



Ordinance & Syllabus

of

Under Graduate Course (BBA as per NEP 2020)

w.e.f.: July 2022 –23

Department of Business Management

H.N.B. Garhwal University Srinagar, Garhwal Uttarakhand-246174

As approved by the Board of Studies on 19th September, 2022

Ordinance and Syllabus for BBA under NEP (2022 – 23 onwards)
Bachelor of Business Administration (BBA)
Four-Year (Eight-Semester) Full-Time Programme

The undergraduate programme with research/ honours (BBA) shall be of four-years duration, with multiple entry and exit points and re-entry options. Each academic year is divided into two semesters. The four years interdisciplinary/ multidisciplinary Bachelor's Programme (BBA) is the preferred option as it allows the opportunity to experience the full range of holistic and multidisciplinary education with a focus on major and minor subjects as per the student's preference. The programme may also lead to a degree with research, if the student completes a rigorous research project/ dissertation in the major area(s) of study during eight semesters. Thus the BBA Programme shall extend over four academic years (eight semesters) with multiple entry and exit options.

An academic year shall consist of two semesters:

Odd Semester (I, III, V & VII Semesters): July to December Even

Semester (II, IV, VI & VIII Semesters): January to June

The academic calendar for each semester shall be notified by the University well before the commencement of the semester.

Eligibility and Credit Requirements:

Any candidate having passed the Intermediate (10+2) Examination in any discipline, from a recognized Examination Board, shall be eligible to apply for the course (BBA Programme as per NEP 2020). Students are also advised to go through the ordinances of the University relating to the undergraduate programme as per NEP 2020 in detail. These ordinances are available on the official website of HNB Garhwal University Srinagar Garhwal (www.hnbggu.ac.in). The entry and credit requirement at various level of BBA Programme are as under:

Entry and Credit Requirements at various Levels of BBA Programme:

Level of Programme	Requirements of the Programme	
Level 5: Undergraduate Certificate	Entry requirements	<ul style="list-style-type: none"> • Certificate obtained after successful completion of Grade 12 or equivalent stage of education. • Admission to the first year of the undergraduate programme (BBA) will be open to those who have met the entrance requirements, including specified levels of attainment, in the programme admission regulations. Admission will be based on the evaluation of documentary evidence (including the academic record and/or evidence relating to the assessment and validation of prior learning outcomes) of the applicant's ability to pursue an undergraduate programme of study.
	Credit requirements for a Bachelor's Degree (BBA)	<ul style="list-style-type: none"> • The successful completion of the first year (first two semesters) of the undergraduate (BBA) programme involving credit hours ranging between 40 – 44 hours followed by an exit 10-credit skills-enhancement course, including at least 6-credit job-specific internship/apprenticeship, as per the UGC Guidelines, that would help the graduates acquire job-ready competencies required to enter the workforce.
Level 6: Undergraduate Diploma	Entry requirements	<ul style="list-style-type: none"> □ Continuation of study or lateral entry in the second year of the undergraduate (BBA) programme will be possible for those who have met the entrance requirements, including specified levels of attainment, specified in the programme regulations. The continuation of study will be based on the evaluation of documentary evidence (including the academic record and/or evidence relating to the assessment and certification of prior learning) of the applicant's ability to pursue an undergraduate programme of study. □ Lateral entry into the programme of study leading to the Undergraduate Diploma will be based on the validation of prior learning outcomes achieved, including those achieved

