freeman RE, Prentice-Hall.
3. Management: Daft, RL, Thomson.
4. Management-Text & Cases: V.S.P Rao & Hari Krishna, Excel Books.
5. Principles of Management: Ramaswami, T, Himalaya Publishing.
6. Management: Robbins, SP, Prentice Hall.
7. Organizational behavior – Robins Stephen P; PHI.
8. Organizational behavior- Fred Luthans; McGraw Hill Inc.
9. Management of Organizational behavior – Harsey, Paul & Kenneth H. Blancher; PHI.
10. Organizational Behaviour: Human Behaviour at Work - Davis and Newstrom, TataMcGraw-Hill.
11. Organizational Behaviour- Steers and Black, Harper Collins College Publishers.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Method

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 1

Course Name : Business Economics

Course Code : BBAMN101

Course Type: Minor (Theoretical)	Course Details: MNC-1		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning Outcomes

After completing the course, the student shall be able to:

1. Apply the knowledge of the mechanics of supply and demand to explain working of markets.
2. Describe how changes in demand and supply affect markets. Understand the choices made by a rational consumer.
3. Explain relationships between production and costs.
4. Define key characteristics and consequences of different forms of markets.
5. Understand the functioning of Banks and issues related to public finance

Unit-I: Introduction: Economic Terms and Basic concepts; Basic Economic problems; Meaning, Nature and Scope of Business Economics.

Unit-II: Demand: Law of demand and its Exceptions; Elasticity of Demand- Concepts and Types, Measurement of Elasticity; Demand Forecasting – Importance, Methods; Different Revenue Concepts, Relations Concerning AR, MR and Price Elasticity.

Unit-III: Production and Cost: Production Function; Law of variable Proportions, Iso-quant, Iso-cost Lines and Choice of Optimum Input combination, Expansion Path; Cost Function; Short-run and Long-run Costs-Different Cost concepts and Costs Curves.

Unit-IV: Market: Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Equilibrium under Monopoly, Price Discrimination.

Unit-V: Banking and Public Finance: Function of Commercial Banks and Central Bank; Credit Creation and Credit Control in the Banking system; Direct and Indirect Taxes, Public Debt, Budget Deficit, Anti-inflationary measures. National Income Accounting: Methods, Limitations, Income determination by Simple Keynesian Model, Investment Multiplier.

Suggested Readings

1. Economics – Samuelson and Nordhaus; McGraw Hill.
2. An Introduction to Positive Economics – Lipsey; ELBS.
3. Managerial Economics – Hague; Longman.
4. Managerial Economics – Varshney and Maheswari; Sultan Chand.
5. Modern Economic Theory – Mukherjee; Wishwa Prakashan

Teaching learning process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MULTIDISCIPLINARY COURSE – 1

Course Name : E - Commerce

Course Code : MDC102

Course Type: MD (Theoretical)	Course Details: MDC-1			L-T-P: 2 –1 – 0	
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objectives

The purpose of this course is providing an introduction to e-commerce for business and management. It will also help to understand the complexity of e-commerce and its many facets. Students will learn how e-business and e-commerce fit together. Also, they will be able to identify the impact of e-commerce and recognize the benefits and limitations of e-commerce.

Learning Outcomes

After completing the course, the student shall be able to:

1. Identify the component parts of e-commerce.
2. Identify the benefits of selling online.
3. Know how to optimize and stay safe when selling online.
4. Understand the risks around Cyber Security when trading and doing business online.
5. Understand the basic concepts and technologies used in the field of management information systems.
6. Understand the processes of developing and implementing information systems.
7. Be aware of the ethical, social, and security issues of information systems.

Unit-I: Introduction: E-Commerce-meaning, nature, concepts, types; e-commerce business models B2B [concept, major activities, types of B to B market (independent, buyer oriented, supplier oriented, e-market place)], B2C [portals, e-tailer, content provider, transaction broker, real life examples of B2C], C2C, C2B, etc.; forces behind e-commerce, e-Governance [meaning, types, significance, real life examples].

Unit-II: E-CRM and SCM: E-CRM-definition, features, goals of E-CRM business framework, phases of E-CRM, types of E-CRM, Functional components of E-CRM, strategies for E-CRM solutions; SCM-definition, features, types of supply chain.

Unit-III: Digital Payment: Methods of e-payments [Debit Card, Credit Card, Smart Cards, e-Money], electronic or digital wallet, digital signature (procedures, working and legal provisions), payment gateways [Core Banking Solution or CBS, Mobile Payment, UPI, NCPI, International Payments], Online banking [meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting], risks involved in e-payments.

Unit-IV: ERP: Definition, features, major characteristics, levels of ERP, benefits of ERP, enterprise potential of ERP, modules of ERP, phases of ERP implementation, limitations of ERP.

Unit-V: New Trends in E-Commerce: Social Commerce-concept, definition, features; Digital Marketing-definition, objectives, methods, limitations; Advertisement in social media-objectives, advantages and disadvantages, procedures.

Suggested Readings:

1. P. T. Joseph, E-Commerce: An Indian Perspective, PHI Learning
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, E-Commerce: Fundamentals and Applications, Wiley.
3. Laudon, E-Commerce, Pearson Education India
4. Schneider G., E-Business, Cengage
5. Bhaskar, B., E-Commerce, McGraw Hill

Teaching Learning Process

Teaching learning process may be interactive classroom sessions. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (15 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (35 Marks): End Semester Written Examination.

ABILITY ENHANCEMENT COURSE- 1

Course Name : English Communication

Course Code : AECE101

Course Type: AE (Theoretical)	Course Details: AEC-1		L-T-P: 4-0-0		
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

SKILL ENHANCEMENT COURSE - 1

Course Name : Business Statistics

Course Code : BBASE101

Course Type: SE (Theoretical)	Course Details: SEC-1			L-T-P: 3-0-0	
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objectives

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for business decision making.

Learning Outcome

After completing the course, the student shall be able to:

1. Acquire a fair degree of proficiency in comprehending statistical data, processing and analysing it using descriptive statistical tools.
2. Gather knowledge about various measures of Central Tendency.
3. Understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables.
4. Develop an understanding of the different measures of dispersion and Skewness and Kurtosis

Unit-I: Introduction: Definition of Statistics, Importance and scope of statistics, Limitations of Statistics; Types of Data, Important Sources of Secondary Data; Collection and Presentation of Data: Different Methods of collecting Primary Data: Text, Tabular and graphical Methods of Data presentation; Frequency Distribution, Diagrammatic Presentation of Frequency data.

Unit-II: Measures of Central Tendency: simple and Weighted Arithmetic Mean – Properties, Merits and Demerits; Geometric Mean and harmonic Mean – Algebraic Properties, Merits and Demerits; Relationship among A.M., G.M. and H.M.; Median and Mode – Measures, Properties, Merits and Demerits.

Unit-III: Measures of Dispersion: Range, Quartile Deviation, mean Absolute Deviation and Standard Deviation – their Merits, Demerits and Properties.

Unit-IV: Analysis of Bivariate Data: Scatter Diagram, Pearson's Correlation Coefficient and its Properties; Spearman's Rank Correlation (in case of no tie) Simple Linear Regression and its Properties.

Unit-V: Index Number: Definition, Uses, Methods of Construction of Index Numbers, problems in Construction of Index Numbers, types of Index Numbers-Price index and Quantity Index.

Suggested Readings:

1. Statistics: Sancheti and Kapoor, Sultan Chand & Sons.
2. Basic Statistics: Goon, Gupta and Dasgupta, World press.
3. Fundamental of Statistics (vol. 1 and 2): Goon, Gupta and Dasgupta, World Press.
4. Statistical Methods (vol 1 and 2): N.G. Das.
5. Mathematical and Statistics: Ajay Goel and Alka Goel, Taxmann

Teaching learning process

Teaching learning process may be interactive classroom sessions. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (15 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (35 Marks): End Semester Written Examination.

SEMESTER- II

MAJOR COURSE - 2

Course Name : Financial Accounting for Managers

Course Code : BBAMJ201

Course Type: Major (Theoretical)	Course Details: MJC-2		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

This course provides conceptual knowledge of financial accounting and the techniques for preparing accounts in different types of business organizations.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand the theoretical framework of accounting and to prepare financial statements.
2. Learn the system accounting system of Depreciation.
3. Learn the system of accounting for Partnership firm.
4. Learn the Company Accounts (as per Companies Act, 2013).
5. Understand the system of accounting for Non- Trading Concern.

Unit-I: Accounting: Objectives, Advantages and Limitations, Branches of Accounting, Accounting Equations, Types of Accounting Information; Users of Accounting Information and Their Needs. Basic Accounting Concepts and Conventions-Accounting Transactions - Double Entry Book keeping - Journal, Ledger, Preparation of Trial Balance - Preparation of Cash Book.

Unit-II: Depreciation - Meaning, Causes, Types - Straight Line Method - Written Down Value Method (Change in Method excluded). Reserves & Provision – Concept, Types & Purposes, Difference between Reserve & Provision; Adjustment Entries – Concept & Development of Adjustment Entries; Classification of Errors - Rectification of Errors - Preparation of Suspense Account.

Unit-III: Preparation of Final Accounts of Profit-oriented Sole-proprietorship (Trading Concerns only); Preparation of Receipts and Payments Account, Income & Expenditure Account and Balance Sheet of Non-Trading Organizations (Simple Problems).

Unit-IV: Partnership Accounting: Features of Accounting of Partnership Firms; Maintenance of Capital Accounts – Fixed & Fluctuating; Profit & Loss Appropriation Account (Basic Problems); Admission, Retirement and Death of a Partner.

Unit-V: Company Accounts (as per Companies Act, 2013): Maintenance of Accounts u/s 128; Financial Statements - Definition u/s 2(40); Proforma of Statement of Profit & Loss and Balance Sheet [as per Schedule III Companies Act, 2013].

Suggested Readings:

1. Financial Accounting: S. Mukherjee & A. K. Mukherjee, Oxford University Press.
2. Financial Accounting: A Managerial Perspective: R. Narayanaswamy, Prentice Hall of India.
3. A Textbook of Accounting for Management: S. N. Maheshwari, S. K. Maheshwari, Vikas Publications.
4. Accounting for Managers – Ashish Kr. Bhattacharya; PHI.
5. Financial Accounting – Ashok Banerjee; Excel Books.
6. First Course in Financial Accounting for Business Managers- Asish Kr. Bhattacharya; Nonlinear Insights (OPC) Pvt. Ltd.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 2

Course Name : Marketing Management
Course Code : BBAMN201

Course Type: Minor (Theoretical)	Course Details: MNC-2		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing and to provide knowledge about various developments in the marketing.

Learning Outcomes

After completing the course, the student shall be able to:

1. Develop understanding of basic concepts of marketing, marketing philosophies and environmental conditions and effecting marketing decisions of a firm.
2. Understand the dynamics of consumer behaviour and process of market selection through STP stages.
3. Understand and analyse the process of value creation through marketing decisions involving product development.
4. Understand and analyse the process of value creation through marketing decisions involving product pricing and its distribution.
5. Understand the need of effective communication and designing of appropriate marketing communication mix

Unit-I: Marketing– scope, nature, definition, core marketing concepts and marketing environment, recent trends in marketing in India. Tele Marketing, Marketing on Web. Green marketing-Importance, benefits and adoption.

Unit-II: Developing marketing opportunities and strategies, consumer and business buyer’s behaviour: factors influencing buyer behaviour. Segmentation, Targeting and positioning (STP) for competitive advantage, Marketing Information System (MKIS) and Marketing Research.

Unit-III: Developing the concept of marketing mix, managing the product – types of consumer and industrial products. Product related decisions, product line, product mix, product life cycle (PLC), New product development, branding and packaging decisions.

Unit-IV: Pricing of products: Pricing considerations and approaches, strategies and methods. Managing marketing channels, channel design decisions, channel dynamics, managing retailing, wholesaling and market logistics.

Unit-V: The communication process, developing effective communication, deciding on the marketing communication mix, managing advertising, sales promotion and public relations. Managing sales force.

Suggested Readings:

1. Marketing Management – Kotler, Philip; Prentice Hall of India Publications, new Delhi.
2. Marketing Management Ramaswamy, V.S. and Namakumari, S; McMillan India Ltd., New Delhi.
3. Marketing Management Strategy and Cases – Dalrymple, J.D. and Parson, J.L.; John Wiley and Sons.
4. Contemporary concepts and Practices – Schoell, W.F.; Allwyn and Baycon Inc., New York.

Teaching learning process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MULTIDISCIPLINARY COURSE – 2

Course Name : Business Environment
Course Code : MDC202

Course Type: MD (Theoretical)	Course Details: MDC-2		L-T-P: 2 –1 – 0		
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objectives

To understand the internal and external factors that affect business operations. analyze the overall impact of economic, social, political, technological, legal and ecological factors of business decision.

Learning Outcomes

After completing the course, the student shall be able to:

1. Familiarize with the nature of business environments and its components.
2. Develop an understanding of the different economic system.
3. Develop conceptual framework of business environment and generate interest in International Business.
4. Understand the impact of different International Economic institutions on Indian Economy.

Unit-I: Introductory Issues: concept, nature and importance of business and business environment – Types of environments; general and task environment, internal and external environment, Basic elements of environment: socio-cultural, political, legal, economic and technological elements.

Unit -II: Socio-cultural Environment of Business: Concept and nature of culture – Impact of culture on business – cultural resources – Ethics and social responsibility of business – Arguments for and against social responsibility.

Unit -III: Economic Environment of Business: concept and elements of economic environment – Different economic systems: their meanings and characteristics – Economic reforms initiated in India – Liberalization, privatization and disinvestment: concepts and trends.

Unit -IV: International Environment of Business: Globalization as a part of the New Industrial Policy – concept and nature of globalization – Why companies go global – Strategies for entering foreign markets: exporting, licensing and franchising, contract manufacturing, management contracting, joint venture, merger and acquisition, strategic alliance and counter trade – Merits and demerits of globalization – Globalization of Indian business.

Unit -V: India, WTO and Trading Blocks: Role and functions of WTO – Differences between WTO and GATT – Arguments for joining WTO – WTO Agreements binding on India: their impact on the Indian economy – International Economic institutions like World Bank and IMF: their importance and basic functions.

Suggested Readings:

1. Essentials of Business Environment – Aswathapa, K; HPH.
2. Business Environment – Cherunillam, Francis; HPH.
3. Economics Environment of Business – Misra and Puri; HPH
4. Business Environment – Gupta, C.B.; Sultan Chand.
5. Business Environment: Text and Cases – Paul, Justin; TMH.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (15 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (35 Marks): End Semester Written Examination.

VALUE ADDED COURSE-1

Course Name: Environment Studies

Course Code: VA201

Course Type: VC (Theoretical)	Course Details: VAC-1		L-T-P: 4-0-0		
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

SKILL ENHANCEMENT COURSE - 2

Course Name : Entrepreneurship Development

Course Code : BBASE201

Course Type: SE (Theoretical)	Course Details: SEC-2			L-T-P: 3-0-0	
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objective

To inculcate the spirit of entrepreneurship among the learners to ensure materialization of entrepreneurial desire into a new venture.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand the concept of entrepreneurship in the context of Indian economic scenario.
2. Link the individual's capability and strength as a guiding factor towards entrepreneurial orientation.
3. Understand the role of the Government in Entrepreneurship Development.
4. Understand entrepreneurial process for initiating new venture creation and the various sources of finance.
5. Understand the procedure for setting-up a small-scale unit.

UNIT-I: Introduction: Concepts of entrepreneur, entrepreneurship and entrepreneur, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur; Type of entrepreneurs; Role of entrepreneur in economic development; Distinction between an entrepreneur and a manager; Entrepreneur and Intrapreneur, growth of entrepreneurship-Economic and non-economic factor for stimulating entrepreneurship development.

UNIT-II: Role of the Government in Entrepreneurship Development: Concept and meaning of entrepreneurship development; Need for entrepreneurship development programs (EDPs), Objectives of EDP. McClelland theory of motivation. Women entrepreneurs Problems, remedial measures, reasons for growth of woman entrepreneurs.

UNIT-III: Venture promotion and Project Formulation: Concept of projects classification of projects and project report; Project identification and selection; Constraints in project identification, Techniques of Project Identification, Significance, contents, formulation of project report; Need for Project Formulation; Guidelines for formulating a project report; Concepts of project appraisal.

UNIT-IV: Financing of Enterprise: Need for financial planning, Sources of short-term and long-term finance to entrepreneurs, Commercial banks and financial institutions like IDBI, IFCI, ICICI, SIDBI, SIDCO and SFCs – their roles and activities.

UNIT-V: Small Scale Industries (SSIs) & Institutional Support to Small Enterprises: Definition, characteristics and scope of SSIs in India, Procedure for setting-up a small-scale unit.

Suggested Readings:

1. Management of Small-Scale Industry – Vasant Desai; PPH.
2. Entrepreneurship and Small Business Management–C. B. Gupta and S. S. Khanka; Sultan Chand & Sons.
3. Entrepreneurial Development – S. S. Khanka; S. Chand.
4. Entrepreneurship – New Venture Creation – David H. Holt; PHI.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (15 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (35 Marks): End Semester Written Examination.

VOCATIONAL COURSE - 1

Course Name : Vocational Course

Course Code : VC201

Course Type: VC (Practical)	Course Details: VCC-1		L-T-P: 0-0-8		
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		30		20	

SUMMER INTERNSHIP - 1

Course Name : Summer Internship

Course Code : SI201

Course Type: SI (Practical)	Course Details: SIC-1		L-T-P: 0-0-8		
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		30		20	

SEMESTER- III

MAJOR COURSE - 3

Course Name : Human Resource Management

Course Code : BBAMJ301

Course Type: Major (Theoretical)	Course Details: MJC-3		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

The objective of this course is to enable learners to understand the importance of human resources and their effective management in organisations.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand basic nature and importance of human resource management. analyze the current theory and practice of recruitment and selection.
2. Understand the need of Training and Development in modern organisations.
3. Realize the importance of Performance Appraisal in enhancing employee performance.
4. Recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the workforce, and comply with the legal framework.
5. Understand role of modern HRM in meeting challenges of changing business environment.

Unit-I: Human Resource Management- Concept: Nature; Scope; Objectives and Importance of Human Resource Management; Evaluation of Human Resource Management; Role; function and Qualities of Human Resource Manager; Difference between Human Resource Management and Personnel Management.

Unit-II: Human Resource Planning – Meaning; Objective; and importance of Human Resource Planning; Human Resource Planning Process; Recruitment – Objective and Sources of Recruitment; Meaning and Purpose of Selection – Selection Process; Steps in selections; Selection techniques, Induction.

Unit-III: Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programme; Training Vs Development; Training Methods; Evaluation of Training Programmes.

Unit-IV: Performance Appraisal – Concept, Features, Objective, Methods of Appraisal– Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal. Career Planning and

Development; Career needs assessment, Career opportunities, Need- opportunities alignment, Career Development Cycle.

Unit-V: Compensation Management – Objective of Compensation Management; Factors affecting Compensation; Job evaluation – Process, Methods of evaluation; Methods of Wage payment; component of pay structure; Fringe Benefits and Incentive Plans.

Suggested Readings:

1. A handbook of HRM practice – Michael Armstrong; Kogan Page Limited, London.
2. Human Resource Management: Text and Concept – VSP Rao; Excel Books, New Delhi.
3. Human Resource Management – Biswajeet Pattanayek; PHI, New Delhi.
4. Human Resource Management (with cases) – A.K. Ghosh; Manas Publications, New Delhi.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MAJOR COURSE - 4

Course Name : Financial Management
Course Code : BBAMJ302

Course Type: Major (Theoretical)	Course Details: MJC-4		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

To familiarize the students with the principles and practice of financial management.

Learning Outcomes

After completing the course, the student shall be able to:

1. Explain the nature and scope of financial management as well as time value of money and risk return trade off.
2. Analyse capital budgeting process and capital budgeting techniques.
3. Estimate various capital structure theories and factors affecting capital structure decisions in a firm.
4. Critically examine various theories of Working capital management and factors affecting working capital requirement.
5. Analyse the different aspect of Cost of capital

Unit-I: Introduction: Definition, Scope, Objectives of financial Management; The goal of a Firm: Profit Maximization vs. Wealth Maximization; Financial Functions – Financing, Investment and Dividend decisions; the role of a Finance Manager; An overview of financial markets and institutions in India. Time Value of Money: Concept; compounding and Discounting Concepts.

Unit-II: Financial Statements and Financial Statement Analysis: Meaning, Nature, Importance and Limitations of Financial Statements; Meaning, Objectives, Types and Methods of Financial Statement Analysis; Ratio Analysis: Meaning, Utility, Limitations, process of Analysis, Classification of Accounting Ratios, Important Accounting Ratios used in measuring liquidity, solvency, profitability and managerial efficiency, Computation and Interpretation of these Ratios. Analysis of Changes in Financial Position: Cash Flow Statement and Fund Flow statement: concept and purposes, Preparation of Cash Flow Statement-General, AS-3.

Unit-III: Working capital management: Concepts, Nature, Significance, and Components of Working Capital; Working Capital Cycle; Factors determining Working Capital Requirements and Forecasting Working Capital.

Unit-IV: Cost of capital: Concept and Significance; Costs of various Sources of Capital; Weighted average cost of capital.

Unit-V: Capital Budgeting: Concept, Features, Process and Significance of Capital Budgeting; Evaluation Criteria – Account Rate of Return, Pay Back Period, Net Present Value, Internal rate of return, Profitability Index (capital rationing).

Suggested Readings:

1. Financial Management – Khan & Jain; Tata McGraw Hill.
2. Financial Management – Prasanna Chandra; Tata McGraw Hill.
3. Financial Management – I.M. Pandey; Vikas Publishing House.
4. Financial Management – Ravi. M. Kishore; Taxmann.
5. Fundamentals of Financial Management – Chandra Bose; PHI.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 3

Course Name : Business Communication

Course Code : BBAMN301

Course Type: Minor (Theoretical)	Course Details: MNC-3		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

To develop inter personal, effective communication, problem solving skills and understand its influence on behaviour and attitudes of individuals.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Understand the importance of oral and written communication in day-to-day working of the organization.
2. Develop inter personal skills and problem-solving skills.
3. Understand the role of body language for effective communication.

Unit-I: Business Communication – Importance and Nature, Models of Communication; Effective Communication; Importance of feedback in Communication; Barriers to Effective Communication, Methods of Overcoming Barriers; Formal and Informal Networks of Communication; Importance of Grapevine.

Unit-II: The Non-Verbal Mode of Communication- Verbal vs. Non-verbal Communication, Importance of Non-verbal Communication, Elements of Non-verbal Communication.

Unit-III: Parts of Speech: Nouns, Pronouns, Verbs, Adjectives, Adverbs, Prepositions, Conjunctions and Interjection (brief overview of each and function in a sentence) – Agreement of subject and Verb- Sequences of Tenses Errors in the Use of Adjectives and Adverbs.

Unit-IV: Speaking and presentation: Basic guidelines and developing strategy – preparing successful speech, Elements of Presentation – Designing an Effective Presentation.

Unit-V: Modern Communication Technology: Electronic Communication System – Teleprinter, Computer, Fax, E-mail, Voice Mail Teleconferencing, Video and Audio Conferencing.

Suggested Readings:

1. Business communication- Theory and Applications: Lesikar, R. & Petit, J., All India Traveller Book Seller.
2. Business Communication Today: Bovee; Tata McGraw Hill, New Delhi.
3. Basic Managerial Skills for All: McGrath, E.H., Prentice Hall of India.
4. Business Communication: Bala Subramanyam, Vikas Publishing House, New Delhi.
5. Business Correspondence and Report Writing: Sharma and Mohan, Tata McGraw Hill.
6. Business Communication: Concepts, Cases and Applications: Chaturvedi and Chaturvedi, Pearson Edu.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MULTIDISCIPLINARY COURSE – 3

Course Name : **To be chosen from the pool**

Course Code :

Course Type: MD (Theoretical)	Course Details: MDC-3		L-T-P: 2 –1 – 0		
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

ABILITY ENHANCEMENT COURSE- 2

Course Name : **English Communication**

Course Code : **AECE301**

Course Type: AE (Theoretical)	Course Details: AEC-2		L-T-P: 4 –0 – 0		
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

SEMESTER- IV

MAJOR COURSE - 5

Course Name : Quantitative Techniques for Management

Course Code : BBAMJ401

Course Type: Major (Theoretical)	Course Details: MJC-5			L-T-P: 4 – 1 – 0	
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The goal is to familiarize students with building mathematical models for managerial decision-making scenarios and using computer software tools to find solutions when relevant. The focus is on grasping the concepts, model formulation, and interpretation of results.

Learning Outcomes

After completing the course, the student shall be able to:

1. Develop a solid understanding of various quantitative techniques used in managerial decision-making, including linear programming, forecasting, and inventory models.
2. Apply appropriate quantitative methods to solve complex business problems and make data-driven decisions.
3. Formulate mathematical models to represent real-world business problems, allowing for structured decision-making processes.
4. Interpret the results of quantitative models and using them to make practical business recommendations.
5. Enhance their critical thinking and analytical skills by evaluating different quantitative approaches and selecting the most appropriate method for a given management scenario.

Unit - I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit - II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, unbalanced case, Restrictions on assignment).

Unit – III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing.

Unit – IV: Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation.

Unit – V: Introduction to Game Theory: Pay off Matrix- Two-person Zero Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

Suggested Readings

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill
2. P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
5. Frederick S. Hillier, Gerald J. Lieberman, Bodhibroto Nag and Preetam Basu: Introduction to Operations Research, McGraw Hill.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MAJOR COURSE - 6

Course Name : Production and Material Management
Course Code : BBAMJ402

Course Type: Major (Theoretical)	Course Details: MJC-6			L-T-P: 4 – 1 – 0	
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

To familiarize the students with the role of operations and its interaction with other activities of a firm and their integration in a highly competitive global environment. To enable the students to apply the understanding of production processes in quantitative analysis of problems arising in the management of operations.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand the role of operations management in achieving organizational competitiveness.
2. Appreciate the concepts of lean production and maintenance management in operations.
3. Comprehend key decision areas of operations and analyse data for effective decision making in operations management.
4. Assimilate the intricacies of production processes, required tools, techniques and methods of carrying out production process and streamlining the materials management process.
5. Acquire skills in making informed decisions to resolve issues and improve processes.

Unit-I: Introduction to Production Management, Historical Evolution of production Management, concept of Production, Production System, Classification of Production System, Objectives and Scope of Production Management, Product and Process Design.

Unit-II: Plant Location – Introduction and Meaning, need for selecting a Suitable Plant Location, Factors Influencing Plant Location; Plant Layout– Objectives, Principles, and Types of Layouts, Advantages and Limitations of Each Type of Layout.

Unit-III: Production Planning and Control (PPC): Introduction and Meaning, Need for PPC, Objectives, Phases and Functions of PPC; Capacity Planning–Measurement of Capacity, Process of Capacity Planning; Scheduling Principles and Types of Scheduling.

Unit-IV: Work Study– Introduction, Advantages; Method Study–Objectives, Scope, Steps or Procedure involved in method study, Charts used in method study; Work Measurement–Objectives, Techniques; Time Study–Introduction and Meaning, Steps in Making Time Study.

Unit-V: Materials Management–Introduction, Meaning and Scope, Role of Materials Management; Classes of Materials; Codification – objectives, Advantages, Methodology; Standardization – Relevance, Definition, Specification, Advantages, Techniques. Materials Planning–Introduction to Planning, Definition, Advantages; Bills of Materials; Introduction to Material Requirement Planning (MRP).

Suggested Readings:

1. Production and Operations Management–S. Anil Kumar, N. Suresh; New Age International Publishers.
2. Production and Operations Management – K. Ashwathappa; HPH.
3. Production and Operations Management– E. E. Adam, R. J. Ebert; PHI.
4. Purchasing and Supply Management –D. W. Dobler, D. N. Burt.
5. Purchasing and Materials Management – P. Gopalkrishnan; Tata McGraw Hill.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 4

Course Name : Business Mathematics

Course Code : BBAMN401

Course Type: Minor (Theoretical)	Course Details: MNC-4		L-T-P: 4-1-0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The objective of this course is to familiarize the students with the basic mathematical tools with special emphasis on applications to business and economic situations.

Learning Outcomes

After completing the course, the student shall be able to:

1. Comprehend the concept of systematic processing and interpreting the information in quantitative terms to arrive at an optimum solution to business problems.
2. Develop proficiency in using different mathematical tools (matrices, calculus, linear programming, and mathematics of finance) in solving daily life problems.
3. Acquire competence to use computer for mathematical computations, especially with Big data.
4. Obtain critical thinking and problem-solving aptitude.
5. Evaluate the role played by mathematics in the world of business and economy.

Unit - I: Laws of Indices, A.P., G.P., with Business Application.

Unit - II: Theory of Quadratic Equations- Function, Number and Nature of Roots, Simultaneous Quadratic equations.

Unit - III: Logarithms – Definitions, Laws, Basic Properties; Antilogarithm-characteristics and Mantissa; Use of Logarithmic and Antilogarithmic Tables; Business Application of Logarithms, Compound Interest & Annuities – Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity.

Unit - IV: Permutation-Definition, General Principle, Permutation of things when they are (i) all different (ii) not all different (iii) repeated (iv) in a ring; Restricted Permutation; Combination – Definition, Combination of things all different; Restricted Combination; Grouping; Statement of Binomial Theorem.

Unit - V: Determinants – concepts, types, properties; addition and multiplication of determinants. Matrices – definition, types; addition and multiplication of matrices; rank of a matrix; solution of linear equations by matrix method.

Suggested Readings:

1. Business Mathematics: V. K. Kapoor, Sultan Chand & Sons.
2. Business Mathematics: R. S. Soni, Pitambar Publication.
3. Mathematics for business & Economics: Holden, McMillan.
4. Business Mathematics: N. G. D. Allen, McMillan.
5. Business Mathematics: N. K. Nag, Kalyani Publishers.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

SKILL-ENHANCEMENT COURSE - 3

Course Name : Personality Development and Communication

Course Code : BBASE401

Course Type: SE (Theoretical)	Course Details: SEC-3		L-T-P: 2-1-0		
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

Course Objectives

To enhance interpersonal skills, effective communication, problem-solving abilities while understanding their impact on individual behaviour and attitudes, which in turn will aid in personal growth and development.

Learning Outcomes

After completing the course, the student shall be able to:

1. Gain a deeper understanding of their strengths, weaknesses, and personal traits, which will contribute to their overall self-awareness.
2. Develop strong verbal and non-verbal communication skills, allowing them to express ideas and messages clearly and effectively in various professional and personal settings.
3. Learn to engage in productive interactions, fostering teamwork, collaboration, and positive relationships with others.
4. Comprehend the importance of professional behaviour, grooming, and body language, essential for creating a positive personal and professional image.
5. Acquire techniques to manage time efficiently and cope with stress, leading to improved productivity and work-life balance.

Unit – I: Introduction, need for Communication, Process of Communication, Written and Verbal Communication, Visual communication, Signs, Signals and Symbols, Silence as a Mode of Communication, Inter-cultural, Intra-cultural, Cross-cultural and International communication, Communication through Questionnaires, Business Letter Writing, Electronic Communication.

Unit – II: Essential Soft skills: group discussion, Presentation skills, Decision-making, Team work, Innovation, Creative thinking, Time-management, Use of Audio-visual Aids, Report Writing, concept of motivation, positive attitude, negative attitude, ways to develop a positive attitude, concept of motivation and importance of self-motivation.

Unit – III: Barriers to Communication, Improving Communication Skills, Preparation of Promotional Material, Non-verbal communication, Body language, Postures and gestures, Value of time, Organizational body language, Importance of Listening, Emotional Intelligence. Working individually and in a team, Leadership skills, Leadership Lessons, Team work and Team building, Feedback, Feed forward, Interpersonal skills – Delegation, Humor, Trust, Expectations, Values, Status, Compatibility and their role in building team – work Conflict Management – Types of conflicts, how to cope with conflict.

Unit – IV: Negotiation Skills, Types of Negotiation, Negotiation Strategies, selling skills – Selling to customers, Selling to Superiors Selling to peer groups, team mates and subordinates, Conceptual selling, Strategic selling, Selling skills – Body language.

Unit – V: Understanding Personality, Definition and Meaning of Personality, Types of Personality, Components of Personality, Determinants of Personality, Assessment of Personality Grooming Self, Dress for success, Make up & skin care, Hair care & styles for formal look, Art of accessorizing, Oral Hygiene

Suggested Readings

1. Business Communication: P.D. Chaturvedi and Chaturvedi Mukesh, Pearson Education.
2. Business Communication: Connecting At Work 2E: Hory Sankar Mukerjee, Oxford University Press.
3. Personality Development and Soft Skills: Barun K Mitra, Oxford University Press.
4. PERSONALITY DEVELOPMENT AND COMMUNICATION: Vikrant Verma, Thakur Publications Pvt Ltd.
5. Textbook on Effective Communication and Soft Skills: Anurag Agarwal, SIP.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

VALUE ADDED COURSE - 2

Course Name : To be chosen from the pool

Course Code :

Course Type: VA (Theoretical)	Course Details: VAC-2			L-T-P: 2-1-0	
Credit: 3	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			15		35

VOCATIONAL COURSE - 2

Course Name : Vocational Course

Course Code : VC401

Course Type: VC (Practical)	Course Details: VCC-2			L-T-P: 0-0-8	
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		30		20	

SUMMER INTERNSHIP - 2

Course Name : Summer Internship

Course Code : SI401

Course Type: SI (Practical)	Course Details: SID-1			L-T-P: 0-0-8	
Credit: 4	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		30		20	

SEMESTER- V

MAJOR COURSE - 7

Course Name : Human Resource Development

Course Code : BBAMJ501

Course Type: Major (Theoretical)	Course Details: MJC-7		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The course gives an overview of the need for HRD and HRD practices which can develop and improve an organization's systems and strategies leading to an effective HRD climate.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Equip with the integration of HRD with other areas of HRM and overall business strategy.
2. Identify and uses of competencies in the process of determining development and potential.
3. Identify the main components and variations in management development systems within organizations.
4. Understand the role of Performance Management.