		outside of formal learning or through learning and training in the workplace or in the community, or through continuing professional development activities, or through independent/self-directed learning activities.
	Credit requirements for a Bachelor's Degree (BBA)	<ul style="list-style-type: none"> The successful completion of the first two years (four semesters) of the undergraduate (BBA) programme involving credit-hours ranging between 80-88 hours followed by an exit 10-credit skills-enhancement course, including at least 6-credit job-specific internship/apprenticeship, as per the UGC Guidelines, that would help the graduates acquire job-ready competencies required to enter the workforce.
Level 7: Bachelor's Degree (BBA)	Entry requirements	<ul style="list-style-type: none"> Continuation of study or lateral entry in the third year (fifth semester) of the undergraduate (BBA) programme will be possible for those who have met the entrance requirements, including specified levels of attainment, specified in the programme regulations. The continuation of study will be based on the evaluation of documentary evidence (including the academic record and/or evidence relating to the assessment and certification of prior learning) of the applicant's ability to pursue an undergraduate programme of study. Lateral entry into the programme of study in the fifth semester of the undergraduate (BBA) programme will be based on the validation of prior learning outcomes achieved, including those achieved outside of formal learning or through learning and training in the workplace or in the community, or through continuing professional development activities, or through independent/self-directed learning activities.
	Credit requirements for a Bachelor's Degree (BBA)	The successful completion of the first three years (six semesters) of the undergraduate (BBA) programme involving at least a range of 120 -132 credit-hours.
Level 8: Bachelor's Degree (BBA) with Hons./Research	Entry requirements	<ul style="list-style-type: none"> An individual seeking admission to the bachelor's degree (Honours/ Research) in a specified field of learning would normally have completed all requirements of the relevant 3-year Bachelor's degree. (After completing requirements of a 3-year bachelor's degree, candidates who meet a minimum CGPA of 7.5* will be allowed to continue studies in the fourth year of the

		<p>undergraduate programme leading to the bachelor's degree (Research).</p> <ul style="list-style-type: none"> Continuation of undergraduate (BBA) programme leading to the bachelor's degree (Honours/Research) will be open to those who have met the entrance requirements, including specified levels of attainment, in the programme admission regulations. Continuation of the programme of study will be based on the evaluation of documentary evidence (including the academic record and/or evidence relating to the assessment and certification of prior learning) of the applicant's ability to pursue study during the fourth year (semesters 7 & 8) of the 4-year Bachelor's degree (Honours/Research) programme. Lateral entry into the programme of study at NHEQF level 8 will be based on the validation of prior learning outcomes, including those achieved outside of formal learning or through learning and training in the workplace through continuing professional development activities, or through independent/ self-directed/ self-managed learning activities.
	Credit requirements for a bachelor's degree (BBA)	Successful completion of the 4-year (eight semesters) undergraduate (BBA Research/ Honours) programme involving the range of 160-176 credits, with 40-44 credits at level 5, 40-44 credits at level 6, 40-44 credits at level 7, and 40-44 credits at level 8 on the NHEQF.

Credit Requirements and Qualifications at different levels on the NHEQF:

The level of the four years BBA Programme shall be as per the Draft National Higher Educational Qualification Framework (NHEQF). As per the guidelines, the number of credits to be earned at each level are as under:

NHEQF Level	Nomenclature (qualifications within each level)	Credit earned without exit option	Credit earned with exit option
Level – 5	Undergraduate Certificate for those who exit after successful completion of first year (two semesters) of the undergraduate programme	40	50
Level – 6	Undergraduate Diploma for those who exit after successful completion of second year (four semesters) of the undergraduate programme	80	90
Level – 7	Bachelor’s Degree for those who exit after successful completion of three years (six semesters) of the four year undergraduate programme	120	-
Level – 8	Bachelor’s Degree with Honours for those who have successfully completed four years (eight semesters) of the undergraduate programme	160	-
Level – 8	Bachelor’s Degree with Research* for those who have successfully completed four years (eight semesters) of the undergraduate programme	160	-

*Candidates who meet the minimum CGPA (Cumulative Grade Point Average) of 7.5 till Level 7 will be allowed to continue studies in the 4th year of BBA Programme leading to BBA (Bachelors’ Degree – Research) – Level 8. Others can either exit after Level 7 acquiring the BBA Degree or can pursue BBA (Honours) – Level 8.