Unit-I: Concept, Scope and Significance of Human Resource Development – Definition – Need for Human Resource Development – Functions, Objectives and Characteristics of Human Resource Development – Various Approaches to Human Resource Development – HRD Philosophy – HRD sub-system – Elements of Good HRD – Functions of HRD Managers – Attributes of HRD Manager – HRD in Indian Industry.

Unit-II: Management of Change and Developments – Meaning and objectives of quality circles – benefits of QC. Managing Change – types of change – resistance to change – approaches to organizational Development Steps in organizational development – organizational analysis and methods of organizational development.

Unit-III: Organizational strategies, styles, culture: Concept of strategy – need for HRD strategy – Characteristics of HRD Culture – Types of Organizational Culture – OCTAPACE culture – importance of management styles in building culture.

Unit-IV: Performance Management – Principal Goals of Performance Management – Strategic issues in moving from Performance Appraisal to Performance Management – Principles of Performance Management – Background to Performance Management – Performance Management Cycle Performance appraisal: traditional and contemporary methods.

Unit-V: Training, importance and needs for training – Training vs. Development – Issues in identifying training needs – Training methods: on the job and off the job. Management Development – Concept and importance, nature and strategies of management development – objectives and need for management development. Management development programmes – types, importance and methods.

Suggested Readings:

1. Human Resource Development – P. C. Tripathi, Sultan Chand.
2. Human Resource Management – Biswajeet Pattanayak, Prentice Hall of India.
3. Human Resource Development: Strategic Approaches and Experiences – B. L. Mathur, Arihant Publisher.
4. Human Resource Development: A Value-based Approach – B. R. Madan.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examinations.

MAJOR COURSE - 8

Course Name : Consumer Behavior

Course Code : BBAMJ502

Course Type: Major (Theoretical)	Course Details: MJC-8		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The primary objective of this course is to provide students with a comprehensive understanding of consumer behavior and its relevance in the marketing domain. It aims to equip learners with the conceptual and analytical tools necessary to interpret consumer decision-making processes, understand psychological and socio-cultural influences on consumption, evaluate various consumer behavior models, and apply customer relationship management strategies effectively. The course also seeks to familiarize students with emerging trends in consumer preferences and the role of technology and analytics in understanding and predicting consumer behavior in contemporary markets.

Learning Outcomes:

1. Students will be able to comprehend the concept of consumer behavior and its applications in the marketing domain, which will enable them to equip themselves with the rudimentary epistemology of the behavior of consumers.
2. Students will be able to understand the various models (both consumer buying and industrial buying) underscoring consumer behavior, and the application of CRM and CRM software in understanding the behavior of the consumers.
3. Learning about the psyche of the consumers will enable students to understand the underlying beliefs, motives, and values of the consumers.
4. Learners and students will be able to understand consumer culture and its varying facets in the context of culture.
5. Students will be able to understand the changing dimensions of consumers in the modern-day scenario, which will make the learners equip themselves with the key skills required to tackle the changing needs of consumers, once they move into the world of marketing.

Unit 1: Foundations of Consumer Behavior: Consumer Behavior – Definition, Nature, Scope, Difference between Consumer & Customer, Consumer Decision Making Process, Types of Decision Rules, Consumer Behavior’s Applications in Marketing.

Unit 2: Models of Consumer Behavior & CRM Applications: Consumer Buying Models & Industrial Buying Models, Implications of Customer Relationship Management (CRM) in different Industries, CRM Software.

Unit 3: Psychological Aspects of Consumer Behavior: Consumer Perception, Consumer Involvement, Consumer Motivation, Consumer Learning, Consumer Knowledge, Consumer Memory, Consumer Personality.

Unit 4: Socio-cultural Influences on Consumption - Consumer Culture, Role of family in Consumer Behavior, Reference Groups and Opinion Leadership, Concept of Market Maven, Consumer Culture Theory, Ethnocentrism, Acculturation, Enculturation.

Unit 5: Contemporary Trends in Consumption - Consumer Behavior in modern day scenario, Changes in Consumers' Preferences, Technological advancements to tackle changing consumer preferences, Basics of Consumer Analytics, Consumer Research.

Suggested Readings:

1. Schiffman, Wisenblit, and Kumar. (2018). Consumer Behavior. Pearson Publications. 12th Edition.
2. Athulya K and Nathaavinaya. (2025). Consumer Behavior. WORDSSWIGGLE PUBLICATION.
3. Solomon and Panda. (2020). Consumer Behavior. Pearson Publications. 13th Edition.
4. Assael, H. (2009). Consumer behavior and marketing action. New Delhi: Cengage Learning.
5. Peter, J.P. & Olson, J.C. (2010). Consumer behaviour and marketing strategy. New Delhi: McGraw Hill.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MAJOR COURSE - 9

Course Name : **Cost Accounting**

Course Code : **BBAMJ503**

Course Type: Major (Theoretical)	Course Details: MJC-9		L-T-P: 4-1-0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The aim of the course is to increase students' comprehension of modern cost ideas and a logical approach to cost systems and cost estimation. Along with teaching students how to use cost accounting data to make decisions, the course also seeks to educate them on different approaches to cost determination in particular scenarios.

Learning Outcomes:

After completion of the course, learners will be able to:

1. Understand and analyse the different cost concepts.
2. Analyse various components of cost of production.
3. Compute unit cost and total cost by preparing a cost statement.
4. Compute employee cost, employee productivity and employee turnover.
5. Determine cost for different industries using job costing, process costing, contract costing and service costing.

Unit 1: Introduction

Concept of Costing; Definition, objectives, scope and advantages of Cost Accounting; Essentials of good Cost Accounting System; Difference between Cost Accounting and Financial Accounting; Cost concepts, terms and Classification of costs; Cost object, Cost units and Cost Centres; Overview of elements of cost and preparation of Cost Sheet for manufacturing sector. Role of a cost accountant in an organisation.

Unit 2: Elements of Cost: Material Costs

Purchase of Materials; Purchase Procedure, Documentation, Determination of material purchase costs; Storage and issue of materials.

Materials control; Organisation; Tools: Just-in-Time Purchase; various stock levels, Economic Ordering Quantity and Concept of ABC Analysis; Periodic Inventory, Perpetual Inventory, Physical verification. Methods of Pricing Material issues: FIFO, LIFO and Weighted Average. Normal and Abnormal Loss of Materials (Concept only).

Unit 3: Elements of Cost: Labour

Introduction, recording labour cost: Attendance and payroll procedures (Time-keeping, Time-Booking, Payroll procedure, Payment of wages- piece rate, differential piece rate, time rate); Idle time (concept, causes), Labour turnover (Causes, impact and methods of calculating labour turnover).
Main Principles for sound system of wage incentive schemes; System of wage payment and Incentives (Halsey, Halsey – weir, Rowan, Taylor’s differential piece rate).

Unit 4: Overhead and Cost Statement:

Introduction: Definition, Classification of Overhead- Functional and Behavioural;
Manufacturing Overheads: Allocation and apportionment of Overhead; Absorption of Overhead: various methods and their applications; Treatment of under absorption and over absorption of overheads; Administration and Selling & Distribution Overheads (introduction only).

Unit 5: Costing Methods & Cost Book-Keeping:

Job Costing (Job cost cards and databases, Collecting direct costs of each job, attributing overhead costs to jobs, Applications of job costing), Contract Costing (Preparation of Contract accounts), Process Costing (Meaning, Features, Process vs Job Costing, Principles of cost ascertainment for Materials, Labour & Overhead; Normal loss, Abnormal loss and gain and preparation of process accounts); Overview of Integral and Non-Integral System; Reconciliation: Concept and need of reconciliation;

Suggested Readings:

1. Horngren, Foster, Datar, et al., Cost Accounting, - A Managerial Emphasis, Pearson.
2. B.Banerjee, Cost Accounting: Theory and Practice, PHI • Drury, Colin., Management and Cost Accounting, Cengage.
3. Jawahar Lal & Seema Srivastava, Cost Accounting, TMH.
4. M.Y.Khan & P.K.Jain, Management Accounting, TMH.
5. Atkinson, Management Accounting, Pearson.
6. Bhattacharyya, Ashish K., Cost Accounting for Business Managers, Elsevier.
7. Ravi M Kishore, Cost and management Accounting, Taxmann.
8. Mitra, J.K., Cost & Management Accounting, Oxford.
9. Hanif, M., Cost & Management Accounting, McGraw Hill.
10. Bhattacharya Debarshi, Cost & Management Accounting I, Law Point.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MINOR COURSE - 5

Course Name : Management Information System**Course Code : BBAMN501**

Course Type: Minor (Theoretical)	Course Details: MNC-5			L-T-P: 4 – 1 – 0	
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The purpose of learning this course “Management Information Systems” is to make the student understand the principles of Management Information Systems and develop MIS for different real-world systems. Management Information Systems delves on the evolution, implementation and its advantages, providing comprehensive coverage of DSS as well as different modules–decision making process, components, classification, data models and designing of database systems.

Learning Outcomes

1. Students will be able to define and explain the basic concepts of Management Information Systems, including organizational structure, business functions, and the role of MIS in decision-making.
2. Learners will develop the ability to analyze decision-making processes and understand how MIS supports different managerial levels and integrates functional areas.
3. Students will gain knowledge of system development life cycles, including methodologies such as the prototype approach and system implementation strategies.
4. Learners will be equipped to design DSS by understanding its architecture, components, capabilities, and classification, and by following systematic design steps.
5. Students will be able to explain the architecture and implementation of Database Management Systems (DBMS), including data sources and data models relevant to MIS.

Unit-I: Management Information System

Basic Concepts – Organization Structure – Business Functions – Role of MIS – MIS in Business - MIS Developing Process Models - Simon’s Model in Information System – Major Trends in Information Technology.

Unit-II: Managerial Decision Making

Decision Making Process – Relationship between Decision-Making and MIS–Group Decision Making - Integrating Managerial Levels and Functional areas by MIS-Components of MIS. System and Design; Systems Development Initiate.

Unit-III: Different Methodologies

System Life Cycle Design - Prototype Approach - System Implementation.

Unit-IV: Decision Support System

Definitions of DSS – Architecture of DSS - Scope of DSS - Characteristic and Capabilities of DSS - Components of DSS – Modules in DSS- Classification of DSS – Steps in Designing a DSS.

Unit-V: Database Management System

Sources of Data – Architecture of Database Management System – Data Models – Implementation - DGMS.

Suggested Readings

1. Arora, Management Information System, Excel Books, 2010, 4th Edition, New Delhi.
2. C.S.V. Murthy, Management Information System, Himalaya Publishing House, 2011, 11 Edition, Mumbai.
3. Jawadekar, Management Information System, Tata McGraw Hill, 2008, 7th Edition, New Delhi.
4. Behl, R., O'Brien, JA., & Marakas, GM. (2019). Management Information Systems. Mcgraw Hill Education. 11th Edition.
5. Joshi, G. (2013). Management Information Systems. Oxford University Press. 1st Edition.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

SEMESTER- VI

MAJOR COURSE - 10

Course Name : Business Regulatory Framework

Course Code : BBAMJ601

Course Type: Major (Theoretical)	Course Details: MJC-10			L-T-P: 4 – 1 – 0	
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective

To impart basic knowledge of the important business laws relevant for conduct of general business activities in physical and virtual spaces along with relevant case laws.

Learning Outcomes

After completing the course, the student shall be able to:

1. Understand basic aspects of contracts for making the agreements, contracts and subsequently enter valid business propositions.
2. Recognize and differentiate the special contracts and identify their appropriate usage at varied business scenarios.
3. Understand the legitimate rights and obligations under The Sale of Goods Act.
4. Understand the basic aspect of Partnership Act 1932 and Negotiable Instrument Act, 1981.
5. Develop the various understanding of Company Law.

Unit-I: Indian Contract Act 1872: Formation of Contract: Essential Element of a Valid Contract. These will include offer, Acceptance, Consideration, Capacity, Free Consent and Lawful agreement. Classification of contract: General, Special, void, voidable, Contingent contract, Quasi Contract, Performance of Contract, Discharge of Contract, Remedies for breach of Contract Agency.

Unit-II: Sale of goods Act, 1930: Formation of contract of sale of goods, condition and Warranty, Transfer of Property in goods, performance of Contract of Sales, Unpaid Seller.

Unit-III: Partnership Act 1932: Definition, Nature and kinds of Partnership, Rules regarding registration, Right and Duties of Partners, Dissolution.

Unit-IV: Negotiable Instrument Act 1981: Definitions and Characteristics of negotiable instruments, Holder and holder in due Courses, Crossing of cheque, Dishonour and discharge of negotiable instruments.

Unit-V: Company Law: Definition of company, Types of companies, Formation of Company, Memorandum and Articles of association, Contents and alteration of Memorandum and Articles of Associations, Prospectus and Statement in lieu of Prospectus. Share and Share Capital; Meetings, Statutory Meeting, Annual General Meeting and Extra-ordinary General Meeting; Rules regarding meeting: Notice, Quorum, Voting, Resolution- Ordinary and Special, Minutes; Directors – Definition, Types, Appointment, Powers, Functions and Duties.

Suggested Readings

1. Element of Company Law–N. D. Kapoor; Sultan Chand.
2. Elements of Business and Eco. Laws–N. D. Kapoor; Sultan Chand.
3. Taxman’s – Guide to Foreign Exchange Management Act.
4. Commercial Law including Company Law – Sen and Mitra; world Press.
5. Student’s Guide to Company Law– A. K. Majumdar and G. K. Kapoor; Taxman.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MAJOR COURSE - 11

Course Name : Management Accounting

Course Code : BBAMJ602

Course Type: Major (Theoretical)	Course Details: MJC-11		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The course aims to enable students to acquire knowledge of concepts, methods and techniques of management accounting for the purpose of managerial planning, control and decision making.

Learning Outcomes:

After completion of the course, learners will be able to:

1. Examine the conceptual framework of Management Accounting and identify the differences between various forms of accounting.
2. Analyse budgetary control system as a tool of managerial planning and control
3. Evaluate the standard costing system as a tool of managerial control.
4. Recognise the concept of marginal costing and cost-volume-profit analysis.
5. Analyse techniques of decision making.
6. Discuss the concept of responsibility accounting and performance measurement.
7. Evaluate various decision-making techniques using practical problems.
8. Identify the responsibility centres.

Unit -I: Introduction to Management Accounting

Definition, objectives, nature and scope, merits and limitations of management accounting; Difference between different forms of accounting – Cost, Financial and Management Accounting, Cost concept, Cost control and reduction.

Unit -II: Budgeting and Budgetary Control

Concept of budget, budgeting and budgetary control; Objectives, merits and limitations; Functional Budgets; Fixed and Flexible budgeting; An overview of different approaches to budgeting (Zero base budgeting, Performance budgeting and Programme budgeting).

Unit -III: Standard Costing System

Meaning of standard cost and standard costing; advantages, limitations and applications; Variance analysis – material, labour, overheads and sales variances.

Unit – IV: Decision Making Tools

Steps in Decision making process. Concept of relevant costs. solving various short -term decision making problems using marginal costing (Concept of marginal cost and marginal costing; Distinctive features); Differential costing techniques – Absorption versus Variable Costing; Cost-volume-profit analysis; Break-even Analysis-Statements, mathematical and graphical approaches; Profit-volume ratio, angle of incidence, margin of safety, key factors.

Unit – V: Performance Measurement

Responsibility Accounting; Concept, Significance, Different Responsibility Centres; Divisional Performance measurement: Financial Statement analysis tools (cash flow, ratio analysis, fund flow) and non-financial measures.

Suggestive Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson.
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers).
5. Goel, R. K., & Goel, I. (2019). Concept Building Approach to Management Accounting for B.Com (Hons.), Delhi, India: Cengage.
6. Singh, S. K., & Gupta, L. (2021). Management Accounting: Theory and Practice. Delhi, India: A. K. Publications.
7. Tulsian, P. C., & Tulsian, B. (2023). Advanced Management Accounting. Delhi, India: S. Chand.
8. Singh, S. (2023). Management Accounting. Delhi, India: PHI Learning Pvt. Limited.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MAJOR COURSE – 12

Course Name : Business Ethics and Corporate Social Responsibility
Course Code : BBAMJ603

Course Type: Major (Theoretical)	Course Details: MJC-12		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The course aims to provide students with a foundational understanding of ethical principles and their application in business. It explores various ethical theories, Indian ethos, and value-based management practices. The objective is to develop a strong sense of professional ethics and social responsibility among future managers. It also examines corporate governance frameworks and regulatory guidelines in India. Additionally, the course delves into corporate social responsibility (CSR), including its implementation, policies, and global standards. Students will be equipped to evaluate ethical issues and CSR initiatives critically in real-world business contexts.

Learning Outcomes

1. Students will be able to understand the core concepts, theories, and importance of business ethics, including Indian ethos and ethical decision-making frameworks.
2. Will enable students to analyse the value-based management practices in India, especially the Gandhian approach and its relevance to contemporary business.
3. Will allow students to evaluate ethical practices in various business functions and comprehend the structure and principles of corporate governance in India.
4. Students will be able to interpret the concept, drivers, and models of Corporate Social Responsibility (CSR), and recognize its growing relevance in today's business environment.
5. Moreover, students will be able to assess CSR policies, stakeholder responsibilities, environmental concerns, and global CSR standards such as ISO 14000 and UNDP codes.

Unit 1: Introduction to Business Ethics

Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos

Sources of Ethics, Concept of Corporate Ethics, code of Ethics-Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee.

Various approaches to Business Ethics - Theories of Ethics- Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.

Unit 2: Value-Based Management in the Indian Context

Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi's Doctrine of Satya and Ahimsa
Emergence of new values in Indian Industries after economic reforms of 1991.

Unit 3: Indian Ethical Practices and Corporate Governance

Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents

Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance

Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.

Unit 4: Introduction to Corporate Social Responsibility

Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society.

Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.

Unit 5: Areas of CSR and CSR Policy

CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society, environmental concerns.

Global Recognitions of CSR- ISO- 14000-SA 8000 –AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.

Suggested Readings

1. Khanka, S.S. (2014). Business Ethics and Corporate Social Responsibility. S Chand Publications.
2. Griseri, P., & Seppala, N. (2010). Business Ethics and Corporate Social Responsibility. Cengage Learning EMEA.
3. Khanka, S.S. (2015). (Business Ethics and Corporate Governance (Principles & Practice). S Chand & Company.
4. Gupta, C.B. (2019). Business Ethics and Corporate Social Responsibility. Scholar Tech Press.
5. Goel, S. (2024). Corporate Governance: Theory and Practice. Wiley Publications.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

MAJOR COURSE – 13

Course Name : Retail Management

Course Code : BBAMJ604

Course Type: Major (Theoretical)	Course Details: MJC-13		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Learning Outcomes

After studying this course, students should be able to:

1. Clarify the concept and related terms in retailing.
2. Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
3. Understand various formats of retail in the industry.
4. Understand the criteria for retail Market Segmentation and associated strategies.
5. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

Unit-I: Introduction to Retailing: Concept of retailing, functions of retailing, terms and definitions, retail types, retail industry in India, importance of retailing.

Unit-II: Understanding the Retail Consumer: Retail consumer behaviour, Factors influencing the retail consumers, customer decision making process, market research for understanding retail customer.

Unit-III: Retail Market Segmentation and Strategies: Market segmentation and its benefits, kinds of markets, strategies for effective market segmentation, strategies of penetration of new markets, growth strategies, retail value chain.

Unit-IV: Retail Location Selection: Importance of retail locations, types of retail locations, factors determining the location decisions, steps involved in choosing a retail location. Store Layout: Forms

Unit-V: Emerging Trends in Retailing: Change in nature of retailing, organized retailing, modern retail formats, Challenges faced by the retail sectors.

Suggested Readings:

1. Retail Management: Bajaj, Chetan; Tuli Rajarshi; and Srivastava, Nidhi, Oxford University Press.
2. Retailing: An Introduction: Cox, Roger and Raul Brittain, Prentice Hall, London.
3. Retail Marketing Management: Gilbert, David; Financial Times, Prentice Hall, London.
4. Retail Management Functional Principles and Practices: Vedamani, Gibson G., Jaico Publishing House.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

SUMMER INTERNSHIP-3

Course Name : Summer Internship

Course Code : SI601

Course Type: SI (Practical)	Course Details: SIMC-1			L-T-P: 0-0-4	
Credit: 2	Full Marks: 50	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		30		20	

4- Year UG Degree (Honours)

SEMESTER- VII

Major Course - 14

Course Name : Business Policy and Strategies

Course Code : BBAMJ701

Course Type: Major (Theoretical)	Course Details: MJC-14		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The course aims to provide students with a comprehensive understanding of business policy and strategic management concepts, processes, and frameworks. It seeks to develop the ability to analyse internal and external business environments, formulate and implement strategies, and evaluate strategic alternatives. The course also focuses on enhancing strategic thinking and decision-making skills necessary for achieving sustainable competitive advantage in dynamic business environments.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.
2. Apply understanding for the theories, concepts and tools that support strategic management in organizations.
3. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
4. Enhanced ability to identify strategic issues and design appropriate courses of action.

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

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

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

Unit - IV: Formulation of Strategy: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model.

Unit - V: Strategic Issues: Framework for Analysing Competition; Competitive Advantage of a Firm, Core Competency, Major Issues involved in the Implementation of strategy: Organization structure; leadership and resource allocation.

Suggested Readings:

1. Bamford, C. E. (2024). Strategic management and business policy: Globalization, innovation and sustainability (16th ed.). Pearson Education.
2. Senthilkumar, S., Durai, M. M., Sharmila, A., & Poornima, J. (2014). Business policy and strategic management. S. Chand Publishing.
3. Whittington, R., & Regner, P. (2024). Exploring strategy: Text and cases (12th ed.). Pearson Education.
4. Prasad, L. M. (2024). Strategic management: Concepts and cases—A world perspective. Sultan Chand & Sons.
5. Satya Sekhar, G. V. (2010). Business Policy and Strategic Management. I. K. International Publishing House.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 15

Course Name : Business Analytics

Course Code : BBAMJ702

Course Type: Major (Theoretical)	Course Details: MJC-15		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

This course aims to provide students with a comprehensive understanding of Business Analytics and its role in data-driven decision-making within organizations. It seeks to familiarize learners with various analytical methods, machine learning concepts, business intelligence tools, and statistical techniques used for analysing business data. The course also focuses on developing students' ability to apply analytics across functional areas such as marketing, finance, human resources, and operations, enabling them to transform data into meaningful insights for effective managerial and strategic decision-making.

Learning Outcomes

After completing the course, the student shall be able to:

1. Explain the concepts, types, methods, and applications of Business Analytics and distinguish it from Data Analytics.
2. Apply machine learning concepts and analytical frameworks such as the CRISP-DM model to business problems.
3. Analyse business data from various functional domains using descriptive, diagnostic, predictive, and prescriptive analytics techniques.
4. Utilize business intelligence tools, classification and clustering techniques, and data management technologies for decision support.
5. Interpret and visualize business data using statistical measures, charts, and relationship analysis techniques to derive actionable insights for managerial decision-making.

Unit – I: Introduction to Business Analytics: Meaning, Scope, and Importance of Business Analytics, Categories of Business Analytical methods and models, Types of Business Analytics: Descriptive, Diagnostic, Predictive & Prescriptive Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision Modelling, Role of Business Analytics in Financial and Managerial Decision-Making, Applications of Business Analytics in Various Sectors. Business Analytics vs. Data Analytics -Categorization of Data. Analytical Models. Data Scientist vs. Data Engineer vs. Data Analyst- Role of Data Analyst- Data Analytics in Practice.

Unit – II: Machine Learning Concepts: Machine learning for analytics, Machine learning process, Types of machine learning-supervised, Unsupervised and reinforcement, CRISP DM Model.

Unit – III: Analytics for Functional Domains: Business analytics in functional domains (Human Resources, Marketing, Operations, Finance), What is text analytics, Application of text analytics, Sentiment analysis.

Unit-IV: Data Organizing and Technology: Classification and Clustering, Examples of classification and clustering, Concepts of Business intelligence, OLAP, Different Software used in Business Analytics.

Unit-V: Descriptive Statistics: Importing Data file; Data visualization using charts: histograms, bar charts, box plots, line graphs, scatter plots. etc.; Data description: Measure of Central Tendency, Measure of Dispersion, Relationship between variables: Covariance, Correlation and coefficient of determination.

Suggested Readings

1. Schniederjans, M. J., Schniederjans, D. G., & Starkey, C. M. (2023). Business analytics principles, concepts, and applications: What, why, and how (1st ed.). Pearson Education.
2. Albright, S. C., & Winston, W. L. (2022). Business analytics: Data analysis and decision making (7th ed.). Cengage Learning India.
3. Evans, J. R. (2020). Business analytics (3rd ed.). Pearson.
4. Kumar, U. D. (2021). Business analytics: The science of data-driven decision making (2nd ed.). Wiley.
5. Gopal, R. (2024). Business analytics. Notion Press.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Financial Management Group

Major Course - 16

Course Name : Business Taxation and Planning

Course Code : BBAMJ703

Course Type: Major (Theoretical)	Course Details: MJC-16		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

This course provides a comprehensive understanding of direct and indirect taxation frameworks, equipping students with the skills to compute income, deductions, and final tax liabilities. It balances legal compliance with strategic financial decision-making, emphasizing the operational impact of the Goods and Services Tax (GST). Ultimately, it enables students to integrate tax factors into corporate choices—such as asset leasing and business location—to legally optimize organizational tax efficiency.

Learning Outcomes:

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

1. Explain the core concepts of direct and indirect taxation, including capital and revenue distinctions and the structural features of the Goods and Services Tax framework.
2. Determine the residential status of different categories of assessees and evaluate the total incidence of tax based on income accrual and receipt principles.
3. Compute taxable income accurately under the heads of salary, house property, and profits and gains of business or profession by applying relevant legal provisions.
4. Formulate final tax liabilities for assessees by correctly integrating permissible Chapter VI-A deductions, rebates, and tax reliefs.
5. Design legally compliant tax planning strategies for critical business decisions, including corporate setups, location choices, and asset financing options.

Unit I: Fundamentals of Direct and Indirect Taxation

Basic Concepts and Framework: Definitions and scope of Assessee, Person, Assessment Year, Previous Year, Income, Earned Income and Unearned Income, and Casual Income. Income Classification: Distinction between Capital and Revenue Receipts, Capital and Revenue Expenditure, Gross Total Income, and Total Income. Concept and tax treatment of Agricultural Income and basic exemption limits for various types of corporate and individual assessees. Framework of Goods and Services Tax (GST): Structural features, types (CGST, SGST, IGST, UTGST), advantages, and limitations. Concept of supply, dual GST model, and basic registration requirements for businesses.

Unit II: Tax Residency, Incidence, and Exemptions

Residential Status: Rules for determining the residential status of individuals, Hindu Undivided Families (HUFs), Firms, and Companies. Incidence of Tax: Scope of total income based on residential status. Principles governing income received or deemed to be received in India, and income accruing or arising (or deemed to accrue or arise) in India. Tax Optimization Framework: Practical application and computations of residential status and tax incidence. Comprehensive analysis of incomes exempt from tax under Section 10 relevant to individuals and business entities.

Unit III: Computation of Income Under Major Heads

Income from Salaries: Elements of salary, allowances, perquisites, and profit in lieu of salary. Deductions allowed and computation of taxable salary. Income from House Property: Determination of Annual Value of self-occupied and let-out properties, deductions under Section 24, and computation of income from house property. Profits and Gains of Business or Profession: General principles of computing business income for individual assesseees and firms. Allowable deductions, expenses expressly disallowed, depreciation rules, and final computation of taxable business profits.

Unit IV: Deductions, Tax Liabilities, and Rebates

Deductions from Gross Total Income: Specific business and individual deductions under Chapter VI-A, including Section 80C, 80CCC, 80D, 80DD, 80DDB, 80E, 80G, 80GG, and 80GGA. Tax Liability and Reliefs: Computation of total taxable income and final tax liability for individuals and corporate entities. Application of tax rebates, reliefs, and surcharges under Sections 87A and 89.

Unit V: Strategic Corporate Tax Planning and Management

Tax Planning Framework: Conceptual difference between Tax Planning, Tax Avoidance, Tax Evasion, and Tax Management. Objectives, scope, and ethical boundaries of tax planning for businesses. Location and Nature of New Business: Strategic tax planning regarding the choice of location (e.g., Special Economic Zones or backward areas) and nature of business setup to maximize tax benefits. Tax Considerations in Business Decisions: Financial and managerial tax planning regarding "Make or Buy" decisions, "Own or Lease" assets, and repairing versus replacing business machinery.

Suggested Readings:

1. Students' Guide to Income Tax including GST, Dr. Vinod K. Singhania and Dr. Monica Singhania, Taxmann Publications Pvt. Ltd., New Delhi.
2. Direct Taxes Law and Practice, Dr. Girish Ahuja and Dr. Ravi Gupta, Commercial Law Publishers (India) Pvt. Ltd., Delhi.
3. Tax Planning and Management, Dr. S.P. Goyal, Sahitya Bhawan Publications, Agra.
4. Business Taxation, Practical Tax Publishers, T.S. Reddy and Y. Hari Prasad Reddy, Margham Publications, Chennai.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 17

Course Name : Strategic Corporate Finance

Course Code : BBAMJ704

Course Type: Major (Theoretical)	Course Details: MJC-17		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to introduce students to the strategic application of financial management principles in corporate decision-making. Students will learn how financial strategies align with overall business goals to maximize shareholder value while managing risks effectively.

Learning Outcomes:

By the end of this course, students will be able to:

1. Analyse corporate investment decisions using strategic capital budgeting techniques.
2. Evaluate the optimal capital structure and its impact on corporate valuation.
3. Understand the financial mechanics and strategic motives behind mergers and acquisitions.
4. Assess corporate governance practices and financial restructuring strategies for distressed firms.
5. Formulate short-term and long-term financial plans that support sustainable business growth.

Unit I: Framework of Strategic Corporate Finance: Strategic financial management concepts. Interface of corporate strategy and financial policy. Shareholder value creation and corporate objective function. Balance scorecard and financial perspective Agency theory and corporate governance mechanisms.

Unit II: Strategic Investment Decisions: Capital budgeting process and strategic alignment, Estimation of cash flows for complex projects, NPV, IRR, and Profitability Index methods. Capital rationing and projects with unequal lives. Risk analysis in capital budgeting using scenario analysis.

Unit III: Capital Structure and Valuation: Cost of capital estimation for strategic divisions. Weighted Average Cost of Capital (WACC) calculations. Leverage analysis including operating, financial, and combined leverage. Capital structure theories and optimal financing mix. Dividend policy strategies and impact on firm value.

Unit IV: Corporate Restructuring and Growth: Strategic motives for mergers, acquisitions, and takeovers. Financial evaluation of a target firm using exchange ratios. Corporate spin-offs, split-offs, and equity carve-outs. Financial distress, restructuring, and turnaround strategies. Venture capital and strategic alliances as growth engines.

Unit V: Working Capital Strategy and Financial Planning: Strategic management of current assets and liabilities. Cash budget forecasting and optimal cash balance models. Credit policy optimization and receivables management. Sustainable growth rate estimation. Long-term financial forecasting and pro-forma statements.

Suggested Readings:

1. Strategic Corporate Finance: Applications in Valuation and Capital Structure, Justin Pettit, John Wiley & Sons, New Jersey.
2. Corporate Finance: A Strategic Approach, Aswath Damodaran, Wiley India Pvt. Ltd., New Delhi.
3. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill Education, Chennai.
4. Strategic Financial Management, Ravi M. Kishore, Taxmann Publications, New Delhi.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Human Resource Management Group

Major Course - 16

Course Name : Performance and Compensation Management

Course Code : BBAMJ705

Course Type: Major (Theoretical)	Course Details: MJC-16		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to equip students with a comprehensive understanding of how organizations design, implement, and manage performance appraisal systems and compensation strategies. Students will learn how to align individual performance with corporate goals and build reward systems that attract, motivate, and retain talent.

Learning Outcomes:

By the end of this course, students will be able to:

1. Understand the core principles, models, and processes of performance management in organizations.
2. Design and evaluate performance appraisal tools, performance metrics, and Key Performance Indicators (KPIs).
3. Analyse the internal and external factors that influence corporate compensation structures and wage determinations.
4. Formulate competitive reward, benefit, and incentive plans aligned with employee performance.
5. Navigate the legal, ethical, and strategic compliance issues related to payroll and compensation management.

Unit I: Foundations of Performance Management: Concept, meaning, and significance of performance management system (PMS). Distinction between performance appraisal and performance management. The performance management process: Planning, monitoring, appraisal, and review. Strategic role of PMS in aligning individual goals with organizational objectives. Role of HR managers and line managers in effective performance management.

Unit II: Performance Appraisal and Metrics: Traditional methods of performance appraisal: Ranking, grading, and checklist methods. Modern methods of performance appraisal: 360-degree feedback, Management by Objectives (MBO), and Assessment Centres. Designing Key Performance Indicators (KPIs) and Balanced Scorecard approach. Key performance appraisal errors (halo effect, leniency bias, central tendency) and how to minimize them. Conducting effective performance appraisal documentation and feedback sessions.