- The three year BBA programme shall be of 120 credit points and the four year BBA Hons./ Research programme shall be of 160 credit points.

- Candidates qualifying Level 8 of BBA Programme will have an option to pursue 1 year (2 semesters) Master’s Degree Programme (MBA).
- Candidates who exit after Level 7 can pursue 1 year (2 semesters) Post – Graduation Diploma Programme (MBA Diploma) or 2 year (4 semesters) Master’s Degree Programme (MBA).

Candidates who opt for BBA with Research (Level 8) will have an option to enrol directly in the Doctorate Degree Programme (Level 10), provided the candidate has published research work (as per UGC Guidelines) based on the research/ investigation conducted during Level 8 of the Four Year BBA Programme in addition to other requirements as laid down in the curriculum framework.

- The BBA Programme/ course is designed /developed keeping in view the outcome based approach as envisaged by the University Grants Commission (UGC). The Programme Learning Outcomes (PLOs)/ Course Learning Outcomes (CLOs) have been properly defined in the curriculum ensuring the achievement of discipline specific outcome and generic learning outcomes. In order to get the details of various learning outcomes and learning outcomes descriptors required at each level, the students/ faculty may visit to NHEQF framework which is available at https://www.ugc.ac.in/pdfnews/2142241_NHEQF-Draft.pdf
- **Self and Social Development (SSD) Course Work:** This Self and Social Development (SSD) course work of 2 credits will be compulsory for all students of UG Program. This course work is compulsorily to be completed in any one semester, i.e., within 1st to 6th semesters if the student exits after three years of BBA Program and within 1st to 8th semesters if the student exits after completing BBA Hons./Research Program. This course work of 2 credits will be in addition to 120 credits or 160 credits, as the case may be. The University will offer two courses under SSD that are **(1) Community Connect & Service** **(2) Extracurricular activities**. The students will have a choice to complete **any one** of the following two course works.

(1) Community Connect & Service: This course is aimed to connect students with community with the objective of understanding their issues and delivering their valuable inputs for the welfare of society. Student will have to offer a minimum of 30 hours of service for completing the course. This mandatory service of 30 hours may be completed through any social activity organised under the banner of “Swaach Bharat”, “Ek Bharat Shrestha Bharat”, “NSS”, “NCC”, “Namami Gange” or activities organised by the Campus or Departments. Student will have to produce a certificate in this regard from the organizers of the event(s).

OR

(2) Extracurricular Activities: This course work requires student’s participation in University Demarcated Activity, such as participation/ representation of institution in Intercollegiate Activity/ State Level Activity/ National Level Activities. A committee set up by the University will verify the student’s participation in activities for award of credits for the course work.

- **Remote/blended learning modes:** Options will be available for students to earn credit by completing quality-assured remote learning modes, including online programmes offered on

the Study Webs of Active Learning for Young Aspiring Minds (SWAYAM: www.swayam.gov.in) or other online educational platform approved by the competent body from time to time. Students may opt to earn credits from such courses required for the award of a certificate/Diploma/Degree.

Semester Pattern & Credit System:

The workload relating to a course is measured in terms of credit hours. A credit is a unit by which the course work is measured. It determines the number of hours of instruction required per week for the duration of a semester (15-16 weeks). One credit is equivalent to 15 hours of teaching (lecture or tutorial) or 30 hours of practical or field work or community engagement and service per semester. Credit is awarded to a learner in recognition of the verified achievement of the defined learning outcomes. One credit involves 30 hours of out-of-class activities, such as preparation for classes/lessons, completing assignments which form a part of the course work, and independent reading and study per semester and 15 hours of out-of-class activities per semester for practicum.

There shall be two sessional tests and one end-semester examination. The sessional tests shall carry 30% of the total marks of the course. The marks of sessional tests shall be taken into account for computation of Grades. There shall be written end-semester examination which shall be of two hours duration carrying 70% of total marks assigned for the course. Evaluation shall be done on a continuous basis, three times during each semester.