Unit III: Introduction to Compensation Management: Concept, components, and importance of compensation management. Economic and behavioural theories of wages and compensation. Determinants of compensation: Internal equity, external competitiveness, and individual worth. Process of designing a compensation structure: Job evaluation methods and salary surveys. Concept of CTC (Cost to Company), basic pay, dearness allowance, and house rent allowance.

Unit IV: Incentives, Fringe Benefits, and Performance-Linked Pay: Meaning and types of incentives: Individual, team, and organization-wide incentive plans. Performance-linked pay models: Merit pay, skill-based pay, and competency-based pay. Fringe benefits: Definition, objectives, types, and their role in employee retention. Executive compensation: Components, stock options (ESOPs), and strategic considerations. Recognition programs and non-monetary rewards in boosting employee morale.

Unit V: Strategic and Regulatory Frameworks in Compensation: Strategic compensation: Aligning pay structures with business growth cycles. International compensation basics: Challenges in managing expatriate pay structures. Legal framework of wages in India: Overview of Code on Wages, Payment of Wages Act, and Minimum Wages Act principles. Payroll management basics: Components of payslip, provident fund (PF), and employee state insurance (ESI) deductions. Emerging trends: Digital payroll management, cafeteria-style benefit plans, and pay transparency.

Suggestive Readings:

1. Performance Management, Herman Aguinis, Pearson Education, New Delhi.
2. Compensation Management, Dipak Kumar Bhattacharyya, Oxford University Press, New Delhi.
3. Compensation, George T. Milkovich, Jerry M. Newman, and Venkata Ratnam, McGraw Hill Education, New Delhi.
4. Performance Management: Systems, Exercises and Research, Cardy Robert L., M.E. Sharpe, Armonk, New York.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 17

Course Name : Labour Laws in India

Course Code : BBAMJ706

Course Type: Major (Theoretical)	Course Details: MJC-17		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to provide business students with a practical understanding of the legal frameworks governing labour, employment, and industrial relations in India. Students will learn how to navigate regulatory requirements, manage industrial disputes, ensure workplace safety, and maintain statutory compliance in corporate organizations.

Learning Outcomes:

By the end of this course, students will be able to:

1. Interpret the fundamental principles of labour legislation and constitutional provisions regarding labour in India.
2. Manage employee relations and resolve workplace conflict within legal boundaries using industrial dispute resolution mechanisms.
3. Ensure strict compliance with statutory regulations governing employee health, safety, and welfare amenities.
4. Administer appropriate social security benefits, wages, and compensation as mandated by modern labour laws.
5. Understand the evolving landscape of Indian labour regulations, including the transition toward the new labour codes.

Unit I: Introduction to Labor Legislation and Industrial Relations: Concept, evolution, and philosophy of labour laws in India. Principles of labour legislation: Social justice, social equity, and national economy. Constitutional provisions related to labour (Fundamental Rights and Directive Principles of State Policy). The Industrial Disputes Act, 1947: Meaning of industry, industrial dispute, strike, lock-out, lay-off, and retrenchment. Dispute settlement machinery: Conciliation, arbitration, and adjudication bodies.

Unit II: Trade Unions and Workplace Standing Orders: The Trade Unions Act, 1926: Registration, rights, privileges, and liabilities of registered trade unions. Concept of collective bargaining: Importance, process, and legal standing in India. The Industrial Employment (Standing Orders) Act, 1946: Object, applicability, and procedure for submission and certification of standing orders.

Misconduct and disciplinary actions: Principles of natural justice and domestic enquiry process. Grievance redressal mechanisms in industrial establishments.

Unit III: Working Conditions and Health & Safety Regulations: The Factories Act, 1948: Definition of factory, worker, and manufacturing process. Statutory provisions regarding health, safety, and welfare of workers. Working hours, holidays, and annual leave rules for factory employees. Employment restrictions regarding young persons and women. Overview of the Shops and Establishment Act (state-specific applicability for commercial offices).

Unit IV: Wage and Bonus Regulations: The Minimum Wages Act, 1948: Fixation and revision of minimum wages, advisory boards, and compliance. The Payment of Wages Act, 1936: Authorized deductions, time and mode of payment, and penalties for non-compliance. The Payment of Bonus Act, 1965: Concept of bonus, eligibility, disqualification, minimum and maximum bonus limits. Concept of Living Wage, Fair Wage, and Minimum Wage. Maintenance of registers, returns, and duties of inspectors.

Unit V: Social Security and the New Labor Codes: The Employees' Provident Funds and Miscellaneous Provisions Act, 1952: Key schemes and contribution rules. The Employees' State Insurance (ESI) Act, 1948: Benefits, contributions, and administrative setup. The Employee's Compensation Act, 1923: Employer's liability for compensation, occupational diseases, and calculation rules. The Payment of Gratuity Act, 1972: Eligibility, determination, and calculation of gratuity amount. Overview of structural changes: Transition from 29 individual acts into the 4 New Labor Codes of India.

Suggestive Readings:

1. Industrial Relations and Labour Laws, S. C. Srivastava, Vikas Publishing House, New Delhi.
2. Labour and Industrial Laws, P. K. Padhi, PHI Learning Pvt. Ltd., New Delhi.
3. Labour and Industrial Laws, S. N. Misra, Central Law Publications, Allahabad.
4. Introduction to Labour and Industrial Laws, Taxmann's Editorial Board, Taxmann Publications, New Delhi.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Marketing Management Group

Major Course - 16

Course Name : Sales and Distribution Management

Course Code : BBAMJ707

Course Type: Major (Theoretical)	Course Details: MJC-16		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Understand the need and importance of Sales Management
2. Understand the concept of personal selling and related terms.
3. Understand various stages in selling process and the catalytic role of sales person in the effective functioning of an organization.
4. Learn some of the tools and techniques of selling process.
5. Understand the role of distribution channels.

Unit–I: Introduction: Sales Management, Nature, role and importance, Sales force structure and Size management process. Different techniques of handling customer objections and closing the sales follow up.

Unit–II: Sales Organization: Formal, Informal, horizontal, vertical, centralized, decentralized, geographic, customer, product, combination, organizations; Sales Territory: Size allocation and designing sales territory.

Unit–III: Forecasting market demand: Importance, forecasting process; Planning and recruitment of sales force; Job analysis specification, Job description, sources of recruitment, selection of sales person, Sales training; objective, designing training programme.

Unit–IV: Sales force Motivation: Nature, Importance, factors influencing the motivation of sales force. Compensations: Types, compensations plan; Evaluation of Sales Force.

Unit–V: Distributions channel: Importance, types, channel strategy Market Logistic: objective, planning customer-oriented inventory Management decision, transportation decision; Retailing, Wholesaling.

Suggested Readings:

1. Sales and Distribution Management– Tapan Panda and Sachdev; Oxford Publications.
2. Marketing Management–analysis, planning and control; Philip Kotler; Prentice Hall of India Ltd.
3. Sales Management: E. M. Johnson, D. L. Kurtz, E. E. Scharuing; McGraw Hill.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 17

Course Name : Digital Marketing

Course Code : BBAMJ708

Course Type: Major (Theoretical)	Course Details: MJC-17		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The course aims to provide students with a comprehensive understanding of digital marketing concepts, tools, and strategies in the contemporary business environment. It seeks to develop practical skills in search engine optimization, social media marketing, search engine marketing, website analytics, and online advertising. The course also focuses on enabling learners to design, implement, evaluate, and manage digital marketing campaigns while understanding emerging trends and future developments in the field.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Explain the fundamental concepts, tools, and processes of digital marketing and distinguish them from traditional marketing approaches.
2. Apply Search Engine Optimization (SEO), Search Engine Marketing (SEM), and Social Media Optimization (SMO) techniques to enhance online visibility and customer engagement.
3. Develop and manage digital marketing content and campaigns using platforms such as WordPress, Facebook, LinkedIn, Instagram, and Twitter.
4. Analyze digital marketing performance using web analytics, online reputation management tools, email marketing metrics, and affiliate marketing techniques to support data-driven decision-making.
5. Evaluate emerging digital marketing technologies, identify best practices and challenges, and formulate strategic digital marketing plans for businesses and start-ups.

Unit – I: Introduction to Digital Marketing: Meaning of Digital Marketing, Differences from Traditional Marketing, Return of Investments on Digital Marketing vs. Traditional Marketing, E Commerce, Tools used for successful marketing, SWOT Analysis of Business for Digital Marketing, Meaning of Blogs, Websites, Portal and Their Differences, Visibility, Visitor Engagement, Conversion Process, Retention, Performance Evaluation.

Unit – II: Search Engine Optimization (SEO): On page Optimization Techniques, Off Page Optimization Techniques, Preparing Reports, Creating Search Campaigns, Creating Display

Campaigns. Social Media Optimization (SMO): Introduction to Social Media Marketing, Advanced Facebook Marketing.

Unit – III: Contemporary Digital Marketing Practices: Word press Blog Creation, Twitter Marketing, LinkedIn Marketing, Instagram Marketing, social media Analytical Tools. Search Engine Marketing: Meaning and Use of Search Engine Marketing, Tools used — Pay Per Click, Google AdWords, Display Advertising Techniques, Report Generation.

Unit – IV: Performance-Driven Digital Marketing: Website Traffic Analysis, Affiliate Marketing, and Ad Designing: Google Analytics, Online Reputation Management, Email Marketing, Affiliate Marketing, Understanding Ad Words Algorithm, Advertisement Designing.

Unit – V: Strategic and Emerging Trends in Digital Marketing: Pitfalls of Digital Marketing, Good practices in digital marketing, Emerging technologies for Digital Marketing, management and governance of Digital Marketing teams, Digital Marketing for start-ups, Future of digital marketing.

Suggested Readings:

1. Bhatia, P. S. (2023). Fundamentals of digital marketing (3rd ed.). Pearson India.
2. Gupta, S. (2022). Digital marketing (3rd ed.). McGraw Hill Education.
3. Chithra, T. V. (2023). Digital marketing. Redshine Publication.
4. Bhatia, P. S. (2019). Fundamentals of digital marketing (2nd ed.). Pearson India.
5. Dwesar, R., & Kesharwani, A. (2025). Digital marketing: Tools, techniques, and trends. Wiley.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Minor Course - 6

Course Name : Cyber Security Management

Course Code : BBAMN701

Course Type: Minor (Theoretical)	Course Details: MNC-6		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to provide business students with a non-technical overview of cybersecurity management practices in modern organizations. Students will learn how to identify digital threats, implement basic protective strategies, comply with legal requirements, and manage business continuity during cyber incidents.

Learning Outcomes:

By the end of this course, students will be able to:

1. Identify common cyber threats, vulnerabilities, and attack types targeting modern businesses.
2. Explain key cybersecurity frameworks, risk management principles, and defence strategies.
3. Understand the importance of user awareness, security policies, and data privacy governance.
4. Outline steps for effective incident response and business continuity planning after a cyber-attack.
5. Discuss legal, ethical, and compliance frameworks related to digital information security.

Unit I: Foundations of Cybersecurity in Business: Introduction to cybersecurity and information security definitions. Importance of cybersecurity in business operations and digital assets. The CIA Triad: Confidentiality, Integrity, and Availability. Common cyber threats: Malware, Phishing, Ransomware, and Social Engineering. Cybercriminals: Motives, profiles, and targets in the commercial sector.

Unit II: Cyber Risk Management and Policies: Basics of IT risk identification, assessment, and mitigation. Developing effective corporate security policies and acceptable use guidelines. Asset classification and data ownership principles. Human factors in security: Employee training and security awareness programs. Role of the Chief Information Security Officer (CISO) in corporate governance.

Unit III: Security Controls and Best Practices: Identity and Access Management (IAM): Passwords, Multi-Factor Authentication (MFA), and user privileges. Network security basics: Firewalls, Wi-Fi protection, and Virtual Private Networks (VPNs). Endpoint security: Anti-virus software, patch

management, and device control. Physical security measures for IT infrastructure and server rooms. Cloud security basics and managing third-party vendor risks.

Unit IV: Incident Response and Business Continuity: Understanding a cyber incident life cycle. Setting up a basic Incident Response Team (IRT). Steps for containment, eradication, and recovery from a data breach. Business Continuity Planning (BCP) and Disaster Recovery (DR) concepts. Backup strategies (3-2-1 rule) and restoring business data.

Unit V: Cyber Laws, Ethics, and Compliance: Overview of global and regional cyber laws (e.g., Information Technology Act). Data privacy regulations basics (e.g., GDPR, local digital data protection acts). Compliance frameworks and standards overview (e.g., ISO 27001 standard basics). Intellectual property protection and digital forensics basics for managers. Ethical considerations in workplace surveillance and data collection.

Suggested Readings:

1. Cybersecurity for Managers: A Practical Guide, Kisaku Glover, Routledge, New York.
2. Principles of Information Security, Michael E. Whitman and Herbert J. Mattord, Cengage Learning, Boston.
3. Management of Information Security, Michael E. Whitman and Herbert J. Mattord, Course Technology, Boston.
4. Cyber Security: Security Management and Compliance, Christopher J. Hodson, Wiley, Hoboken.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

SEMESTER VIII

Major Course - 18

Course Name : Grand Viva and Seminar Talk

Course Code : BBAMJ801

Course Type: Major (Practical)	Course Details: MJC-18		L-T-P: 0– 3 – 4		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		60		40	

Course Objective:

To understand the concept of assessing comprehensive subject knowledge, practical application, and professional communication skills. Articulate fundamental and advanced concepts acquired throughout the course.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Explain the theoretical and practical concepts underpinning research or subject area.
2. Enhance the presentation skills of the student and to understand the flow of public speaking in the organizational context and gain practical experience.
3. Maintain composure, think critically under pressure, and confidently engage in an academic dialogue with an expert panel.

Assessment Methods:

Internal Examination (60 Marks): Internal Assessment may be conducted by using methods such as panel viva with more than 1 panel member, Assignment, Presentation etc.

External Examination (40 Marks): End Semester Viva-voce.

Major Course – 19

Course Name : Project Work and Viva-Voce

Course Code : BBAMJ802

Course Type: Major (Practical)	Course Details: MJC-19		L-T-P: 0 – 2 – 4		
Credit: 4	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		60		40	

Course Objective:

To understand the concept of an organization's functions where theoretical knowledge can be made applicable and provide hands on experience. Identify, formulate, and research complex real-world problems using scientific methodologies. Synthesize research findings, methodologies, and conclusions into a comprehensive, logically structured project report.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Students will be able to synthesize information and use methodologies appropriate to their discipline.
2. Implement theoretical knowledge in the organizational context and gain practical experience.
3. Students will be able to translate abstract theories into practical solutions to address real-world challenges.

Assessment Methods:

Internal Examination (60 Marks): Internal Assessment may be conducted by submitting progress reports, panel viva based on progress report submitted, Assignment and Presentation.

External Examination (40 Marks): End Semester Project presentation and viva-voce.

Financial Management Group

Major Course - 20

Course Name : Investment Analysis and Portfolio Management

Course Code : BBAMJ803

Course Type: Major (Theoretical)	Course Details: MJC-20		L-T-P: 4 – 1 – 0		
Credit: 4	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to provide students with a conceptual and practical understanding of investment alternatives, risk-return analysis, and portfolio management strategies. Students will learn how to evaluate individual securities, construct optimal portfolios, and measure investment performance using standard financial tools and techniques.

Learning Outcomes:

By the end of this course, students will be able to:

1. Understand the characteristics of various investment avenues and the institutional framework of financial markets.
2. Analyse the risk and return profiles of individual securities and combined asset portfolios.
3. Apply fundamental and technical analysis to make informed equity investment decisions.
4. Evaluate bonds using pricing models, yields, and duration metrics.
5. Construct, manage, and evaluate the performance of an investment portfolio using modern portfolio theories.

Unit I: Introduction to Investment and Securities Markets: Concept of investment, speculation, and gambling. Investment objectives, constraints, and the investment process. Overview of financial markets: Primary market operations and secondary market mechanics. Investment avenues: Equity shares, bonds, mutual funds, real estate, and derivatives. Calculation of historical returns, expected returns, and holding period yields for single assets. Measurement of risk: Systematic versus unsystematic risk, calculation of variance and standard deviation.

Unit II: Equity Analysis and Valuation: Fundamental Analysis: Economic analysis, Industry life cycle analysis, and Company analysis. Financial statement analysis and key financial ratios for equity evaluation. Equity valuation models: Dividend Discount Models (Constant growth and Two-stage growth models). Price-to-Earnings (P/E) ratio approach and Free Cash Flow models. Technical Analysis: Core assumptions, Dow Theory, candlestick patterns, and chart patterns. Technical indicators: Moving averages, Relative Strength Index (RSI), and market momentum tools.

Unit III: Bond Analysis and Valuation: Features and types of fixed-income securities. Determinants of bond prices and bond pricing mathematical formulas. Calculation of bond yields: Current yield, Yield to Maturity (YTM), and Yield to Call (YTC). Relationship between bond prices, coupon rates, and market interest rates. Concept of bond duration, modified duration, and immunization strategies. Term structure of interest rates and yield curves.

Unit IV: Portfolio Theory and Capital Asset Pricing: Concept of portfolio and diversification benefits. Calculation of portfolio return and portfolio risk for two-asset and multi-asset portfolios. Impact of correlation and covariance on portfolio risk reduction. Markowitz Efficient Frontier and the concept of an optimal portfolio. Capital Asset Pricing Model (CAPM): Assumptions, Capital Market Line (CML), and Security Market Line (SML). Calculation of expected asset returns using the CAPM equation and concept of Beta.

Unit V: Portfolio Performance Evaluation and Revision: Portfolio revision strategies: Formula plans, constant dollar value plans, and constant ratio plans. Managed portfolios and the mutual fund structure in India. Risk-adjusted performance measures: Calculation and interpretation of Sharpe's ratio. Treynor's performance index calculation and interpretation. Jensen's Alpha measure for portfolio performance evaluation. Market efficiency hypothesis: Weak, semi-strong, and strong forms of market efficiency.

Suggestive Readings:

1. Investment Analysis and Portfolio Management, Prasanna Chandra, McGraw Hill Education, Chennai.
2. Security Analysis and Portfolio Management, Donald E. Fischer and Ronald J. Jordan, Pearson Education, New Delhi.
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing House, New Delhi.
4. Modern Portfolio Theory and Investment Analysis, Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann, John Wiley & Sons, New York.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 21

Course Name : Investment Banking and Financial Services

Course Code : BBAMJ804

Course Type: Major (Theoretical)	Course Details: MJC-21		L-T-P: 4 – 1 – 0		
Credit: 4	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to provide students with an in-depth understanding of the Indian and global financial services sectors, with a specific focus on investment banking operations. Students will learn the mechanics of fund mobilization, corporate advisory services, asset management, and the regulatory frameworks governing financial intermediaries.

Learning Outcomes:

By the end of this course, students will be able to:

1. Explain the structure, roles, and functions of investment banks and financial service intermediaries.
2. Manage the processes involved in public issues, project financing, and corporate fund mobilization.
3. Analyse strategic financial corporate advisory roles, including mergers, acquisitions, and asset restructuring.
4. Evaluate fund-based and fee-based financial services like leasing, hire purchase, factoring, and securitization.
5. Understand the operational dynamics of retail financial services, credit rating systems, and SEBI regulations.

Unit I: Introduction to Investment Banking and Financial Services: Structure of the financial services industry in India: Fund-based versus fee-based services. Evolution, scope, and significance of investment banking. Key functions of investment banks: Corporate advisory, trading, asset management, and research. Organizational structure of a typical investment bank. Regulatory environment: Role of SEBI, RBI, and Ministry of Corporate Affairs in financial governance.

Unit II: Issue Management and Underwriting: Public issue management: Detailed steps in Initial Public Offerings (IPOs) and Further Public Offerings (FPOs). Role of intermediaries: Merchant bankers, underwriters, registrars, and bankers to the issue. Pricing mechanisms: Fixed price method versus Book Building process. Allotment procedures, green shoe options, and listing requirements on stock exchanges. Private placements, Rights Issues, and Qualified Institutional Placements (QIPs).

Unit III: Corporate Advisory and Project Finance: Investment banking role in Mergers, Acquisitions (M&A), and corporate restructurings. Overview of corporate valuation approaches used by investment bankers. Due diligence processes in corporate takeovers and joint ventures. Project financing: Project appraisal, financial structuring, and risk assessment techniques. Venture capital and Private Equity (PE): Funding stages, deal structuring, and exit strategies.

Unit IV: Fund-Based Financial Services: Leasing: Concept, types of lease agreements, and financial vs. operational lease differentiation. Hire Purchase: Conceptual framework, legal rules, and comparison with leasing arrangements. Factoring and Forfeiting: Mechanisms, types, operational benefits, and differences. Housing finance and Consumer finance industry in India. Securitization of debt: Concept, structural participants, and benefits to the banking system.

Unit V: Fee-Based and Retail Financial Services: Mutual Funds: Structure, types of schemes, net asset value (NAV) operations, and evaluation basics. Credit Rating: Process, methodologies, symbols, and leading rating agencies in India (CRISIL, ICRA, CARE). Merchant banking regulations and compliance tracking. Depository services: Role of NSDL and CDSL in stock market clearing. Stock broking, wealth management, and distribution models for financial products.

Suggestive Readings:

1. Investment Banking: Valuation, LBOs, M&A, and IPOs, Joshua Rosenbaum and Joshua Pearl, John Wiley & Sons, Hoboken, New Jersey.
2. Financial Markets and Services, E. Gordon and K. Natarajan, Himalaya Publishing House, Mumbai.
3. Financial Services, M. Y. Khan, McGraw Hill Education, New Delhi.
4. Merchant Banking and Financial Services, S. Gurusamy, Tata McGraw Hill Education, New Delhi.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Human Resource Management Group

Major Course - 20

Course Name : Management of Industrial Relations

Course Code : BBAMJ803

Course Type: Major (Theoretical)	Course Details: MJC-20		L-T-P: 4 – 1 – 0		
Credit: 4	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Acquire theoretical and practical perspective on many aspects of industrial relations.
2. Understand the concept of industrial dispute and industrial conflicts and methods to resolve them.
3. Understand the key participants, institutions, relationships and processes in employment relations. Understand various acts in Indian context.
4. Understand the need of Workers' Participation in Management.

Unit-I: Industrial Relations: Meaning, Characteristics, Objectives and Factors. Prerequisites for sound industrial relations; Importance of harmonious industrial relations.

Unit-II: Industrial Disputes: Concept, Forms, Concept of industrial dispute and industrial conflicts– Forms of industrial dispute – causes of industrial dispute – Methods for prevention and settlement of industrial dispute.

Unit-III: Trade Unionism: Concept, approaches and problems of trade union, Concept, Objectives and factions of trade unions– Growth and problems of trade union movement in India. Registration of Trade Unions – Duties & Privileges of Registration of Trade Unions.

Unit-IV: Workers' Participation in Management: Concept, objective and forms of workers participations in management. Various forms of workers participations in management – New Scheme of workers' participations in management (1984) – Workers' Participation in Management Bill 1990 – prerequisites for workers' participation in management – Employee empowerment.

Unit–V: The Industrial Dispute Act 1947: Settlement of Industrial disputes; strikes, lockout, gherao– Layoff, retrenchment, closure, discharge, dismissal. The Industrial Employment (standing orders) Act, 1946–Concept and nature of Standing Order – Scope and Coverage of the Act – Certification process – its operation and binding effect – Modification and temperance application of Model Standing Orders.

Suggested Readings:

1. Industrial Relations and Labour Laws–S. C. Srivastava; Vikas Publishing House Pvt Ltd., New Delhi, 2007.
2. Human Resource Management–A. K. Ghosh; Manas Publications, New Delhi, 2006.
3. Dynamics of Industrial Relations–C. B. Mamoria et al, New Delhi, 2003.
4. Industrial relations– Emerging Paradigms – B. D. Singh; Excel Books, New Delhi, 2004.
5. Industrial Relations: Concepts and Issues-T. N. Chhabra & R. K. Suri; Dhanpat Rai & Co. (P) Ltd.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 21

Course Name : Strategic Human Resource Management

Course Code : BBAMJ804

Course Type: Major (Theoretical)	Course Details: MJC-21		L-T-P: 4 – 1 – 0		
Credit: 4	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

This course aims to provide students with a comprehensive understanding of Strategic Human Resource Management (SHRM) and its role in achieving organizational goals and sustaining competitive advantage. It seeks to familiarize learners with the strategic integration of human resource functions with corporate strategy, workforce management, and business performance. The course also focuses on contemporary issues in SHRM, including global human resource management, workforce restructuring, technological advancements, ethical considerations, and emerging trends shaping the future of the HR profession.

Learning Outcomes:

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

1. Demonstrate an understanding of the concepts, evolution, frameworks, and strategic significance of human resource management in organizational success.
2. Integrate human resource strategies with corporate and business strategies to support organizational objectives and workforce effectiveness.
3. Analyse the relationship between SHRM practices, organizational performance, competitive advantage, customer outcomes, and human capital metrics.
4. Manage strategic HR issues related to workforce restructuring, employee retention, retirement, diversity management, and global assignments.
5. Develop insights into emerging trends and challenges in SHRM, including mergers and acquisitions, outsourcing, technology-driven HR practices, ethics, and international human resource management.

Unit – I: Introduction: Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & Corporate Strategy; Challenges in SHRM; Resource based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies.

Unit – II: HR Strategies: Importance of HR in strategy formulation, Strategic approach to HR functions (planning, acquisition, training, development, reward and compensation); Managing workforce diversity.

Unit – III: SHRM and Business Performance: SHRM for competitive advantage; High performance work systems and SHRM, HRM and firm performance, Evaluating SHRM effectiveness, HRM and customer outcomes, HR metrics; HC bridge Framework model.

Unit – IV: Employee separation: Reductions in workforce, Lay off, Downsizing, -Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement, Global HRM – Strategic HR Issues in global assignments.

Unit – V: Trends and Issues in SHRM: HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; HRM in developing countries; Technology and HRM, Corporate Ethics, Values and SHRM; Future of SHRM.

Suggested Readings:

1. Patil, N. P., Sindhu, M., & Murthy, R. (2024). Strategic human resource management: Aligning people and performance (1st ed.). Authors Click Publishing.
2. Padhi, N. (2009). Strategic human resources management theory and practice. Atlantic Publishers & Distributors.
3. Krishnan, L. (2026). Strategic human resource management. Notion Press.
4. Sharma, E. (2018). Strategic human resource management and development (1st ed.). Pearson India.
5. Deb, T. (2006). Strategic approach to human resource management: Concept, tools and application (1st ed.). Atlantic Publishers & Distributors.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Marketing Management Group

Major Course - 20

Course Name : Advertising and Brand Management

Course Code : BBAMJ803

Course Type: Major (Theoretical)	Course Details: MJC-20		L-T-P: 4 – 1 – 0		
Credit: 4	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

This course aims to provide students with a comprehensive understanding of advertising, sales promotion, and brand management as integral components of marketing communication. It seeks to develop knowledge of advertising planning, media selection, campaign execution, and evaluation of advertising effectiveness. The course also focuses on building an understanding of branding concepts, brand equity, customer-brand relationships, and strategic brand management practices to create, position, and sustain successful brands in competitive markets.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Demonstrate a thorough understanding of advertising strategies, media planning, campaign management, message development, and advertising budgeting.
2. Assess the effectiveness of advertising campaigns using appropriate evaluation techniques, including DAGMAR, pre-testing, and post-testing methods.
3. Apply sales promotion tools and sales force management practices to support organizational marketing and communication objectives.
4. Develop insights into branding concepts such as brand identity, brand image, brand personality, brand positioning, brand equity, and customer loyalty.
5. Design and manage branding strategies involving brand creation, brand extension, brand-product relationships, and brand portfolio management for long-term brand success.

Unit – I: Advertising and the Marketing Process: Media planning and selection, Campaign planning and launching. Message designing and development. Advertising budgeting, Corporate Advertising.

Unit – II: Advertising Effectiveness: The role and working of an Ad Agency. Measurement of Advertisement Effectiveness - DAGMAR Approach. Pre-Testing, Post-Testing, and Techniques of Measuring Ad Effectiveness.

Unit – III: Sales Promotion: Consumer Promotion, Dealer Promotion, Sales Force Promotion. Sales force planning and execution. Recent trends.

Unit – IV: Brands and Branding: Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity, Value addition from Branding - Brand -customer Relationships, Brand Loyalty and Customer Loyalty.

Unit – V: Managing Brands: Brands Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio.

Suggested Readings:

1. Gupta, R. (2012). Advertising principles and practice. S Chand & Company.
2. Belch, G. E., Belch, M. A., & Purani, K. (2021). Advertising and promotion: An integrated marketing communications perspective (12th ed.). McGraw Hill.
3. Dutta, K. (2022). Brand management. Oxford University Press.
4. Keller, K. L. (2011). Strategic brand management (3rd ed.). Pearson.
5. Gupta, B., Gupta, H., & Agarwal, N. (2023). Advertising and brand management. Book Rivers.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 21

Course Name : Marketing of Services

Course Code : BBAMJ804

Course Type: Major (Theoretical)	Course Details: MJC-21		L-T-P: 4 – 1 – 0		
Credit: 4	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The course brings out the emerging service environment in India and the world. It emphasizes the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

Learning Outcomes:

At the end of this course, students would be able to:

1. Understand the Concept of Services and intangible products.
2. Discuss the relevance of the services Industry to Industry.
3. Examine the characteristics of the services industry and the modus operandi.
4. Understand the Place, Promotion and Pricing issues in Services Marketing
5. Analyse the role and relevance of Quality in Services. Visualize future changes in the Service Industry.

Unit–I: Introducing Service Marketing: The nature of Services Marketing Introduction, Definition and Characteristics of Services, Classification of Services, The services environment; evolution of services. Service Marketing Mix, Service Quality Concept.

Unit–II: Segmentation, Targeting and Positioning: Strategic Aspects of Services Marketing, Segment Selection or targeting a few Segments, positioning a Service in the Marketplace, Targeting Customers and Building Relationships, Importance of Services Marking in Indian Economy, Growth of service sector in Indian Economy.

Unit–III: Place, Promotion and Pricing issues in Services Marketing: Understanding Costs and Developing Pricing Strategies, Communicating and Promoting Services.

Unit–IV: People – The Key to a Service Business: Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.

Unit-V: Physical Evidence & Process: Servicescapes Designed for Employees and for Customers. The Customer's Point of View Blueprinting, Managing the Waiting Process, Use of Information Technology (IT), Offering Greater Choice - A Major Service Process: Complaints Management and Service Recovery.

Suggested Readings:

1. Services Marketing—Christopher H. Lovelock and Chatterjee; Pearson Books.
2. Services Marketing—Valarie A. Zeithami, Mary Jo Bitner.
3. Principles of Services Marketing, Palmer, A.; McGraw-Hill.
4. Services Marketing—Govind Apte; Oxford Univ. Press.
5. Services Marketing—Rajendra Nargundkar; Tata McGraw Hill.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Minor Course - 7

Course Name : Global Business management

Course Code : BBAMN801

Course Type: Minor (Theoretical)	Course Details: MNC-7		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to provide students with a comprehensive understanding of the strategies, structures, and operational complexities involved in managing businesses across national borders. Students will learn to analyse international market environments, select entry strategies, manage diverse cultures, and coordinate global functional business units.

Course Outcomes:

By the end of this course, students will be able to:

1. Analyse the impact of political, economic, cultural, and legal environments on global business operations.
2. Evaluate the role of international organizations, trading blocs, and global trade agreements.
3. Formulate international market entry and expansion strategies for multinational corporations.
4. Design organizational structures suited for global business integration and local responsiveness.
5. Manage international human resources, global supply chains, and cross-cultural business teams.

Unit I: Foundations of Global Business Environment: Concept, scope, and drivers of globalization and international business. Domestic versus international business complexities. PESTLE framework in a global context: Political systems, economic models, and legal frameworks. Cultural dimensions in global business: Hofstede’s cultural frameworks and Trompenaars' model. Management of ethics and social responsibility in international corporations.

Unit II: Global Trade Framework and International Institutions: Classical and modern international trade theories: Absolute advantage, comparative advantage, and Porter’s Diamond. Commercial trade policies: Tariffs, quotas, subsidies, and non-tariff barriers to trade. Role and functions of international trade regulatory bodies: WTO, IMF, and the World Bank. Regional economic integration: Levels of integration and major trading blocs (EU, USMCA, ASEAN, BRICS). Impact of regional integration on corporate global strategies.

Unit III: Global Strategy and Market Entry Modes: Pressures for cost reduction versus local responsiveness in international business. Strategic choices for global expansion: International, multi-domestic, global, and transnational strategies. Market selection: Screening global markets and forecasting localized consumer demand. Non-equity entry modes: Exporting, licensing, franchising, and contract manufacturing. Equity-based entry modes: Joint ventures, strategic alliances, and wholly-owned subsidiaries (Greenfield vs. M&A).

Unit IV: Global Business Operations and Functional Strategies: Global supply chain management: Sourcing raw materials, production logistics, and outsourcing decisions. International marketing decisions: Standardized versus localized product, price, promotion, and distribution tactics. Global financial management basics: Managing foreign exchange risks and international investment choices. Cross-border intellectual property management: Patents, trademarks, and international copyright issues. Digital globalization: E-commerce, virtual teams, and technology-driven global operations.