Sessional tests may employ one or more assessment tools, such as objective tests, assignments, paper presentation, laboratory work, field work, etc. suitable to the course. This requires an element of openness. Students shall compulsorily attend two sessional tests. The sessional test as a part of the continuous internal assessment shall be conducted and evaluated by the teacher offering the course.

The detailed semester-wise scheme of BBA (Research/Honours) four year programme along with credit requirement is as follows:

Course Structure along with Credit Distribution

BACHELOR OF BUSINESS ADMINISTRATION (BBA) – FIRST YEAR

BBA Semester – I							
S. No.	CourseCode	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-101	Management & Organizational Behavior	Core Subject (CS) – 1	5	1	0	6
2.	SOM/BBA/CS-102	Business accounting	Core Subject (CS) – 2	4	1	1	6
3.	SOM/BBA/MD-103	Entrepreneurship Development	Additional-Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 1	3	1	0	4
4.	SOM/BBA/SEC-104	Leadership & Teamwork	Skill Enhancement Course (SEC – 1)	1	1	0	2
5.	SOM/BBA/VAC-105	Life Skills & Personality Development	Value Addition Course(VAC – 1)	1	1	0	2
		Total Credit					20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – II							
S. No.	CourseCode	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-201	Human Resource Management	Core Subject (CS) – 3	5	1	0	6
2.	SOM/BBA/CS-202	Business Statistics	Core Subject (CS) – 4	4	1	1	6
3.	SOM/BBA/MD-203	Production & Operations Management	Additional-Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 2	4	0	0	4
4.	SOM/BBA/SEC-204	IT Tools for Business	Skill Enhancement Course (SEC – 2)	1	0	1	2

5.	SOM/BBA/VAC-205	Understanding and connecting with environment	Value Addition Course(VAC – 2)	1	1	0	2
		Total Credit					20

L = Lectures, T = Tutorials, P = Practical

Note: a) Student, on exit, after successfully completing first year (i.e., securing minimum required 50 credits, including minimum required 10 credits for Internship as per the UGC Guidelines: https://www.ugc.ac.in/pdfnews/1887287_Rsearch-Internship-Guidelines-120522.pdf), will be awarded “Undergraduate Certificate” of one year, in Business Administration.

Multidisciplinary (M.D) courses can be opted by the students of Business Administration as well as other streams.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) – SECOND YEAR

BBA Semester – III							
S. No	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-301	Managerial Economics	Core Subject (CS) – 5	5	1	0	6
2.	SOM/BBA/CS-302	Principles of Marketing	Core Subject (CS) – 6	5	1	0	6
3.	SOM/BBA/MD-303	India's Diversity and Business	Additional-Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 3	4	0	0	4
4.	SOM/BBA/SEC-304	Personality Development and Communication	Skill Enhancement Course (SEC – 3)	1	0	1	2
					0		
5.	SOM/BBA/VAC-305	Indian Knowledge System (IKS)	Value Addition Course (VAC – 3)	1	0	1	2
		Total Credit					20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – IV							
S. No	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-401	Management Accounting	Core Subject (CS) – 7	5	1	0	6
2.	SOM/BBA/CS-402	Business & Marketing Research	Core Subject (CS) – 8	5	1	0	6
3.	SOM/BBA/MD-403	Ethics and Corporate Social Responsibility	Additional-Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 4	4	0	0	4
4.	SOM/BBA/SEC-404	E-Commerce	Skill Enhancement Course (SEC – 4)	2	0	0	2

5.	SOM/BBA/VAC-405	Additional Multidisciplinary Skill course (AMSC): Any one of the following 1. Nursery training course 2. Basic Yoga practices 3. Physical education/sports management 4. Folk and culture 5. Indian traditional music 6. Tour and travel operator	Value Addition Course(VAC – 4)	0	0	2	2
		Total Credit					20