Unit V: International HR and Corporate Structures: Organizational structures for global operations: International division, geographic area, functional, and matrix structures. Control systems and performance metrics in multinational corporations. International human resource management (IHRM): Staffing approaches (Ethnocentric, Polycentric, Geocentric). Managing the expatriate lifecycle: Selection, pre-departure training, compensation, and repatriation challenges. Cross-cultural communication barriers, negotiation strategies, and conflict resolution

Suggestive Readings:

1. International Business: Competing in the Global Marketplace, Charles W. L. Hill and Arun Kumar Jain, McGraw Hill Education, New Delhi.
2. Global Business, Mike W. Peng, Cengage Learning, Boston.
3. International Business, John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, and Prashant Salwan, Pearson Education, Noida.
4. International Business: Text and Cases, Francis Cherunilam, PHI Learning Private Limited, Delhi.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

4- Year UG Degree (Honours with Research)

SEMESTER- VII

Major Course - 14

Course Name : Business Policy and Strategies

Course Code : BBAMJ701

Course Type: Major (Theoretical)	Course Details: MJC-14		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The course aims to provide students with a comprehensive understanding of business policy and strategic management concepts, processes, and frameworks. It seeks to develop the ability to analyse internal and external business environments, formulate and implement strategies, and evaluate strategic alternatives. The course also focuses on enhancing strategic thinking and decision-making skills necessary for achieving sustainable competitive advantage in dynamic business environments.

Learning Outcomes:

After completing the course, the student shall be able to:

5. Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.
6. Apply understanding for the theories, concepts and tools that support strategic management in organizations.
7. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
8. Enhanced ability to identify strategic issues and design appropriate courses of action.

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

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

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

Unit - IV: Formulation of Strategy: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model.

Unit - V: Strategic Issues: Framework for Analysing Competition; Competitive Advantage of a Firm, Core Competency, Major Issues involved in the Implementation of strategy: Organization structure; leadership and resource allocation.

Suggested Readings:

6. Bamford, C. E. (2024). Strategic management and business policy: Globalization, innovation and sustainability (16th ed.). Pearson Education.
7. Senthilkumar, S., Durai, M. M., Sharmila, A., & Poornima, J. (2014). Business policy and strategic management. S. Chand Publishing.
8. Whittington, R., & Regnér, P. (2024). Exploring strategy: Text and cases (12th ed.). Pearson Education.
9. Prasad, L. M. (2024). Strategic management: Concepts and cases—A world perspective. Sultan Chand & Sons.
10. Satya Sekhar, G. V. (2010). Business Policy and Strategic Management. I. K. International Publishing House.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 15

Course Name : Business Analytics

Course Code : BBAMJ702

Course Type: Major (Theoretical)	Course Details: MJC-15		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

This course aims to provide students with a comprehensive understanding of Business Analytics and its role in data-driven decision-making within organizations. It seeks to familiarize learners with various analytical methods, machine learning concepts, business intelligence tools, and statistical techniques used for analysing business data. The course also focuses on developing students' ability to apply analytics across functional areas such as marketing, finance, human resources, and operations, enabling them to transform data into meaningful insights for effective managerial and strategic decision-making.

Learning Outcomes

After completing the course, the student shall be able to:

6. Explain the concepts, types, methods, and applications of Business Analytics and distinguish it from Data Analytics.
7. Apply machine learning concepts and analytical frameworks such as the CRISP-DM model to business problems.
8. Analyse business data from various functional domains using descriptive, diagnostic, predictive, and prescriptive analytics techniques.
9. Utilize business intelligence tools, classification and clustering techniques, and data management technologies for decision support.
10. Interpret and visualize business data using statistical measures, charts, and relationship analysis techniques to derive actionable insights for managerial decision-making.

Unit – I: Introduction to Business Analytics: Meaning, Scope, and Importance of Business Analytics, Categories of Business Analytical methods and models, Types of Business Analytics: Descriptive, Diagnostic, Predictive & Prescriptive Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision Modelling, Role of Business Analytics in Financial and Managerial Decision-Making, Applications of Business Analytics in Various Sectors. Business Analytics vs. Data Analytics -Categorization of Data. Analytical Models. Data Scientist vs. Data Engineer vs. Data Analyst- Role of Data Analyst- Data Analytics in Practice.

Unit – II: Machine Learning Concepts: Machine learning for analytics, Machine learning process, Types of machine learning-supervised, Unsupervised and reinforcement, CRISP DM Model.

Unit – III: Analytics for Functional Domains: Business analytics in functional domains (Human Resources, Marketing, Operations, Finance), What is text analytics, Application of text analytics, Sentiment analysis.

Unit-IV: Data Organizing and Technology: Classification and Clustering, Examples of classification and clustering, Concepts of Business intelligence, OLAP, Different Software used in Business Analytics.

Unit-V: Descriptive Statistics: Importing Data file; Data visualization using charts: histograms, bar charts, box plots, line graphs, scatter plots. etc.; Data description: Measure of Central Tendency, Measure of Dispersion, Relationship between variables: Covariance, Correlation and coefficient of determination.

Suggested Readings

6. Schniederjans, M. J., Schniederjans, D. G., & Starkey, C. M. (2023). Business analytics principles, concepts, and applications: What, why, and how (1st ed.). Pearson Education.
7. Albright, S. C., & Winston, W. L. (2022). Business analytics: Data analysis and decision making (7th ed.). Cengage Learning India.
8. Evans, J. R. (2020). Business analytics (3rd ed.). Pearson.
9. Kumar, U. D. (2021). Business analytics: The science of data-driven decision making (2nd ed.). Wiley.
10. Gopal, R. (2024). Business analytics. Notion Press.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Financial Management Group

Major Course - 16

Course Name : Business Taxation and Planning

Course Code : BBAMJ703

Course Type: Major (Theoretical)	Course Details: MJC-16		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

This course provides a comprehensive understanding of direct and indirect taxation frameworks, equipping students with the skills to compute income, deductions, and final tax liabilities. It balances legal compliance with strategic financial decision-making, emphasizing the operational impact of the Goods and Services Tax (GST). Ultimately, it enables students to integrate tax factors into corporate choices—such as asset leasing and business location—to legally optimize organizational tax efficiency.

Learning Outcomes:

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

6. Explain the core concepts of direct and indirect taxation, including capital and revenue distinctions and the structural features of the Goods and Services Tax framework.
7. Determine the residential status of different categories of assessees and evaluate the total incidence of tax based on income accrual and receipt principles.
8. Compute taxable income accurately under the heads of salary, house property, and profits and gains of business or profession by applying relevant legal provisions.
9. Formulate final tax liabilities for assessees by correctly integrating permissible Chapter VI-A deductions, rebates, and tax reliefs.
10. Design legally compliant tax planning strategies for critical business decisions, including corporate setups, location choices, and asset financing options.

Unit I: Fundamentals of Direct and Indirect Taxation

Basic Concepts and Framework: Definitions and scope of Assessee, Person, Assessment Year, Previous Year, Income, Earned Income and Unearned Income, and Casual Income. Income Classification: Distinction between Capital and Revenue Receipts, Capital and Revenue Expenditure, Gross Total Income, and Total Income. Concept and tax treatment of Agricultural Income and basic exemption limits for various types of corporate and individual assessees. Framework of Goods and Services Tax (GST): Structural features, types (CGST, SGST, IGST, UTGST), advantages, and limitations. Concept of supply, dual GST model, and basic registration requirements for businesses.

Unit II: Tax Residency, Incidence, and Exemptions

Residential Status: Rules for determining the residential status of individuals, Hindu Undivided Families (HUFs), Firms, and Companies. Incidence of Tax: Scope of total income based on residential status. Principles governing income received or deemed to be received in India, and income accruing or arising (or deemed to accrue or arise) in India. Tax Optimization Framework: Practical application and computations of residential status and tax incidence. Comprehensive analysis of incomes exempt from tax under Section 10 relevant to individuals and business entities.

Unit III: Computation of Income Under Major Heads

Income from Salaries: Elements of salary, allowances, perquisites, and profit in lieu of salary. Deductions allowed and computation of taxable salary. Income from House Property: Determination of Annual Value of self-occupied and let-out properties, deductions under Section 24, and computation of income from house property. Profits and Gains of Business or Profession: General principles of computing business income for individual assesseees and firms. Allowable deductions, expenses expressly disallowed, depreciation rules, and final computation of taxable business profits.

Unit IV: Deductions, Tax Liabilities, and Rebates

Deductions from Gross Total Income: Specific business and individual deductions under Chapter VI-A, including Section 80C, 80CCC, 80D, 80DD, 80DDB, 80E, 80G, 80GG, and 80GGA. Tax Liability and Reliefs: Computation of total taxable income and final tax liability for individuals and corporate entities. Application of tax rebates, reliefs, and surcharges under Sections 87A and 89.

Unit V: Strategic Corporate Tax Planning and Management

Tax Planning Framework: Conceptual difference between Tax Planning, Tax Avoidance, Tax Evasion, and Tax Management. Objectives, scope, and ethical boundaries of tax planning for businesses. Location and Nature of New Business: Strategic tax planning regarding the choice of location (e.g., Special Economic Zones or backward areas) and nature of business setup to maximize tax benefits. Tax Considerations in Business Decisions: Financial and managerial tax planning regarding "Make or Buy" decisions, "Own or Lease" assets, and repairing versus replacing business machinery.

Suggested Readings:

5. Students' Guide to Income Tax including GST, Dr. Vinod K. Singhania and Dr. Monica Singhania, Taxmann Publications Pvt. Ltd., New Delhi.
6. Direct Taxes Law and Practice, Dr. Girish Ahuja and Dr. Ravi Gupta, Commercial Law Publishers (India) Pvt. Ltd., Delhi.
7. Tax Planning and Management, Dr. S.P. Goyal, Sahitya Bhawan Publications, Agra.
8. Business Taxation, Practical Tax Publishers, T.S. Reddy and Y. Hari Prasad Reddy, Margham Publications, Chennai.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 17

Course Name : Strategic Corporate Finance

Course Code : BBAMJ704

Course Type: Major (Theoretical)	Course Details: MJC-17		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to introduce students to the strategic application of financial management principles in corporate decision-making. Students will learn how financial strategies align with overall business goals to maximize shareholder value while managing risks effectively.

Learning Outcomes:

By the end of this course, students will be able to:

6. Analyse corporate investment decisions using strategic capital budgeting techniques.
7. Evaluate the optimal capital structure and its impact on corporate valuation.
8. Understand the financial mechanics and strategic motives behind mergers and acquisitions.
9. Assess corporate governance practices and financial restructuring strategies for distressed firms.
10. Formulate short-term and long-term financial plans that support sustainable business growth.

Unit I: Framework of Strategic Corporate Finance: Strategic financial management concepts. Interface of corporate strategy and financial policy. Shareholder value creation and corporate objective function. Balance scorecard and financial perspective Agency theory and corporate governance mechanisms.

Unit II: Strategic Investment Decisions: Capital budgeting process and strategic alignment, Estimation of cash flows for complex projects, NPV, IRR, and Profitability Index methods. Capital rationing and projects with unequal lives. Risk analysis in capital budgeting using scenario analysis.

Unit III: Capital Structure and Valuation: Cost of capital estimation for strategic divisions. Weighted Average Cost of Capital (WACC) calculations. Leverage analysis including operating, financial, and combined leverage. Capital structure theories and optimal financing mix. Dividend policy strategies and impact on firm value.

Unit IV: Corporate Restructuring and Growth: Strategic motives for mergers, acquisitions, and takeovers. Financial evaluation of a target firm using exchange ratios. Corporate spin-offs, split-offs, and equity carve-outs. Financial distress, restructuring, and turnaround strategies. Venture capital and strategic alliances as growth engines.

Unit V: Working Capital Strategy and Financial Planning: Strategic management of current assets and liabilities. Cash budget forecasting and optimal cash balance models. Credit policy optimization and receivables management. Sustainable growth rate estimation. Long-term financial forecasting and pro-forma statements.

Suggested Readings:

5. Strategic Corporate Finance: Applications in Valuation and Capital Structure, Justin Pettit, John Wiley & Sons, New Jersey.
6. Corporate Finance: A Strategic Approach, Aswath Damodaran, Wiley India Pvt. Ltd., New Delhi.
7. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill Education, Chennai.
8. Strategic Financial Management, Ravi M. Kishore, Taxmann Publications, New Delhi.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Human Resource Management Group

Major Course - 16

Course Name : Performance and Compensation Management

Course Code : BBAMJ705

Course Type: Major (Theoretical)	Course Details: MJC-16		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to equip students with a comprehensive understanding of how organizations design, implement, and manage performance appraisal systems and compensation strategies. Students will learn how to align individual performance with corporate goals and build reward systems that attract, motivate, and retain talent.

Learning Outcomes:

By the end of this course, students will be able to:

6. Understand the core principles, models, and processes of performance management in organizations.
7. Design and evaluate performance appraisal tools, performance metrics, and Key Performance Indicators (KPIs).
8. Analyse the internal and external factors that influence corporate compensation structures and wage determinations.
9. Formulate competitive reward, benefit, and incentive plans aligned with employee performance.
10. Navigate the legal, ethical, and strategic compliance issues related to payroll and compensation management.

Unit I: Foundations of Performance Management: Concept, meaning, and significance of performance management system (PMS). Distinction between performance appraisal and performance management. The performance management process: Planning, monitoring, appraisal, and review. Strategic role of PMS in aligning individual goals with organizational objectives. Role of HR managers and line managers in effective performance management.

Unit II: Performance Appraisal and Metrics: Traditional methods of performance appraisal: Ranking, grading, and checklist methods. Modern methods of performance appraisal: 360-degree feedback, Management by Objectives (MBO), and Assessment Centres. Designing Key Performance Indicators (KPIs) and Balanced Scorecard approach. Key performance appraisal errors (halo effect, leniency bias, central tendency) and how to minimize them. Conducting effective performance appraisal documentation and feedback sessions.

Unit III: Introduction to Compensation Management: Concept, components, and importance of compensation management. Economic and behavioural theories of wages and compensation. Determinants of compensation: Internal equity, external competitiveness, and individual worth. Process of designing a compensation structure: Job evaluation methods and salary surveys. Concept of CTC (Cost to Company), basic pay, dearness allowance, and house rent allowance.

Unit IV: Incentives, Fringe Benefits, and Performance-Linked Pay: Meaning and types of incentives: Individual, team, and organization-wide incentive plans. Performance-linked pay models: Merit pay, skill-based pay, and competency-based pay. Fringe benefits: Definition, objectives, types, and their role in employee retention. Executive compensation: Components, stock options (ESOPs), and strategic considerations. Recognition programs and non-monetary rewards in boosting employee morale.

Unit V: Strategic and Regulatory Frameworks in Compensation: Strategic compensation: Aligning pay structures with business growth cycles. International compensation basics: Challenges in managing expatriate pay structures. Legal framework of wages in India: Overview of Code on Wages, Payment of Wages Act, and Minimum Wages Act principles. Payroll management basics: Components of payslip, provident fund (PF), and employee state insurance (ESI) deductions. Emerging trends: Digital payroll management, cafeteria-style benefit plans, and pay transparency.

Suggestive Readings:

5. Performance Management, Herman Aguinis, Pearson Education, New Delhi.
6. Compensation Management, Dipak Kumar Bhattacharyya, Oxford University Press, New Delhi.
7. Compensation, George T. Milkovich, Jerry M. Newman, and Venkata Ratnam, McGraw Hill Education, New Delhi.
8. Performance Management: Systems, Exercises and Research, Cardy Robert L., M.E. Sharpe, Armonk, New York.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 17

Course Name : Labour Laws in India

Course Code : BBAMJ706

Course Type: Major (Theoretical)	Course Details: MJC-17		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to provide business students with a practical understanding of the legal frameworks governing labour, employment, and industrial relations in India. Students will learn how to navigate regulatory requirements, manage industrial disputes, ensure workplace safety, and maintain statutory compliance in corporate organizations.

Learning Outcomes:

By the end of this course, students will be able to:

6. Interpret the fundamental principles of labour legislation and constitutional provisions regarding labour in India.
7. Manage employee relations and resolve workplace conflict within legal boundaries using industrial dispute resolution mechanisms.
8. Ensure strict compliance with statutory regulations governing employee health, safety, and welfare amenities.
9. Administer appropriate social security benefits, wages, and compensation as mandated by modern labour laws.
10. Understand the evolving landscape of Indian labour regulations, including the transition toward the new labour codes.

Unit I: Introduction to Labor Legislation and Industrial Relations: Concept, evolution, and philosophy of labour laws in India. Principles of labour legislation: Social justice, social equity, and national economy. Constitutional provisions related to labour (Fundamental Rights and Directive Principles of State Policy). The Industrial Disputes Act, 1947: Meaning of industry, industrial dispute, strike, lock-out, lay-off, and retrenchment. Dispute settlement machinery: Conciliation, arbitration, and adjudication bodies.

Unit II: Trade Unions and Workplace Standing Orders: The Trade Unions Act, 1926: Registration, rights, privileges, and liabilities of registered trade unions. Concept of collective bargaining: Importance, process, and legal standing in India. The Industrial Employment (Standing Orders) Act, 1946: Object, applicability, and procedure for submission and certification of standing orders.

Misconduct and disciplinary actions: Principles of natural justice and domestic enquiry process. Grievance redressal mechanisms in industrial establishments.

Unit III: Working Conditions and Health & Safety Regulations: The Factories Act, 1948: Definition of factory, worker, and manufacturing process. Statutory provisions regarding health, safety, and welfare of workers. Working hours, holidays, and annual leave rules for factory employees. Employment restrictions regarding young persons and women. Overview of the Shops and Establishment Act (state-specific applicability for commercial offices).