L = Lectures, T = Tutorials, P = Practical

Note: Student, on exit, after successfully completing two years (i.e., securing minimum required 90 credits, including minimum required 10 credits for Internship as per the UGC Guidelines: https://www.ugc.ac.in/pdfnews/1887287_Rsearch-Internship-Guidelines-120522.pdf), will be awarded “Undergraduate Diploma” of two years in Business Administration.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) – THIRD YEAR

BBA Semester – V							
S. No	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-501	Financial Management	Core Subject (CS) – 9	5	1	0	6
2.	SOM/BBA/CS-502	Macro Economics	Core Subject (CS) – 10	5	1	0	6
3.	SOM/BBA/VC-503	Financial Literacy	Field Visit/ Vocational Course (FV/ VC – 1)	2	0	2	4
4.	SOM/BBA/VAC-504	Culture, Traditions and Moral Values	Value Addition Course(VAC – 5)	2	0	0	2
5.	SOM/BBA/MIL – 505	English / Modern Indian Language (MIL) – I	Indian, Modern, Regional Language (Language – 1)	2	0	0	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – VI							
S. No	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-601	Quantitative Techniques for Management	Core Subject (CS) – 11	5	1	0	6
2.	SOM/BBA/CS-602	Legal Aspects of Business	Core Subject (CS) – 12	5	1	0	6
3.	SOM/BBA/FV-603	Summer Internship and Viva-voce	Field Visit/ Vocational Course (FV/ VC – 2)	0	1	3	4
4.	SOM/BBA/VAC-604	Communication skills	Value Addition Course(VAC – 6)	1	1	0	2
5.	SOM/BBA/MIL – 605	English language – II	Indian, Modern, Regional Language (Language – 2)	2	0	0	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

Note: Student, on exit, after successfully completing three years (i.e., securing minimum

required 120 credits) and completion of SSD course work in any one semester within one to six semesters, will be awarded “Bachelor’s Degree” of three years in Business Administration.

**BACHELOR OF BUSINESS ADMINISTRATION (BBA) (WITH RESEARCH) –
FOURTH YEAR**

BBA Semester – VII							
S. No	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS–701	Business Policy & Strategies	Core Subject (CS) – 13	3	1	0	4
2.	SOM/BBA/CS-702	Financial Institutions and markets	Core Subject (CS) – 14	3	1	0	4
3.	SOM/BBA/CE–703-F1/M1/H1/I1	<u>Any one of the Following</u> 1.International Finance 2. Consumer Behavior 3.Training and development 4.Global Business Environment	Course Elective (CE – 1)	3	1	0	4
4.	SOM/BBA/RBC-704	Research Methodology	Research Based Course(RBC – 1)	5	1	0	6
5.	SOM/BBA/RBC – 705	Ethical Issues in Research	Research Based Course (RBC – 2)	2	0	0	2
		Total Credit					20

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BBA Semester – VIII							
S. No	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS–801	Project Management	Core Subject (CS) – 15	3	1	0	4
2.	SOM/BBA/CS – 802	Econometrics	Core Subject (CS) – 16	3	1	0	4
3.	SOM/BBA/CE – 803-F2/M2/H2/I2	<u>Any one of the Following</u> 1. Strategic Corporate Finance 2.Advertising and Brand Management 3. HRD: System and Strategies 4.	Course Elective (CE – 2)	3	1	0	4

		International Joint Ventures, Mergers and Acquisitions					
4.	SOM/BBA/RBC–804	Dissertation and viva- Voce	Research Based Course(RBC – 3)	3	0	3	6
5.	SOM/BBA/RBC – 805	Research Paper Writing and Seminar [Presentation Skills (Oral)]	Research Based Course(RBC – 4)	1	0	1	2
		Total Credit					20

L = Lectures, T = Tutorials, P = Practical

Note: Student, after successfully completing four years (i.e., securing minimum required 160 credits) and completion of SSD course work in any one semester within one to eight semesters, will be awarded “Bachelor’s Degree with Research” of four years in **Business Administration**.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) (WITH HONOURS) – FOURTH YEAR

BBA Semester – VII							
S. No	CourseCode	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS–701	Business Policy & Strategies	Major Core Subject (CS) – 13	3	1	0	4
2.	SOM/BBA/CS-702	Financial Institutions and markets	Major Core Subject (CS) – 14	3	1	0	4
3.	SOM/BBA/MC E-703-HF1/HM1/HH1/ HI1	<u>Any one of the Following</u> 1.Finance Modelling and Derivatives 2. Retail Management 3. Performance and Compensation Management 4. Multinational Business Finance	Major Course Elective(CE – 1)	3	1	0	4
4.	SOM/BBA/MICS – 704	Investment Analysis & Portfolio Management	Minor Core Subject (MINCS – 1)	2	1	0	3
5.	SOM/BBA/MICE– 705-HF1/HM1/HH1/ HI1	<u>Any one of the Following</u> 1.Investment banking and Financial Services 2. Marketing of services 3. Management of Industrial Relations 4. International Trade Policy & Strategy	Minor Course Elective(MINCE – 1)	2	1	0	3
6.	SOM/BBA/RBC – 706	Basic Research Methods-I	Research Based Course (RBC – 1)	2	0	0	2
		Total Credit					20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – VIII							
S. No	CourseCode	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS–801	Project Management	Major Core Subject (CS) – 13 18	3	1	0	4

2.	SOM/BBA/CS – 802	Econometrics	Major Core Subject (CS) – 14	3	1	0	4
3.	SOM/BBA/MC E– 803-HF2/HM2/HH2/ HI2	<u>Any one of the Following</u> 1. Business Analysis and valuation 2. Distribution and supply Chain Management 3. Cross Cultural HRM 4. International Distribution and supply Chain Management	Major Course Elective (CE – 1)	3	1	0	4
4.	SOM/BBA/MIC S– 804	Project Report and Viva-Voce	Minor Core Subject (MINCS – 2)	2	1	0	3
5.	SOM/BBA/MIC E– 805-HF2/HM2/HH2/ HI2	<u>Any one of the Following</u> 1. Working Capital Management 2. International Marketing 3. Talent and Knowledge Management 4. Transactional and Cross Cultural Marketing	Minor Course Elective (MINCE – 2)	2	1	0	3
6.	SOM/BBA/RBC – 806	Basic Research Methods-II	Research Based Course (RBC – 2)	2	0	0	2
		Total Credit					20

L = Lectures, T = Tutorials, P = Practical

Note: Student, after successfully completing four years (i.e., securing minimum required 160 credits) and completion of SSD course work in any one semester within one to eight semesters, will be awarded “Bachelor’s Degree with Honours” of four years in Business Administration.

First Semester

Subject: Management & Organization Behaviour

Subject Code: SOM/BBA/CS-101

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

Course contents:

Unit I

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, .. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window

Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change:

Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
15. Navin Mathur, Management Gurus , National Publishing House, New Delhi

Subject: Business Accounting
Subject Code: SOM/BBA/CS-102

Course Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Contents

Unit I

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three-column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

Unit II

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation –Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

Unit III

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

Unit IV

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis -Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

Subject: Entrepreneurship Development

Subject Code: SOM/BBA/MD-103

Course Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Course Content:

UNIT-1 ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

UNIT-3 SOCIAL ENTREPRENEURSHIP

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

UNIT-4 FAMILY BUSINESS AND ENTREPRENEURSHIP

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business
;Encouraging change in the family business system.

UNIT-5 FINANCING THE ENTREPRENEURIAL BUSINESS

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw

- Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
 6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
 7. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
 8. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
 9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
 10. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid ,eradicating poverty through profits. Wharton school Publishing.
 11. Scarborough & Zimmerer, Effective Small Business Management
 12. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press

Subject: Leadership & Teamwork
Subject Code: SOM/BBA/SEC-104

Course Objectives:

- To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations.
- To develop an understanding of the interpersonal processes and group dynamics.
- To provide a theoretical understanding of leadership practices in organizations.
- To provide an understanding of factors influencing teamwork and team leadership.
- To evaluate the role of leadership in the development of an institution.

Course Content:

Unit I

Introduction to Leadership & Team Management; Leadership Myths; Interactional Framework for analyzing leadership; Leadership Development: The First 90 Days as a Leader; Leader Development- The Action-Observation-Reflection Model.

Unit II

Leadership Attributes; Personality Traits and Leadership; Personality Types and Leadership; Intelligence and Leadership; Emotional Intelligence and Leadership

Unit III

Power and Leadership; The art of influence in leadership; Leadership and “Doing the Right Things; Character-Based Approach to Leadership; Role of Ethics and Values in Organisational Leadership; Leadership Behaviour; Leadership Pipeline; Assessing Leadership Behaviors: Multi-rater Feedback Instruments.

Unit IV

Delegation and Empowerment; Leading teams: Enhancing teamwork within a group; The leader’s role in team-based organizations; Leader actions that foster Teamwork Effectiveness; Offsite training and team development

Unit V

Understanding Team processes and Team Coaching; Team decision making and conflict management; Virtual teams; Managing Multicultural teams; Building great teams

Books and references

Leadership: Enhancing the lessons of experience by Hughes, R.L., Ginnett, R.C., & Curphy, G.J. (2019), 9th Edition, McGraw Hill Education, Chennai, India.

Subject: LIFE SKILLS AND PERSONALITY DEVELOPMENT
Subject Code: SOM/BBA/VAC-105

Course Objective:

Course Outcomes:

Course Contents

Will be developed by the University

Second Semester
Subject: Human Resource Management

Subject Code: SOM/BBA/CS-201

Course Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

Course Contents

Unit I

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations

Unit II

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III

Training: Concept, Needs, Systematic approach to training, methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

Unit IV

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

Subject: Business Statistics

Subject Code: SOM/BBA/CS-202

Course Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit I: Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion -Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

Unit II: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

Unit III: Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

Unit IV: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem.

Unit V: Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean. **Using Non-parametric statistics for hypothesis testing.**

Readings:

2. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
3. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
4. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

Title: Production and Operations Management

Subject Code: SOM/BBA/MD-203

Course Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location –Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory),

Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory : Poisson- Exponential Single Server Model with Infinite

Population.(question based on M/M/1.

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons

Subject: IT Tools for Business

Subject Code: SOM/BBA/SEC-204

Course Objective: To equip students with the basics of computers.

Course contents :

- (i) Unit I:** Concept of Computers- Brief History of Computers, Generation and Its Evolution, Characteristics of Computers, (Hardware, Software,) Criteria for Using the Computers, Organizations and Functions of Computers, Advantages, Disadvantages of Computers, Main Areas of Computers and their Applications.
- (ii) Unit II:** Types of Computers – Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-frame Computers, and Super Computers.
- (iii) Unit III:** Operating System and Office Automation: Booting Concept, MS DOS, MS Windows, MS Office, and Introduction to System Management. Overview of Languages, Compilers, Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels.
- (iv) Unit IV:** Information Technology: Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and scope.
- (v) Unit V:** Computer Application in different fields-Basic Information, Data Base Management System: Creating, Modification of Data base files, Commands Study, Expression and Functions, Set Commands, Sorting, Indexing.

Suggested Readings

- (1) Computer Fundamentals, P.K.Sinha
- (2) Introduction to Computer Science, Rajaraman. V
- (3) MIS Tools and Design, Bocchino William. A
- (4) Principles of MIS, Scot, George. M
- (5) Management Information and Control System, Kanter

Subject: UNDERSTANDING AND CONNECTING WITH ENVIRONMENT

Subject Code: SOM/BBA/VAC-205

Course Objective:

Course Contents: Will be developed by the University