Unit IV: Wage and Bonus Regulations: The Minimum Wages Act, 1948: Fixation and revision of minimum wages, advisory boards, and compliance. The Payment of Wages Act, 1936: Authorized deductions, time and mode of payment, and penalties for non-compliance. The Payment of Bonus Act, 1965: Concept of bonus, eligibility, disqualification, minimum and maximum bonus limits. Concept of Living Wage, Fair Wage, and Minimum Wage. Maintenance of registers, returns, and duties of inspectors.

Unit V: Social Security and the New Labor Codes: The Employees' Provident Funds and Miscellaneous Provisions Act, 1952: Key schemes and contribution rules. The Employees' State Insurance (ESI) Act, 1948: Benefits, contributions, and administrative setup. The Employee's Compensation Act, 1923: Employer's liability for compensation, occupational diseases, and calculation rules. The Payment of Gratuity Act, 1972: Eligibility, determination, and calculation of gratuity amount. Overview of structural changes: Transition from 29 individual acts into the 4 New Labor Codes of India.

Suggestive Readings:

5. Industrial Relations and Labour Laws, S. C. Srivastava, Vikas Publishing House, New Delhi.
6. Labour and Industrial Laws, P. K. Padhi, PHI Learning Pvt. Ltd., New Delhi.
7. Labour and Industrial Laws, S. N. Misra, Central Law Publications, Allahabad.
8. Introduction to Labour and Industrial Laws, Taxmann's Editorial Board, Taxmann Publications, New Delhi.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Marketing Management Group

Major Course - 16

Course Name : Sales and Distribution Management

Course Code : BBAMJ707

Course Type: Major (Theoretical)	Course Details: MJC-16		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

Learning Outcomes:

After completing the course, the student shall be able to:

6. Understand the need and importance of Sales Management
7. Understand the concept of personal selling and related terms.
8. Understand various stages in selling process and the catalytic role of sales person in the effective functioning of an organization.
9. Learn some of the tools and techniques of selling process.
10. Understand the role of distribution channels.

Unit–I: Introduction: Sales Management, Nature, role and importance, Sales force structure and Size management process. Different techniques of handling customer objections and closing the sales follow up.

Unit–II: Sales Organization: Formal, Informal, horizontal, vertical, centralized, decentralized, geographic, customer, product, combination, organizations; Sales Territory: Size allocation and designing sales territory.

Unit–III: Forecasting market demand: Importance, forecasting process; Planning and recruitment of sales force; Job analysis specification, Job description, sources of recruitment, selection of sales person, Sales training; objective, designing training programme.

Unit–IV: Sales force Motivation: Nature, Importance, factors influencing the motivation of sales force. Compensations: Types, compensations plan; Evaluation of Sales Force.

Unit–V: Distributions channel: Importance, types, channel strategy Market Logistic: objective, planning customer-oriented inventory Management decision, transportation decision; Retailing, Wholesaling.

Suggested Readings:

4. Sales and Distribution Management– Tapan Panda and Sachdev; Oxford Publications.
5. Marketing Management–analysis, planning and control; Philip Kotler; Prentice Hall of India Ltd.
6. Sales Management: E. M. Johnson, D. L. Kurtz, E. E. Scharuing; McGraw Hill.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Major Course - 17

Course Name : Digital Marketing

Course Code : BBAMJ708

Course Type: Major (Theoretical)	Course Details: MJC-17		L-T-P: 4 – 1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives:

The course aims to provide students with a comprehensive understanding of digital marketing concepts, tools, and strategies in the contemporary business environment. It seeks to develop practical skills in search engine optimization, social media marketing, search engine marketing, website analytics, and online advertising. The course also focuses on enabling learners to design, implement, evaluate, and manage digital marketing campaigns while understanding emerging trends and future developments in the field.

Learning Outcomes:

After completing the course, the student shall be able to:

6. Explain the fundamental concepts, tools, and processes of digital marketing and distinguish them from traditional marketing approaches.
7. Apply Search Engine Optimization (SEO), Search Engine Marketing (SEM), and Social Media Optimization (SMO) techniques to enhance online visibility and customer engagement.
8. Develop and manage digital marketing content and campaigns using platforms such as WordPress, Facebook, LinkedIn, Instagram, and Twitter.
9. Analyse digital marketing performance using web analytics, online reputation management tools, email marketing metrics, and affiliate marketing techniques to support data-driven decision-making.
10. Evaluate emerging digital marketing technologies, identify best practices and challenges, and formulate strategic digital marketing plans for businesses and start-ups.

Unit – I: Introduction to Digital Marketing: Meaning of Digital Marketing, Differences from Traditional Marketing, Return of Investments on Digital Marketing vs. Traditional Marketing, E Commerce, Tools used for successful marketing, SWOT Analysis of Business for Digital Marketing, Meaning of Blogs, Websites, Portal and Their Differences, Visibility, Visitor Engagement, Conversion Process, Retention, Performance Evaluation.

Unit – II: Search Engine Optimization (SEO): On page Optimization Techniques, Off Page Optimization Techniques, Preparing Reports, Creating Search Campaigns, Creating Display

Campaigns. Social Media Optimization (SMO): Introduction to Social Media Marketing, Advanced Facebook Marketing.

Unit – III: Contemporary Digital Marketing Practices: Word press Blog Creation, Twitter Marketing, LinkedIn Marketing, Instagram Marketing, social media Analytical Tools. Search Engine Marketing: Meaning and Use of Search Engine Marketing, Tools used — Pay Per Click, Google AdWords, Display Advertising Techniques, Report Generation.

Unit – IV: Performance-Driven Digital Marketing: Website Traffic Analysis, Affiliate Marketing, and Ad Designing: Google Analytics, Online Reputation Management, Email Marketing, Affiliate Marketing, Understanding Ad Words Algorithm, Advertisement Designing.

Unit – V: Strategic and Emerging Trends in Digital Marketing: Pitfalls of Digital Marketing, Good practices in digital marketing, Emerging technologies for Digital Marketing, management and governance of Digital Marketing teams, Digital Marketing for start-ups, Future of digital marketing.

Suggested Readings:

6. Bhatia, P. S. (2023). Fundamentals of digital marketing (3rd ed.). Pearson India.
7. Gupta, S. (2022). Digital marketing (3rd ed.). McGraw Hill Education.
8. Chithra, T. V. (2023). Digital marketing. Redshine Publication.
9. Bhatia, P. S. (2019). Fundamentals of digital marketing (2nd ed.). Pearson India.
10. Dwesar, R., & Kesharwani, A. (2025). Digital marketing: Tools, techniques, and trends. Wiley.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

Minor Course - 6

Course Name : Cyber Security Management

Course Code : BBAMN701

Course Type: Minor (Theoretical)	Course Details: MNC-6		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to provide business students with a non-technical overview of cybersecurity management practices in modern organizations. Students will learn how to identify digital threats, implement basic protective strategies, comply with legal requirements, and manage business continuity during cyber incidents.

Learning Outcomes:

By the end of this course, students will be able to:

6. Identify common cyber threats, vulnerabilities, and attack types targeting modern businesses.
7. Explain key cybersecurity frameworks, risk management principles, and defence strategies.
8. Understand the importance of user awareness, security policies, and data privacy governance.
9. Outline steps for effective incident response and business continuity planning after a cyber-attack.
10. Discuss legal, ethical, and compliance frameworks related to digital information security.

Unit I: Foundations of Cybersecurity in Business: Introduction to cybersecurity and information security definitions. Importance of cybersecurity in business operations and digital assets. The CIA Triad: Confidentiality, Integrity, and Availability. Common cyber threats: Malware, Phishing, Ransomware, and Social Engineering. Cybercriminals: Motives, profiles, and targets in the commercial sector.

Unit II: Cyber Risk Management and Policies: Basics of IT risk identification, assessment, and mitigation. Developing effective corporate security policies and acceptable use guidelines. Asset classification and data ownership principles. Human factors in security: Employee training and security awareness programs. Role of the Chief Information Security Officer (CISO) in corporate governance.

Unit III: Security Controls and Best Practices: Identity and Access Management (IAM): Passwords, Multi-Factor Authentication (MFA), and user privileges. Network security basics: Firewalls, Wi-Fi protection, and Virtual Private Networks (VPNs). Endpoint security: Anti-virus software, patch

management, and device control. Physical security measures for IT infrastructure and server rooms. Cloud security basics and managing third-party vendor risks.

Unit IV: Incident Response and Business Continuity: Understanding a cyber incident life cycle. Setting up a basic Incident Response Team (IRT). Steps for containment, eradication, and recovery from a data breach. Business Continuity Planning (BCP) and Disaster Recovery (DR) concepts. Backup strategies (3-2-1 rule) and restoring business data.

Unit V: Cyber Laws, Ethics, and Compliance: Overview of global and regional cyber laws (e.g., Information Technology Act). Data privacy regulations basics (e.g., GDPR, local digital data protection acts). Compliance frameworks and standards overview (e.g., ISO 27001 standard basics). Intellectual property protection and digital forensics basics for managers. Ethical considerations in workplace surveillance and data collection.

Suggested Readings:

5. Cybersecurity for Managers: A Practical Guide, Kisaku Glover, Routledge, New York.
6. Principles of Information Security, Michael E. Whitman and Herbert J. Mattord, Cengage Learning, Boston.
7. Management of Information Security, Michael E. Whitman and Herbert J. Mattord, Course Technology, Boston.
8. Cyber Security: Security Management and Compliance, Christopher J. Hodson, Wiley, Hoboken.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

SEMESTER VIII

Major Course - 18

Course Name : Grand Viva and Seminar Talk

Course Code : BBAMJ801

Course Type: Major (Practical)	Course Details: MJC-18		L-T-P: 3– 0 – 4		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		60		40	

Course Objective:

To understand the concept of assessing comprehensive subject knowledge, practical application, and professional communication skills. Articulate fundamental and advanced concepts acquired throughout the course.

Learning Outcomes:

After completing the course, the student shall be able to:

4. Explain the theoretical and practical concepts underpinning your research or subject area
5. Enhance the presentation skills of the student and to understand the flow of public speaking in the organizational context and gain practical experience.
6. Maintain composure, think critically under pressure, and confidently engage in an academic dialogue with an expert panel.

Assessment Methods:

Internal Examination (60 Marks): Internal Assessment may be conducted by submitting progress reports, panel viva based on progress report submitted, Assignment and Presentation.

External Examination (40 Marks): End Semester Viva-voce.

RPC-1

Course Name : Research Methodology

Course Code : BBARP801

Course Type: RP (Theoretical)	Course Details: RPC-1		L-T-P: 4 – 0 – 0		
Credit: 4	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objectives

This course aims to provide students with a comprehensive understanding of business research and its significance in managerial decision-making. It seeks to develop knowledge of the research process, research design, data collection methods, measurement techniques, and statistical analysis procedures used in business and social science research. The course also focuses on equipping students with the skills required to conduct systematic research, interpret findings, and communicate research outcomes effectively through professional research reports.

Learning Outcomes:

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

1. Demonstrate an understanding of the nature, scope, and process of business research, including problem identification and formulation.
2. Design research studies by selecting appropriate research designs, variables, hypotheses, and data sources to address research objectives.
3. Apply various data collection and measurement techniques, including surveys, interviews, and observation, content analysis, and scale development.
4. Analyse research data using suitable statistical techniques and software packages for hypothesis testing and decision-making.
5. Prepare and present research reports that effectively communicate research findings, conclusions, and recommendations to relevant stakeholders.

Unit – I: Introduction: Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem, Sources of Data, Primary Data and Secondary Data.

Unit – II: Research Design: Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design, Features of a good research design.

Unit – III: Measurement Methods: Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Scales.

Unit – IV: Data Analysis: Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric tests, Univariate, Bivariate, and Multivariate Data Analysis.

Unit – V: Sharing the Results: Reporting Research, Types of Reports, and Characteristics of a Research Report.

Suggested Readings:

1. Kothari, C. R. (2023). Research methodology: Methods and techniques (5th ed.). New Age International Publishers.
2. Bougie, R., Sekaran, U., & Srivastava, M. (2021). Research methods for business (8th ed.). Wiley.
3. Kumar, R. (2005). Research methodology: A step-by-step guide for beginners (2nd ed.). Pearson Education India.
4. Bagal, Y. S., & Anand, M. (2023). Research methodology: Basic concepts, methods, and techniques. Kitabwallah Books.
5. Chawla, D., & Sondhi, N. (2016). Research methodology: Concepts and cases (2nd ed.). Vikas Publishing House.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.

RPC-2

Course Name : Research Project / Dissertation

Course Code : BBARP802

Course Type: RP (Practical)	Course Details: RPC-2		L-T-P: 0 – 0 – 16		
Credit: 8	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		120		80	

Course Objective:

To develop ability to identify and define a research problem relevant to Marketing/Finance/HR/Operations/General Management, by developing appropriate research methodology through review of literature, research design, sampling technique, data collection tools and statistical /analytical methods suitable for the study.

Learning Outcomes:

After completing the course, the student shall be able to:

1. Explain key research concepts, methods and ethical principles relevant to management studies.
2. Critically evaluate existing literature and identify gaps of the study.
3. Formulate clear research objectives, questions and hypotheses.
4. Select and justify appropriate research design, sampling and data collection methods.
5. Analyse qualitative/quantitative data using different statistical tools and software.
6. Write a structured, coherent dissertation with clear academic language.

Assessment Methods:

Internal Examination (120 Marks): Internal Assessment may be conducted by submitting progress reports, panel viva based on progress report submitted, Assignment, Presentation etc.

External Examination (80 Marks): End Semester Project/Dissertation presentation.

Minor Course - 7

Course Name : Global Business management
Course Code : BBAMN801

Course Type: Minor (Theoretical)	Course Details: MNC-7		L-T-P: 4 –1 – 0		
Credit: 5	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
			30		70

Course Objective:

The objective of this course is to provide students with a comprehensive understanding of the strategies, structures, and operational complexities involved in managing businesses across national borders. Students will learn to analyse international market environments, select entry strategies, manage diverse cultures, and coordinate global functional business units.

Course Outcomes:

By the end of this course, students will be able to:

6. Analyse the impact of political, economic, cultural, and legal environments on global business operations.
7. Evaluate the role of international organizations, trading blocs, and global trade agreements.
8. Formulate international market entry and expansion strategies for multinational corporations.
9. Design organizational structures suited for global business integration and local responsiveness.
10. Manage international human resources, global supply chains, and cross-cultural business teams.

Unit I: Foundations of Global Business Environment: Concept, scope, and drivers of globalization and international business. Domestic versus international business complexities. PESTLE framework in a global context: Political systems, economic models, and legal frameworks. Cultural dimensions in global business: Hofstede’s cultural frameworks and Trompenaars' model. Management of ethics and social responsibility in international corporations.

Unit II: Global Trade Framework and International Institutions: Classical and modern international trade theories: Absolute advantage, comparative advantage, and Porter’s Diamond. Commercial trade policies: Tariffs, quotas, subsidies, and non-tariff barriers to trade. Role and functions of international trade regulatory bodies: WTO, IMF, and the World Bank. Regional economic integration: Levels of integration and major trading blocs (EU, USMCA, ASEAN, BRICS). Impact of regional integration on corporate global strategies.

Unit III: Global Strategy and Market Entry Modes: Pressures for cost reduction versus local responsiveness in international business. Strategic choices for global expansion: International, multi-domestic, global, and transnational strategies. Market selection: Screening global markets and forecasting localized consumer demand. Non-equity entry modes: Exporting, licensing, franchising, and contract manufacturing. Equity-based entry modes: Joint ventures, strategic alliances, and wholly-owned subsidiaries (Greenfield vs. M&A)

Unit IV: Global Business Operations and Functional Strategies: Global supply chain management: Sourcing raw materials, production logistics, and outsourcing decisions. International marketing decisions: Standardized versus localized product, price, promotion, and distribution tactics. Global financial management basics: Managing foreign exchange risks and international investment choices. Cross-border intellectual property management: Patents, trademarks, and international copyright issues. Digital globalization: E-commerce, virtual teams, and technology-driven global operations.

Unit V: International HR and Corporate Structures: Organizational structures for global operations: International division, geographic area, functional, and matrix structures. Control systems and performance metrics in multinational corporations. International human resource management (IHRM): Staffing approaches (Ethnocentric, Polycentric, Geocentric). Managing the expatriate lifecycle: Selection, pre-departure training, compensation, and repatriation challenges. Cross-cultural communication barriers, negotiation strategies, and conflict resolution.

Suggestive Readings:

5. International Business: Competing in the Global Marketplace, Charles W. L. Hill and Arun Kumar Jain, McGraw Hill Education, New Delhi.
6. Global Business, Mike W. Peng, Cengage Learning, Boston.
7. International Business, John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, and Prashant Salwan, Pearson Education, Noida.
8. International Business: Text and Cases, Francis Cherunilam, PHI Learning Private Limited, Delhi.

Teaching Learning Process:

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods:

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination.